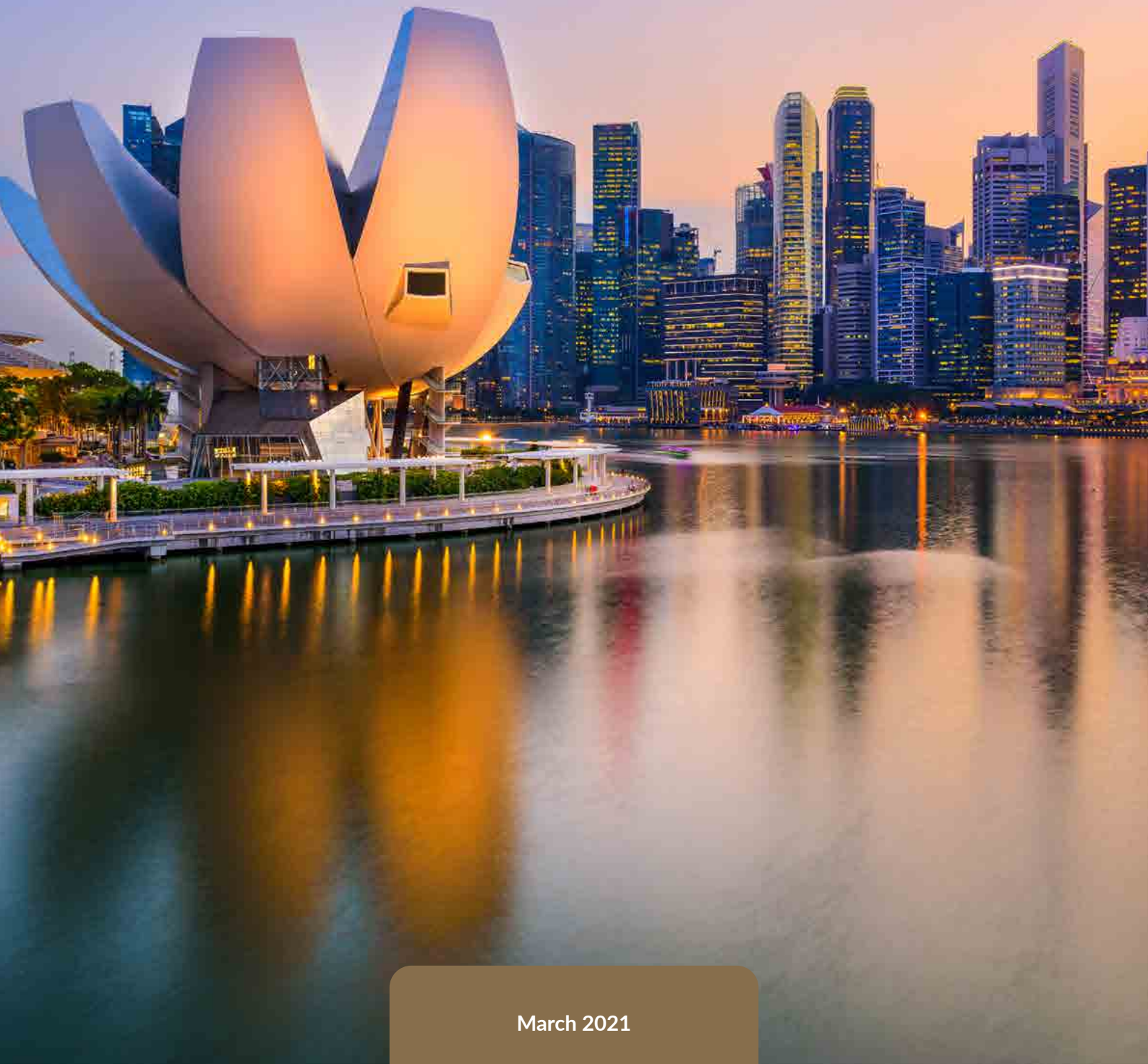


# 2020 ANNUAL REPORT



UEN: S62SS0073L

IPC No: T03CC1685G

Auditors: BDO LLP

Bankers: DBS Bank Ltd CIMB Bank 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](http://www.charities.gov.sg).*

# CONTENTS

---

<b>CHAIRMAN'S STATEMENT</b> .....	<b>4</b>
<b>KEY PROGRAMMES AND EVENTS</b> .....	<b>8</b>
ASEAN .....	8
Environment and Resources .....	12
New Horizons Series .....	16
Membership .....	18
Media .....	19
Advisory .....	21
<b>GOVERNANCE</b> .....	<b>22</b>
<b>OUR TEAM AND SECRETARIAT</b> .....	<b>24</b>
<b>FINANCIAL HIGHLIGHTS</b> .....	<b>26</b>
<b>APPENDICES</b> .....	<b>28</b>
Appendix A: SIIA Events Calendar .....	28
Appendix B: 2020 Donors and Sponsors .....	32
Appendix C: Council, Honorary & Life Members, Advisors, Trustees and Patrons .....	33
Appendix D: 2020 Research and Publication Listings .....	35



## CHAIRMAN'S STATEMENT

---

The year 2020 was one of uncertainty and considerable challenge for Singapore, our region and the world – “the crisis of a generation” in the words of Singapore’s Prime Minister Lee Hsien Loong. In such circumstances, all of us are called upon to respond.

As an independent and not-for-profit think tank, the Singapore Institute of International Affairs (SIIA) responded to key issues arising from the pandemic and economic impacts in our work. Our efforts will continue into the coming year, to assist in efforts not only to recover but to emerge stronger and better. Allow me in this Chairman’s statement to briefly recap some of the key work that we undertook in the past year and also outline some of our plans and hopes for 2021.

### How We Responded

Within our broad mandate on global issues, the SIIA focuses on ASEAN and Asian politics, economic policies and sustainability. This has allowed us to focus on how key economies in ASEAN were coping with the public health and economic uncertainties, as well as to consider how responses to the pandemic can be twinned with sustainability and the push for a “green recovery”.

Building on these areas of strength, the SIIA took the initiative to support the Singapore government's Emerging Stronger Taskforce (EST). As the EST's knowledge partner, we presented our perspectives to the Taskforce, and also initiated our own "New Horizons" dialogues to consider opportunities in key ASEAN markets and in sustainability. A series of closed-door roundtables among business leaders as well as public webinars were part of the SIIA's efforts to encourage discussion on the future of Singapore's economy. The SIIA submitted a confidential report to the EST in December 2020.

Our work with the EST has tied in with our ongoing programme on ASEAN and key economies. We shared analyses on growth prospects and political stability after the first waves of the pandemic in a Special Report to our members, followed by a public report, "Renewed Concerns on Key ASEAN Economies". As a "Track II" think tank, we also contributed inputs to governments on ASEAN cooperation and economic integration. Our efforts were redoubled especially as the SIIA served as 2020 chair for the network of ASEAN think tanks, the ASEAN Institute of Strategic and International Studies.

Working with our partners, the SIIA led studies on "ASEAN Cooperation in Fighting the COVID-19 Pandemic". Key recommendations were submitted to foreign ministers of ASEAN and the ASEAN Secretary-General and were of reference during of the special ASEAN COVID-19 summit held among leaders on 14 April 2020. The SIIA also conducted a Mid-Term Review of the ASEAN Vision 2025 to assess progress and presents key priorities and cross-cutting issues in the next five years. At a special meeting, key findings were also presented to ASEAN officials.

While looking across ASEAN, our work on Myanmar bears particular mention. Capping some 10 years of engagement with the governments in Myanmar, the SIIA published, "Shadows Across the Golden Land: Myanmar's Opening, Foreign Influence and Investment" just before the 2020 general elections in Myanmar. Our book surveys the reforms and remaining challenges including the Rakhine state and rising tensions between the civilian government and the military. With the military intervention in early 2021, our work of Myanmar will be of continuing relevance.

The SIIA also took a step forward in 2020 to engage on issues of infrastructure and the economy, especially in the context of the Sino-American competition. To this end, the SIIA organised a dialogue on the critical issue of, "Financing Quality Infrastructure in ASEAN". Held in October 2020 and supported by the Japanese Embassy, the webinar re-emphasised infrastructure development as a priority in ASEAN's post-pandemic recovery plans. This built on an earlier expert roundtable the SIIA organised with regional partners on collective leadership in the region and collaboration for infrastructure.

Sustainable and "green" finance another dimension of our work on infrastructure. As Singapore is a financial hub, there is an emerging role to catalyse sustainable practices across the region. The SIIA released our report, "Financing Sustainable Infrastructure in ASEAN" in April 2020 to provide recommendations on improving different stakeholders' understanding of how Environment and Social (E&S) risks in infrastructure should be addressed.

The focus of our programme on sustainability is on the resource sector and recurring haze pollution in the region. In 2020, we continued to add to this core interest with related issues of climate and sustainability, and to bring together governments, corporations and leading NGOs and experts on these issues.

Looking at the major resource companies, our annual "Haze Outlook" not only considered the risks of fires recurring in a year where negative climate effects were clear. We also considered Environmental, Social and Governance (ESG) practices used by the resource sector to strengthen sustainability metrics and reporting, to signal to investors and the market. The COVID-19 pandemic was also of concern here as companies might have lowered standards and lessened their commitments. In this context, our analysis and advocacy underscored the importance to twin the economic recovery with sustainability, towards a green recovery.

The Singapore Dialogue on Sustainable World Resources (SDSWR) continued into its 7th edition, albeit virtually. With our key partner the World Resources Institute (WRI) Indonesia, the SIIA was honoured to host not only Singapore's Minister for Sustainability and the Environment, Ms Grace Fu, but also Indonesia's Coordinating Minister of Maritime Affairs and Investment, Mr Luhut Pandjaitan. Our 2020 work on climate also continued in a collaboration with the EU Delegation to Singapore to facilitate an EU-Singapore Dialogue on Climate Change.

## How We Worked

The SIIA is a think tank with modest resources in staff and funding. How we work is therefore every bit as important as what we work on.

As Chairman, I have tried to guide the SIIA to engage stakeholders, develop partnerships, and strengthen our reach. The SIIA engages with stakeholders from different sectors – government, corporate and non-governmental organisations – and in different key countries. We also work with like-minded partners and sponsors and engage a core of corporate members in Singapore on regional and sustainability issues.

In these last decades, the SIIA has increased our outreach efforts and this has been redoubled in the wake of the pandemic. Without in-person events, we turned to holding events virtually, both for larger webinars, as well as smaller, closed-door dialogues. With the easing of restrictions in 2021, hybrid events will be offered and calibrated to our audiences' preferences in an efficient manner. Our presence in the media has also increased in the past year – in both the traditional media as well as in growing our own social media platforms. Ensuring timely response to issues as well as proactive approach in engaging the media and our audiences has enabled the SIIA to further develop thought leadership and extend our reach and appeal.

In 2020, the SIIA also has grown a new initiative to reach out to youth by tapping on our knowledge of issues and networks among key stakeholders and experts. Working with the National Youth Council and its Asia-Ready Exposure Programme (AEP) as knowledge partner, the SIIA now seeks to help young leaders' awareness and deepen their appreciation for our region to ready them for a world beyond Singapore.

Members remain at the core of the SIIA. The pandemic has impacted membership retention in 2020 and the SIIA will need to give more attention to attracting more members who will support and participate in our programmes. As we go forward into 2021, a key challenge will be to renew and enlarge our audience.

## Reaffirmed and Recommitted

The pandemic has given us an opportunity for a reset – to rethink how we should operate in a post-pandemic world. The SIIA has in the past year been the facilitator and interlocutor of many dialogues to put forward issues for consideration as we prepare for a recovery from the pandemic. I am heartened to note that for its



efforts, the SIIA climbed 16 notches in the Global Go To Think Tank Index to be ranked top 50 in the world as well as top 10 in Asia and first in ASEAN.

For the year ahead, while the situation is presently under control in Singapore, uncertainties will continue in the region. The SIIA will continue to work on the key issues in the economies, politics and sustainability in ASEAN and Asia, and to share insights to you as our member and friend, and to the public more generally.

Funding will continue to be a challenge for the SIIA especially with the pandemic impacts on the broad economy. For 2020, like many others in Singapore, the SIIA benefited from government's budgetary support such as the Job Support Scheme. As this tapers down, the SIIA must continue to strengthen its pool of donors, sponsors and corporate supporters. In 2020, while we could not hold our annual fundraiser, a core of corporate donors has been generous to still contribute to the SIIA. They have our deepest appreciation for supporting us in this trying times.

2021 will continue to be a year filled with uncertainties. As the pandemic rages on, there are beacons of hope that we are on the road to recovery. I am confident with the leadership of the Council, the SIIA will continue to weather this storm and come out of it even stronger and more resilient. The pandemic has driven across the point the relevance of think tanks as well as the need for timely response. This has always been the SIIA's edge. We will continue to leverage on this quality to grow.

On behalf of the SIIA Council, I would like to show my appreciation for your membership and longstanding support for the Institute. We hope that you will remain with us as we grow and improve our offerings to you. We look forward to deepening our engagement with you in the year to come.



## KEY PROGRAMMES AND EVENTS

---

### ASEAN

#### **Strengthening ASEAN integration amid global shifts and unprecedented shocks**

In 2020, the SIIA stressed the importance of regional integration, amid a rising sense of protectionism and populism globally. This aligned with ASEAN's efforts towards promoting itself as an integrated supply base, which incentivised greater investments to enter the region. Since the inception of the ASEAN Economic Community in 2015, economic and trade integration has been at the forefront of regional policy. Given intensifying great power rivalry and a fraying rules based international order, the SIIA emphasised the need for the region to strengthen its centrality and collective leadership, and strategically balance its relations with both China and the USA.

With the pandemic, these priorities prove ever critical. The outbreak of COVID-19 caused global devastation and the world had to act quickly to save lives and livelihoods. In observing ASEAN's politics and economy, it was imperative for the SIIA to also analyse the impacts of the pandemic on the region and its responses. The SIIA observed that despite talks of de-globalisation, ASEAN members remain committed to regional integration. In



response to the pandemic, supply chains may have been temporarily disrupted but eventually kept open, both within ASEAN and with some of its key partners.

The narrative of ‘integration’ was thus consistently adopted by the SIIA in its publications on COVID-19 and the region. Notably, the SIIA made recommendations in its published pieces: [“Singapore as a hub – Renewing Asean’s relevance” in The Straits Times](#) and [“How ASEAN Can Best Address the Impacts of COVID-19” in the Journal of Greater Mekong Studies](#), amongst others. The SIIA also wrote a chapter titled “Coronavirus and Regionalism: What ASEAN Can and Should Do” as part of a book project by the Cambodian Institute of Cooperation and Peace (in collaboration with Konrad-Adenauer-Stiftung Cambodia).

Professor Simon Tay, Chairman of the SIIA, in his speaking engagements on the regional responses to COVID-19, similarly stressed the need to remain interconnected. Such engagements include an online panel on “Navigating ASEAN beyond COVID-19” as part of a series organised by Standard Chartered and Reuters; as well as a webinar organised by the Italy-ASEAN Association titled, [“Singapore and The Region’s Approach to COVID-19”](#), which was attended by more than 80 participants, primarily Italian businesses who have business interest in ASEAN. Similarly the SIIA jointly organised and participated in the ASEAN Australia New Zealand roundtable in July 2020 to discuss the extent in which COVID-19 reshaped world order.

With the signing of the Regional Comprehensive Economic Partnership (RCEP) in 2020, we can expect trade to broaden and deepen within ASEAN and between ASEAN and its partners. Together, members of RCEP account for about 30 per cent of the global GDP and 30 per cent of the world population. The SIIA will continue to keep abreast on how RCEP can help develop the region, its markets and provide employment.

## **Chairing the ASEAN-ISIS (ASEAN Institutes of Strategic and International Studies) network in a pandemic year**

The SIIA chaired the ASEAN-ISIS (ASEAN Institutes of Strategic and International Studies) network in 2020. ASEAN-ISIS is an association of think tanks recognised by ASEAN and encourages cooperation among analysts in the region. The network promotes exchanges of information on issues affecting Southeast Asia’s peace and security and has also served as a platform for “Track II” diplomacy, supplementing official “Track I” diplomacy between state governments.

From March to April 2020, during the early stages of the COVID-19 pandemic, the SIIA led ASEAN-ISIS to submit a policy memo titled “ASEAN cooperation in fighting the COVID-19 pandemic, in regional and cross-border aspects”. The memo made specific recommendations on how the region can combat the pandemic and was submitted to the foreign ministers of ASEAN, the Secretary-General of the ASEAN secretariat General and conveyed to leaders at the ASEAN Summit. It was well-received ahead of the special virtual ASEAN COVID-19 summits on 14 April. The memorandum addressed: (1) Immediate needs on implementing health measures; (2) Essential cross border issues and supply chains; (3) Increasing exchange of information and understanding of efforts taken by member states at the national level; and (4) Institutional needs for ASEAN dialogue and cooperation. An accompanying commentary for the public’s viewing on “Coronavirus and practical solidarity: What ASEAN can and should do” was published in The Straits Times.

As Chair, and with the support of the Konrad-Adenauer-Stiftung (KAS) Foundation, the SIIA directed the network to conduct a Mid-Term Review of the ASEAN Vision 2025. The report assessed ASEAN’s progress in achieving its 2025 Community Vision and presents key priorities and cross-cutting issues for ASEAN in

the next five years. These were: 1) Developing resilience in preparation for crises and climate change; (2) Disintegration of the Rules-Based International Order amid great power rivalry and; (3) Rising protectionism and populism. The report was submitted to the ASEAN Secretariat and complemented their efforts on the ASEAN Mid-Term Review.

## **Global and Regional Responses to the Pandemic – Special Report on Renewed Concerns in Key ASEAN Economies**

In the early days of the pandemic, the SIIA also conducted country-specific analysis on the pandemic, analysing pre-existing economic and political challenges of key economies and how some of these have either stabilised or been sharpened and aggravated by the pandemic. This culminated in the Special Report, “Renewed Concerns in Key ASEAN Economies” which examined how key ASEAN economies – Indonesia, Malaysia, Thailand and Vietnam – emerged after the first wave of the COVID-19 pandemic. From June 2020, these four countries announced the end or easing of their “lockdown” measures and began to reopen their economies and business sectors. Their prospects matter not only to their own citizens but to the region and to Singapore as a hub, partner and investor. In total, these four key economies represent over 70 per cent of overall ASEAN GDP.

Moving forward, as the pandemic unfolds, recovery remains critical and possible but the path for each country will differ given the varied prospects for key sectors, such as manufacturing, resources and tourism. The SIIA will continue to observe the situation in the year ahead.

## **Prioritising Infrastructure – ASEAN Infrastructure and Connectivity Virtual Roundtable**

ASEAN recognises that infrastructure investment can accelerate growth and better connect the region’s markets. While the pandemic has caused some delays in ongoing infrastructure projects, there is nonetheless a strong case for restarting infrastructure works safely and negotiating more infrastructure deals as the industry has the ability to play a big part in the post-pandemic recovery process, especially in providing employment opportunities. The focus on infrastructure is thus ever salient as countries seek to recover from the economic fallout of the COVID-19.

While infrastructure investment is key to ASEAN’s recovery, ASEAN, must at the same time, be able to navigate geopolitical turbulence even as great power competition plays out in the infrastructure landscape. For its centrality and to ensure quality and sustainability in its contracts, ASEAN should tap on its own mechanisms such as the Master Plan on ASEAN Connectivity 2025 (MPAC) to secure better infrastructural development in the region. The SIIA continued to emphasise that countries will need to be aware of the strategic considerations and work more with regional partners to ensure that infrastructure initiatives are multilateral, bankable and sustainable.

In 2020, the SIIA held a “Track 1.5” roundtable, “Delivering Infrastructure and Connectivity in ASEAN” as part of a series of dialogues on ‘ASEAN Centrality: Towards Regional Collective Leadership and a Global Voice’ – an initiative stemming from the ASEAN Vision 2040 project commissioned by Thailand’s Ministry of Foreign Affairs. These dialogues explored priority issues for ASEAN including integration and institutions, and navigating through Sino-American tensions. Three dialogues had earlier been held in 2019. During the roundtable, the SIIA led a discussion on ASEAN’s infrastructure needs, challenges and solutions. Thereafter, it summarised policy recommendations made during the session which were presented to relevant stakeholders, including key government officials in the region.

The SIIA also hosted a webinar with the support of the Embassy of Japan on 'Financing Quality Infrastructure in ASEAN' in October 2020. Notable attendees of the webinar included, the Permanent Secretary of Myanmar's Ministry of Investment and Foreign Economic Relations, distinguished ambassadors from Vietnam and the UK, and representatives from the ASEAN Secretariat Connectivity Division.

## **Myanmar's Road to Democracy – Publication of “Shadows Across the Golden Land: Myanmar's Opening, Foreign Influence and Investment” and observing the 2020 General Elections**

Myanmar has captured the interest of foreign investors in the recent decade since the country began to move toward democracy and open to the world. In 2020, Associate Professor Simon Tay, Chairman of the SIIA, published his book, “Shadows Across the Golden Land: Myanmar's Opening, Foreign Influence and Investment”, with the support of the team at SIIA. The book explained the initial over-expectation of that frontier economy, and the difficult but necessary spadework of reform being done. Beyond the economy, the book also discussed the pervasiveness of the military and other elements that resist reforms. It also discussed the controversy of the Rakhine State, which remains in danger of overwhelming almost every other perception about Myanmar.

With the second democratic General Elections in Myanmar being held in November 2020, the SIIA also paid close attention to its lead-up and results. It contributed two commentaries on what lies ahead for the country: [“Myanmar's 2020 vote endorses NLD but does not resolve issues” in The Business Times](#) and [“The Lady's Second Act: Myanmar's Post-Election Priorities”](#) in Asia Global Online. It also held a webinar titled, “Post-Elections in Myanmar: Reforms and Opportunities Ahead?” wherein distinguished speakers Thiri Thant Mon, Managing Partner of Pegu Partners, and Thompson Chau, Chief Reporter and Associate Editor of the Myanmar Times, provided insights on expectations for the new leadership; and how local and international businesses can continue to engage the country moving forward.

Chairman of the SIIA, Professor Simon Tay was also invited to moderate an opening keynote dialogue on economic reforms priorities and investment opportunities for Myanmar with His Excellency U Thaung Tun, Union Minister for Ministry of Investment and Foreign Economic Relations, at the Ascent Capital Investor Conference 2020. During which, Professor Tay also participated in a panel titled “Reforms in the Last Decade, Opportunities and Challenges in The Next Decade”.

## **Engaging the Youths in International Affairs – Partnership with Singapore's National Youth Council**

In 2020, the SIIA was appointed by the National Youth Council (NYC) to be its knowledge partner to curate a series of webinars and readings for its Asia Ready Exposure Programme (AEP). The NYC of Singapore 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.

With COVID-19 impacting the world in unforeseen ways and changing our lives, the past year has seen the SIIA moderating three sessions titled “COVID-19, Geopolitics, Integration: What ASEAN Can Do”, “COVID-19 and Digitalisation” and “Vietnam – Handling COVID-19, the ASEAN Chairmanship, and Future Expectations”. Up to 800 youths attended each session and speakers hailed from academic, corporate and political backgrounds. Prior to each session, the SIIA also curated informative videos and readings for the students. In 2021, these monthly sessions are expected to continue till the third quarter and will broaden to include topics such as sustainability.





---

## ENVIRONMENT AND RESOURCES

### Stewarding a Green Transition

In 2020, the SIIA's Sustainability Programme continued its core focus on ASEAN's agribusiness and forestry sectors in relation to transboundary haze. To address root causes, it was important to take stock of the 2019 severe transboundary haze incident, and accelerate efforts to prevent a recurrence in 2020. Bilateral meetings as well as dialogues were held to identify the causes, collectively develop solutions, and agree on actions that must be taken to strengthen sustainability efforts in the new COVID-19 context.

Beyond transboundary haze, the SIIA also focused on working with the public and private sectors to pursue a sustainable and resilient recovery from the COVID-19 pandemic. Stakeholders were engaged on a range of relevant topics including green and sustainable finance, the infrastructure and energy sectors, Environmental, Social, and Governance (ESG) practices, as well as strengthening sustainability metrics and reporting.

### Deepening Dialogues at the 7th Singapore Dialogue on Sustainable World Resources

The SIIA held its annual flagship conference, the Singapore Dialogue on Sustainable World Resources (SDSWR), on 3 and 4 November 2020. The 7th edition of the SDSWR was themed "Agroforestry for Sustainability: Climate, Conservation and Communities in ASEAN". The keynote speakers were Singapore's Minister for Sustainability and the Environment, Ms. Grace Fu, as well as Indonesia's Coordinating Minister of Maritime Affairs and Investment, Mr. Luhut Pandjaitan. The SDSWR also featured Mr. Syamsuar, Governor of Riau, Indonesia, as a panel keynote speaker. Held virtually for the first time, the dialogue attracted more than 380

high-level delegates, comprising representatives from the private sector, government, NGOs, academia and media.

Panellists at the 7th SDSWR noted that the pandemic crisis has provided governments and businesses with an opportunity to place sustainability at the core of their recovery plans. Efforts to reduce waste, electrify transport, improve food security, and meet clean energy needs were all addressed at the Dialogue, but a common thread of discussion was the need to properly manage Southeast Asia's natural landscapes. In line with this theme, the SIIA also launched the report, "ESG in Practice: A Closer Look at Sustainability in ASEAN's Palm Oil and Pulpwood Sectors", at the event.

The high-level dialogue between Minister Luhut and Minister Fu highlighted linkages between natural resources and global climate action, such as opportunities to scale nature-based solutions through carbon markets and green financing. This will be increasingly important for the agribusiness and forestry sectors: ecosystem restoration could generate vast amounts of carbon credits, the demand for which will grow as more and more countries, cities, and organisations adopt net-zero emissions pledges. The ministers surfaced concrete ideas for ASEAN countries to cooperate, noting that as a financial hub working to grow its capabilities in carbon services, Singapore has a vested interest in watching how carbon markets develop in Indonesia and the region.

## **Exploring Partnerships at the EU-Singapore Dialogue on Climate Change**

Held back-to-back with the 7th SDSWR, the EU-Singapore Dialogue on Climate Change on 5 November 2020 explored the theme "Accelerating Climate Action Post-COVID-19 – Shared Concerns and Opportunities". The virtual event was organised with the support of the European Union (EU) Delegation to Singapore and in partnership with the Energy Studies Institute of the National University of Singapore, and the Institute of Marine Sciences of the Spanish National Research Council.

The event was part of a series of think tank dialogues intended to encourage the exchange of views and explore opportunities for collaboration between the EU and Singapore, and more broadly between the EU and ASEAN. The dialogue emphasised the need for multilateral cooperation, addressing green recovery and sustainability initiatives in the EU and Singapore, the potential contribution of nature-based solutions to climate goals, and finally, the growing field of green finance and the applicability of the EU taxonomy for sustainable activities in ASEAN.

Nearly 150 corporate leaders, scholars, and government representatives attended the panel sessions. The opening keynote addresses were delivered by Mr. Desmond Tan, Singapore's Minister of State for Home Affairs and Sustainability and the Environment, and Mr. Mauro Petriccione, Director General, European Commission's Directorate-General for Climate Action. Panellists included private sector experts, academics, and policy practitioners from Asia and Europe, such as Mr. Joseph Teo, Chief Negotiator for Climate Change, Climate Change Negotiation Office, Ministry of Sustainability and the Environment, Singapore, and Dr. Jean-Marc Roda, Senior Scientist, French Agricultural Research Centre for International Development (CIRAD).

## **Examining Supply Chain Issues at the Indonesia Focus**

The SIIA continued its partnership with the World Resources Institute (WRI), Indonesia, to jointly convene the Indonesia Focus, as part of the annual Jakarta Workshop series which began in 2016. For its 5th edition, the workshop focused on the current sustainability practices in Indonesia's agribusiness supply chains, the challenges faced by industry players in meeting market demand for sustainable commodities, as well as how



government, the financial sector and other actors can provide a conducive enabling environment for the industry to meet future sustainability challenges.

The virtual workshop saw some 65 participants from academic institutions, consultancies, financial institutions, government agencies, non-profit organisations and forest commodity companies. The workshop aimed to facilitate cross-sectoral dialogue to understand the complexities of sustainability issues in this sector and encourage collaboration to address challenges. Key findings from discussions included the need to help “leakage market” producers overcome short term outlooks and actively invest in transformational shifts, as well as how robust environmental and social impact data can help companies capitalise on growth opportunities and mitigate future risks.

## **Pursuing a Green Recovery from the Pandemic**

Over the course of 2020, the world was shaken by the COVID-19 pandemic, not only resulting in a health and economic crisis but also affecting climate action. At the global level, 2020 was meant to be a pivotal year for the Paris Agreement process before the United Nations Conference of Parties climate meeting (COP26) was postponed. Although the world saw a drop in greenhouse gas emissions in early 2020, emissions rose once again as lockdowns eased.

At the regional level, ASEAN was expecting to mark a milestone as a “Haze-Free region” by 2020. There was no transboundary haze incident in 2020, and Indonesian authorities worked hard to continue fire prevention and suppression efforts in the midst of fighting the coronavirus. But with the pandemic situation far from resolved, the outlook for action on the haze in 2021 is still not yet clear.

These point to the importance of sustained dialogue. In 2020, COVID-19 drew attention to the need for collective action to address long-term challenges, including climate change. The SIIA leveraged this to grow its thought leadership on how Singapore can help the region emerge stronger and more sustainable after the crisis. It was crucial to deepen engagement with a wide range of stakeholders, from business leaders to policymakers to the youth. The Institute rolled out a series of webinars and penned several commentaries for major media outlets, to foster conversation about how ASEAN could rebuild more robust and resilient economies against future external shocks. In addition, the SIIA took external speaking opportunities on sustainability, including a webinar organised by the People’s Movement to Stop Haze (PM Haze) to educate the public about transboundary haze, and a presentation about the Finance Against Slavery and Trafficking (FAST) initiative at the annual meeting of the Thun Group of banks.

In the wake of the pandemic, the SIIA advocated for climate action that can effect positive change for the planet while also creating new jobs and economic growth. One key area is infrastructure, where Singapore could tap into existing capabilities and experience to help develop, finance, and deliver projects that generate long-term environmental, social and economic value for the region. The SIIA and Temasek partnered to organise a webinar, “Infrastructure of the Future: Financing Sustainable Growth in ASEAN”, as part of Temasek’s Ecosperity Conversations series. Speaking alongside representatives from DBS Bank and Surbana Jurong, the SIIA shared findings from its “Financing Sustainable Infrastructure in ASEAN” study.

## **Driving Thought Leadership – Special Reports**

In June 2020, the SIIA launched the second edition of its flagship “Haze Outlook” report. The report provided a risk assessment for the incidence and severity of transboundary haze from Indonesian fires. Based on the



assessment of three risk factors, namely Weather, Peat, and People, the "Haze Outlook" predicted the risk of a transboundary haze event to be amber for 2020, on a scale of Green (for a low risk), Amber (for moderate), and Red (for high risk). The report included a stock-take of the 2019 haze incident and its policy impacts, as well as a special section on the ESG practices of companies in forest commodity supply chains.

Expanding on the ESG analysis in the "Haze Outlook", the SIIA conducted a more in-depth study of the environmental and social sustainability practices of corporates in the agribusiness and forestry sectors. The resulting report, "ESG in Practice: A Closer Look at Sustainability in ASEAN's Palm Oil and Pulpwood Sectors", was released in November 2020. The report called on the private sector to strengthen efforts to mitigate the causes of transboundary haze, and to take advantage of emerging ideas for turning climate risks into opportunities. It also outlined recommendations for how other actors in the supply chain, such as financiers, governments and downstream buyers, could use different levers to advance sustainability of the whole industry. The report incorporated key takeaways from a virtual closed-door roundtable, "Shaping Expectations of Environment, Social, and Governance (ESG) Practices in ASEAN's Palm Oil and Pulpwood Sectors", that the SIIA convened to allow a small group of stakeholders to freely exchange views, surfacing collective industry concerns for discussion and analysis.

In addition to our agribusiness and forestry sector research, the SIIA also released the report, "Financing Sustainable Infrastructure in ASEAN", in April 2020. The report examined the Environmental and Social (E&S) standards, frameworks and principles adopted by Singapore-based financial institutions when financing power and transport projects in Southeast Asia. It also provided recommendations to improve different stakeholders' understanding of how key E&S risks should be viewed and addressed. The findings of the report are expected to become even more relevant in a post-COVID-19 world, as infrastructure will undoubtedly feature prominently in many ASEAN countries' economic stimulus plans.

## Public Engagement and Outreach

For the fifth year, the SIIA supported People's Movement to Stop Haze (PM Haze)'s efforts to increase public awareness of the root causes and impacts of transboundary haze. Although roadshows had featured as key components of its engagement model, PM Haze was quick to adapt to the pandemic by successfully pivoting to an online model. The organisation conducted more than 30 virtual talks and workshops in 2020. In particular, PM Haze's webinar, "Clear the Air" was organised in June 2020 to complement the release of the SIIA's "Haze Outlook" report. This was to ensure continued amplification and engagement despite the pandemic.

A key obstacle to combating forest fires and haze effectively is the lack of demand and inadequate price premium for sustainable palm oil. In response, PM Haze designed its Haze-Free Foodstand campaign, a consumer-facing drive to be launched in 2021 to encourage adoption of sustainable palm oil in the downstream supply chain. PM Haze also began mentoring 14 tertiary student projects in 2020, encouraging students to take action against transboundary haze.

PM Haze has for a number of years organised peatland expeditions as well as a community-based peatland restoration programme in Sungai Tohor, Riau. These initiatives have enabled the organisation to build relationships with counterparts and local communities in Malaysia and Indonesia, while providing opportunities for people in Singapore to learn more about the causes of transboundary haze. As travel restrictions curtailed overseas trips in 2020, PM Haze moved to develop two toolkits: one based on its peatland restoration work focusing on the ecological restoration of community managed peatlands, and another targeted at the education sector to deepen understanding of the importance of peatlands.



---

## NEW HORIZONS SERIES

In 2020, the SIIA examined the political and economic ramifications of the COVID-19 crisis. The Institute's work focused on the theme of "New Horizons", looking not only at the impact of the crisis and the new normal, but also examining the opportunities for recovery in the days to come.

### Gathering Industry Input: New Horizons Dialogues in 2020

The SIIA served as knowledge partner to the Singapore government's Emerging Stronger Taskforce (EST), sharing ideas and insights with the EST as the Taskforce formulates plans for industry-led action and suggestions for the Future Economy Council.

From August to November 2020, the SIIA convened a series of dialogues and webinars with business leaders, including both major Singapore companies and MNCs with a presence here. The sessions looked at topics ranging from the pandemic's influence on global trends, to country and regional-specific discussions such as Singapore's role as a hub as well as the prospects for partnerships between Singapore and key ASEAN economies such as Indonesia, Vietnam, and Myanmar. Discussions also zoomed in on issues such as opportunities in infrastructure investment and green recovery. Key ideas surfaced from the dialogues were included in the SIIA's confidential report to the EST in December 2020.

A total of six New Horizons roundtable dialogues were held, in addition to a public webinar. Each of the roundtable dialogues brought together 20 to 35 participants, comprising C-suite executives and senior management from the SIIA's corporate membership pool. Notable experts and sectoral representatives were

invited as speakers to provide context for the topics and to kick-start discussions, particularly for the sessions zooming in on individual ASEAN economies. A number of EST members were present at the dialogues, including the EST's co-chairs Mr. Desmond Lee, Minister for National Development and Minister-in-Charge of Social Services Integration, Republic of Singapore, and Mr. Tan Chong Meng, Group CEO, PSA International (for a full list of the New Horizons events, please see Appendix A).

## **Recommendations for Recovery: Confidential Report**

As a follow-on from the New Horizons dialogue series and webinars, the SIIA submitted a series of recommendations to the EST in December 2020, in the form of a Confidential Report. The report was not only written based on the SIIA's industry engagement in Singapore and ASEAN but also on the Institute's research. The report highlighted the global shifts that have occurred due to the pandemic, the importance of Singapore's cross-border links to its nearest neighbours in Malaysia and Indonesia as well as key markets in Southeast Asia, and opportunities to create growth and jobs amidst the pandemic.

## **Awareness and Analysis: Commentaries, Webinars, Infographics, and Microsite**

The SIIA first began monitoring and analysing the COVID-19 pandemic in mid-February 2020, when it became evident that the situation was rapidly worsening into a global health crisis. As an initial response, a commentary was published in a commentary in *The Business Times* about the economic fallout and ASEAN's reaction to the situation. In total, some 15 commentaries published by the SIIA's staff and fellows in 2020 addressed the pandemic in some capacity, covering topics ranging from the repercussions of lockdowns to the implications for environmental policy.

The SIIA also posted regular infographics on the COVID-19 crisis on social media and our website throughout 2020, summarising data, such as case numbers and the details of the emergency economic stimulus packages introduced in Singapore and other economies, to keep the Institute's audiences abreast of the developing situation.

To consolidate the SIIA's analysis of the COVID-19 situation, we introduced a microsite which curated all the content the Institute produced in relation to the pandemic: <http://www.siiainline.org/COVID-19/>.

Prior to the launch of the New Horizons initiative and the SIIA's formal partnership with the EST, the majority of our webinars earlier in the year had a focus on COVID-19, for instance looking at the pandemic situation within ASEAN economies, the effects on global trade, frictions between the US and China, and other issues (for a full list of our webinars in 2020, please see Appendix A).

## **Moving Forward**

The SIIA plans to release a separate publicly-available Special Report in early Q2 2021 exploring the impact of COVID-19 on Singapore and the region, including avenues for growth in the post-pandemic future economy. This report will draw from our work on the pandemic in 2020, but also take into account the developments that have occurred since the end of 2020, such as the emergence of new strains of COVID-19, the rollout of vaccination programmes, further lockdowns that have occurred around the world, and moves by policymakers to implement additional stimulus measures. The SIIA will also continue to convene dialogues with the business community about Singapore's economic future in a post-pandemic world.



---

## 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 2020, the SIIA Roundtable and Corporate Members also played an active role in contributing to the Institute's New Horizons series which were held to examine the impact of the pandemic and the new normal as well as exploring the opportunities for recovery in the days to come.

The table below provides details of the membership figures from 1 January to 31 December 2020.

Membership Tier	2020 Members	2019 Members
Roundtable	11	10
Corporate	57	70
Premium Individual	8	15
Ordinary	80	85
Associate	35	32
<b>Total</b>	<b>191</b>	<b>212</b>





---

## MEDIA

### Consolidating and Building its Outreach

Ensuring that the SIIA's policy analyses create impact to as far reaching an audience as possible is an important tenet for the SIIA. In 2020, its communications strategy focused on consolidating its outreach platforms to building new audiences. Coupled with regular and consistent presence across media platforms, the SIIA ensured visibility and impact for the SIIA's policy analyses in 2020.

### The Power of Traditional Media Still Stands

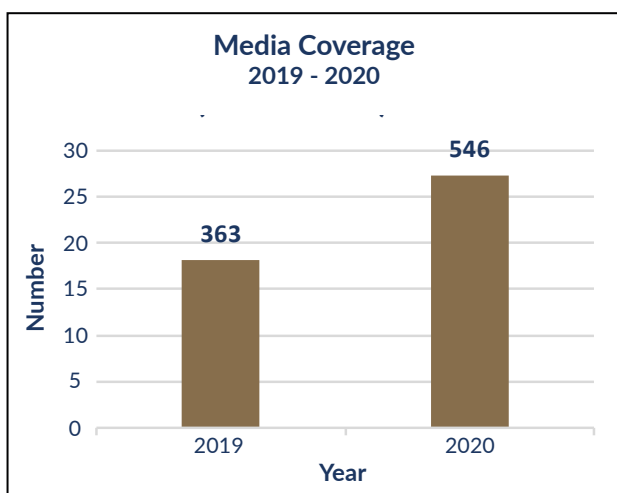
Timely response was key to the SIIA's traditional media strategy.

Leveraging on its ability to nimbly respond to shifting trends, the SIIA published numerous commentaries in Singapore and regional media to provide insights on issues. Issues covered include the impacts of COVID-19 crisis on ASEAN, Sino-America tensions, political climate in Myanmar, transboundary haze, Economic, Social and Governance (ESG) practices of corporates in the resource sector as well as green economic recovery from the COVID-19 crisis.

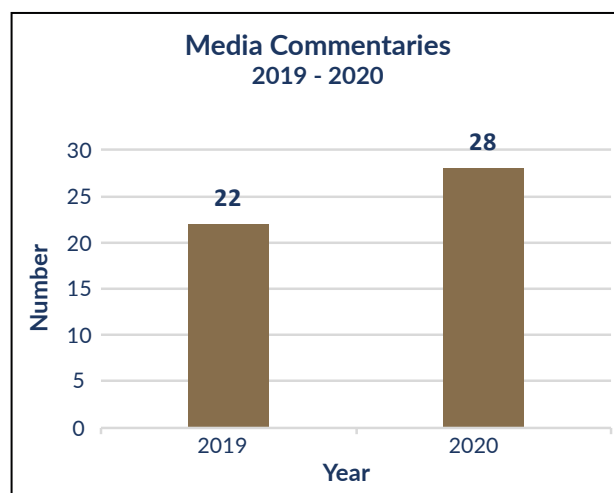
The SIIA also adopted a more proactive approach in securing media interviews to profile its thought leadership. Keeping a close watch on developing trends, the SIIA proactive pitched for opportunities for the Institute's

spokespersons to comment on these issues. This approach was also adopted to garner media coverage for its key conferences, webinars and its reports. Prioritising quality over quantity of media, the Institute focused on engaging top-tiered international, regional and local media.

The SIIA's traditional media strategy translated into strong media presence in 2020. Not only did the media coverage help the SIIA gain visibility, it also the Institute's profile as a thought leader. (Please refer to Appendix D for the full list of commentaries published in 2020).



The SIIA received media coverage in international and regional media including the Associated Press, Bloomberg, CNBC, Financial Times, Nikkei Asian Review, Reuters, and South China Morning Post. In Singapore, the Institute received coverage in The Straits Times, The Business Times, Channel NewsAsia, TODAY and Lianhe Zaobao.



Commentaries were published in regional media such as the China Daily, South China Morning Post, Bangkok Times, and The Jakarta Post. Local media include Channel NewsAsia, The Straits Times and The Business Times.

## Social Media

To reach out to a wider online audience, 2020 saw the SIIA adopting a more aggressive approach in its social media outreach effort. Again, responding in a timely manner was the cornerstone of this strategy. For instance, the SIIA provided regular updates on the COVID-19 pandemic as the situation unfolded. The Institute also kept a close watch on regional elections in order to share relevant and timely insights on social media.

The SIIA also embarked on new ways of engaging its audiences. In a time-pressed world, the SIIA used infographics to provide bite size information nuggets about current affairs issues, its research outputs and events.

The SIIA also supported its social media effort by utilising the advertising functions on social media. The advertising functions allowed the SIIA to deliver its content to its target demographic, while amplifying reach and engagement.

Timely insights, engaging yet simple presentation of content, supplemented with paid advertisements were some positive steps taken as part of the SIIA's social media strategy which has enabled the SIIA to communicate effectively and transform complex analyses into more accessible content for its audiences.





---

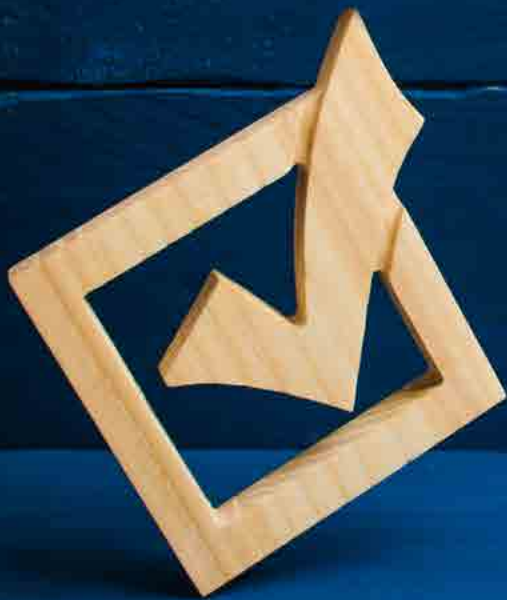
## ADVISORY

### Navigating Through a Complex World

Helping the SIIA's corporate members and companies navigate through an ever-complex world of political, social and economic issues in ASEAN and Asia is the core of the SIIA's advisory arm.

In 2020, the SIIA started its three-year advisory contract for Mitsubishi Corporation. The SIIA provided quarterly briefings on topics ranging from sustainable business practices and trends in the ASEAN palm oil market to regional challenges amidst the pandemic to the US' presidential elections' impact on ASEAN.

For our advisory contract with the Japan Bank for International Cooperation (JBIC), the SIIA briefed the client on an extremely broad range of subjects. In addition to preparing reports that examined regional challenges amidst the pandemic, middle powers' impact on ASEAN, and issues surrounding Hong Kong, specific ASEAN-centric themes were also of interest. These included Vietnam's chairmanship and the 37th ASEAN Summit and prospects for ASEAN in 2021. Quarterly meetings were also with not just the Singapore office, but with JBIC's offices in Bangkok, Manila, Hanoi, New Delhi, Jakarta, and Beijing who logged in online.



## 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 2019 for a two-year term (2019-2021), with Associate Professor Simon Tay as Chairman, Dr. Yeo Lay Hwee as the Honorary Secretary and Mr. Gerald Ong as Honorary Treasurer.



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



**Ms. Eulene Goh**  
Trustee



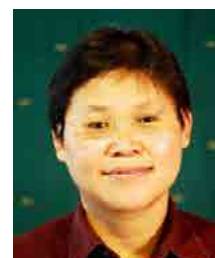
**Mr. Hsieh Fu Hua**  
Trustee



**A/Prof. Simon Tay**  
Chairman



**Mr. Gerald Ong**  
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 2020 to 31 December 2020).

*Please refer to Appendix B for the full list of donors and sponsors secured from 1 January 2020 to 31 December 2020 and details of the endowment fund are listed on page 5 of the audited financial statements.*



## OUR TEAM AND SECRETARIAT

---

No. of Staff at the End of the Year	
Fiscal 2020	13
Fiscal 2019	16
Fiscal 2018	16

In 2020, due to the uncertain economic climate resulting from the pandemic, the SIIA practised prudence and limited new hires to key position replacements. Hence, the overall headcount was reduced from 16 staff in 2019 to 13 staff in 2020. The positions of Assistant Director of Sustainability and Senior Policy Research Analyst of ASEAN were filled by Ms. Gan Meixi and Ms. Rohini Nambiar respectively.

The SIIA successfully applied to hire under the SGUnited Traineeship programme and one new staff has been hired to work under the Sustainability programme, starting in January 2021. This allowed the SIIA to increase the manpower at a subsidised salary owing to the government grant. The SIIA plans to take on more candidates under the programme if the opportunity arises.

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

Communication, Events & Membership	
Director, Operations	Ms. Seraphim Cheong
Deputy Director of Operations	Ms. Michelle Moakes
Senior Executive – Events and Marketing	Ms. Michelle Teo
Executive – Marketing & Membership	Ms. Joey Teo

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

Policy Research & Public Education	
Assistant Director, ASEAN	Ms. Jessica Wau
Assistant Director, Sustainability	Ms. Gan Meixi
Assistant Director, International Affairs & Media	Mr. Aaron Choo
Senior Policy Research Analyst, ASEAN	Ms. Rohini Nambiar
Senior Executive – Media and Marketing	Ms. Siti Bazilah
Policy Research Analyst, ASEAN	Ms. Sarah Loh



## FINANCIAL HIGHLIGHTS

---

### 1. SIIA Reserves Policy

Cashflow for operational use is being monitored by the Executive Committee on a monthly basis and the Executive Committee is satisfied with the level maintained. In 2020, the SIIA current reserves is able to cover 8 months of its operational expenses.

	2020	2019	% Increase / Decrease
Unrestricted Funds (Reserves)	1,104,249	1,034,750	7%
Endowment Funds	516,199	325,502	59%
<b>Total Funds</b>	<b>1,620,448</b>	<b>1,360,252</b>	
<b>Ratio of Reserves to Annual Operating Expenditure</b>	<b>1.07</b>	<b>0.79</b>	

### 2. 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.



### 3. 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 2020 were prepared in accordance with the provisions of the Societies Act, Chapter 311 (the “Societies Act”), the Charities Act, Chapter 37 and other relevant regulations (“the Charities Act and Regulations”) and Financial Reporting Standards in Singapore (“FRSs”).

### 4. Disclosure and Transparency

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

2020	
Salaries and Bonus	S\$ 386,350
Number of staff who are paid more than \$100,000 per annum	3

None of the key management personnel serves as a governing board member of the institute and their 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

In 2020, an unusual year greatly impacted by the pandemic, the SIIA could have suffered great deficit due to disruption to operations and fundraising events. But the SIIA was able to log a surplus of S\$260,197 due several factors including:

- Subsidies for manpower costs through the government’s Job Support Scheme
- Funds raised for the Annual Dinner held in January 2020
- Continued support from donors for the year-end Fundraiser
- Lower event operating costs from pivoting on-site events onto the online platform
- 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 2020 from all sources amounted to S\$2,083,808. Total resources expended for the year amounted to S\$1,823,611 resulting in a surplus of S\$260,197.

*Please refer to the attached audited financial statements.*

# APPENDICES

## Appendix A: SIIA Events Calendar

JANUARY 2020		
10	Policy Makers' Lunch Dialogue with <b>Ms. Indraneel Rajah</b> , Minister in the Prime Minister's Office and Second Minister for Finance and Education, Singapore	
15	SIIA Fundraising Dinner: Investing Sustainably Across ASEAN & Asia – Capital & Purpose Speakers: <b>Dr. Beh Swan Gin</b> , Chairman, Economic Development Board and <b>Mr. Dilhan Pillay Sandrasegara</b> , Chief Executive Officer, Temasek International	
22	Risk and Reward: The Outlook for ASEAN in 2020	Speakers: <b>Dr. Taimur Baig</b> , Managing Director and Chief Economist, DBS Bank and <b>Mr. Manu Bhaskaran</b> , Director and CEO of Centennial Asia Advisors, Singapore and Council Member, SIIA
MARCH 2020		
4 & 5	Building Strategic Communications Capability to Counter Disinformation Workshop	
24	Policy Makers' Lunch Dialogue with <b>Mr. Chan Chun Sing</b> , Minister for Trade & Industry, Singapore	
25	Perikatan Rises: The Political and Economic Implications of Malaysia's New Government	Speaker: <b>Dr. Oh Ei Sun</b> , Senior Fellow, Singapore Institute of International Affairs
APRIL 2020		
23	Flattening the Curve While Ensuring Growth: The Economic Implications of COVID-19	Speakers: <b>Prof. Tikki Pangestu</b> , Former Director of Research Policy, World Health Organization (WHO) and <b>Mr. Manu Bhaskaran</b> , Director and CEO of Centennial Asia Advisors, Singapore and Council Member, SIIA
MAY 2020		
6	Cold War: US-China Tensions and the Fallout of COVID-19	Speaker: <b>Dr. Evan Feigenbaum</b> , Vice President of Studies, Carnegie Endowment for International Peace, USA
12	Supply Chains and Connectivity in a Post-Pandemic World	Speaker: <b>Dr. Parag Khanna</b> , Founder and Managing Partner, FutureMap; and Senior Fellow, SIIA
21	The Saga Continues: Recent Political Developments Under Malaysia's PN Government	Speaker: <b>Dr. Oh Ei Sun</b> , Senior Fellow, Singapore Institute of International Affairs
28	Derailed? COVID-19's Implications for Jokowi's Ambitions	Speakers: <b>Mr. Achmad Sukarsono</b> , Senior Analyst, Global Risks Analysis Asia Pacific, Control Risks and <b>Mr. Helmi Arman</b> , Chief Economist, Citi Indonesia

JUNE 2020		
3	Getting Back in Business – China’s Recovery from COVID-19	Speakers: <b>Prof. Bert Hofman</b> , Director, East Asian Institute, National University, Singapore and <b>Dr. Victor Gao</b> , Vice President, Centre for China & Globalization, China
10	Life after Lockdown – Reopening Vietnam’s Economy	Speakers: <b>Dr. Can Van Luc</b> , Chief Economist, Bank for Investment and Development of Vietnam (BIDV) and <b>Mr. Doan Huu Duc</b> , Founder and CEO, Vietnam Consulting Group
17	Oil Uncertainties – The impact of low oil prices on Singapore and Asia	Speakers: <b>Dr. Tilak Doshi</b> , Visiting Senior Research Fellow, Middle East Institute, National University of Singapore and <b>Ms. Florence Tan</b> , Deputy Commodities & Energy Editor, Asia, Thomson Reuters
25	SIIA Haze Outlook 2020: COVID-19’s Impact on Fire Preparedness and Haze Response	
JULY 2020		
17	What’s next after GE2020? Post-Election Directions for Singapore	Speakers: <b>Mr. Zulkifli Baharudin</b> , Managing Director, Global Business Integrators; and Former Nominated Member of Parliament. <b>Assoc. Prof. Eugene Tan</b> , Associate Professor of Law, Singapore Management University; and Former Nominated Member of Parliament, and <b>Ms. Kuik Shiao-yin</b> , Director and Co-Founder, The Thought Collective; and Former Nominated Member of Parliament
AUGUST 2020		
19	New Horizons: What’s Next for the Region and the World	Speakers: <b>Mr. Tan Chong Meng</b> , Co-Chair, Emerging Stronger TaskForce; Group CEO, PSA International, <b>Mr. Peter Ho</b> , Senior Advisor, Centre for Strategic Futures, Strategy Group, Prime Minister’s Office, and <b>Dr. Michael Taylor</b> , Managing Director & Moody’s Chief Credit Officer for the Asia Pacific region, Moody’s Corporation
26	New Horizons: Renewed Concerns and Recovery Prospects for ASEAN & Key Economies	Speakers: <b>H.E. Dr. Aladdin D. Rillo</b> , Deputy Secretary General of ASEAN for ASEAN Economic Community, The ASEAN Secretariat and <b>Mr. Manu Bhaskaran</b> , Director, Centennial Group; Chief Executive, Centennial Asia Advisors and Council Member, SIIA
28	Shaping Expectations of Environment, Social, and Governance (ESG) Practices in ASEAN’s Palm Oil and Pulpwood Sectors Roundtable	
SEPTEMBER 2020		
3	New Horizons: Infrastructure of the Future: Financing Sustainable Growth in ASEAN	Speakers: <b>Mr. Lim Wee Seng</b> , Managing Director, Head of Energy & Infrastructure, DBS Bank, <b>Mr. Satyanarayan Ramamurthy</b> , Partner, Head of Infrastructure, Government and Healthcare, KPMG, and <b>Mr. Pang Yee Ean</b> , CEO, Surbana Jurong Capital

9	New Horizons: Indonesia COVID-19 Concerns & Recovery Prospects	Speakers: <b>Dr. Chatib Basri</b> , Co-founder and Senior Partner, Creco Consulting; and Former Minister of Finance of Republic of Indonesia
23	New Horizons: Vietnam COVID-19 Concerns & Recovery Prospects	Speakers: <b>Dr. Vu Tien Loc</b> , Chairman & President, Vietnam Chamber of Commerce and Industry (VCCI) and <b>Dr. Can Van Luc</b> , Chief Economist, Bank for Investment and Development of Vietnam (BIDV)
30	ASEAN Centrality and Collective Leadership Roundtable (ACCL): ASEAN Infrastructure and Connectivity	
<b>OCTOBER 2020</b>		
1	New Horizons: Re-examining Sustainability and Resilience Post-COVID-19	Speakers: <b>Mr. Chris Stephens</b> , Director, Asia, The Carbon Trust, <b>Ms. Fang Eu-Lin</b> , Partner, PwC Singapore, and <b>Ms. Jessica Cheam</b> , Managing Director, Eco-Business
8	Embracing ESG: How ASEAN's corporate sector is rising to the sustainability challenge in an uncertain world	Speakers: <b>Mr. Corrado Forcellati</b> , Director of Sustainability Services, KPMG Singapore and <b>Ms. Perpetua George</b> , General Manager - Group Sustainability, Wilmar International
14	Sabah Elections and its implications on Malaysian Politics	Speakers: <b>Dr. Oh Ei Sun</b> , Senior Fellow, Singapore Institute of International Affairs, <b>Datuk Pang Yuk Min</b> , Deputy chairman of Parti Cinta Sabah (PCS) party and Former Assistant Minister of Tourism, Culture and Environment of Sabah, and <b>Mr. Liew Chin Tong</b> , Senator in Dewan Negara, and former Deputy Defence Minister of Malaysia
15	New Horizons: Myanmar COVID-19 Concerns & Recovery Prospects	Speakers: <b>Dr. Sean Turnell</b> , Special Economic Consultant to the State Counsellor, Myanmar and <b>Mr. Melvyn Pun</b> , CEO, Yoma Strategic Holdings Ltd.
21	New Horizons: Reconnecting Singapore as a Hub	Speaker: <b>Mr. Desmond Lee</b> , Co-Chair, EST and Minister for National Development, Republic of Singapore
24	Asia Ready Webinar Series – COVID-19, Geopolitics, Integration: What Can ASEAN Do?	Speaker: <b>Associate Professor Simon Tay</b> , Chairman, SIIA
28	Financing Quality Infrastructure in ASEAN	Speakers: <b>Dr. Masahiro Kawai</b> , Representative Director and Director-General, Economic, Research Institute for Northeast Asia (ERINA); and Professor Emeritus, University of Tokyo, <b>Dr. Fumiharu Mieno</b> , Deputy Director and Professor of Economics, Center for Southeast Asian Studies (CSEAS), Kyoto University, and <b>Ms. Audra Low</b> , CEO, Clifford Capital

NOVEMBER 2020		
3	7th Singapore Dialogue on Sustainable World Resources - Agroforestry for Sustainability: Climate, Conservation and Communities in ASEAN (Day 1)	
4	7th Singapore Dialogue on Sustainable World Resources - Agroforestry for Sustainability: Climate, Conservation and Communities in ASEAN (Day 2)	
5	EU-Singapore Dialogue: Accelerating Climate Action Post-COVID-19: Shared Concerns and Opportunities	
10	Asia Ready Webinar Series – COVID-19 and Digitalization	Speaker: <b>Mr. Ho Suu Wei</b> , Government Relations Director for South East Asia, Paypal Inc.
12	After the US elections: What now for ASEAN and Asia?	Speakers: <b>Mr. Bilahari Kausikan</b> , Chairman of the Middle East Institute at the National University of Singapore and Senior Fellow at the SMU School of Social Sciences and <b>H.E. Ambassador Frank Lavin</b> , CEO and Founder of Export Now; Former United States Ambassador to Singapore
26	Post-Elections in Myanmar: Reforms and Opportunities ahead	Speakers: <b>Ms. Thiri Thant Mon</b> , Managing Partner, Pegu Partners, Myanmar and <b>Mr. Thompson Chau</b> , Chief Reporter and Associate Editor, Myanmar Times
DECEMBER 2020		
2	Indonesia Focus: Moving Ahead on Sustainability in the Agroforestry Sector – 2020 and Beyond	
12	Asia Ready Webinar Series – Vietnam: Handling COVID-19, The ASEAN Chairmanship and Future Expectations	Speakers: <b>Dr. Nguyen Tuan Anh</b> , Head – Department of Social and Economic Affairs, Institute for South East Asian Studies, Vietnam Academy of Social Sciences and <b>Ms. Sylvia Nguyen</b> , CEO, Alphanam Real Estate

## Appendix B: 2020 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 2020.

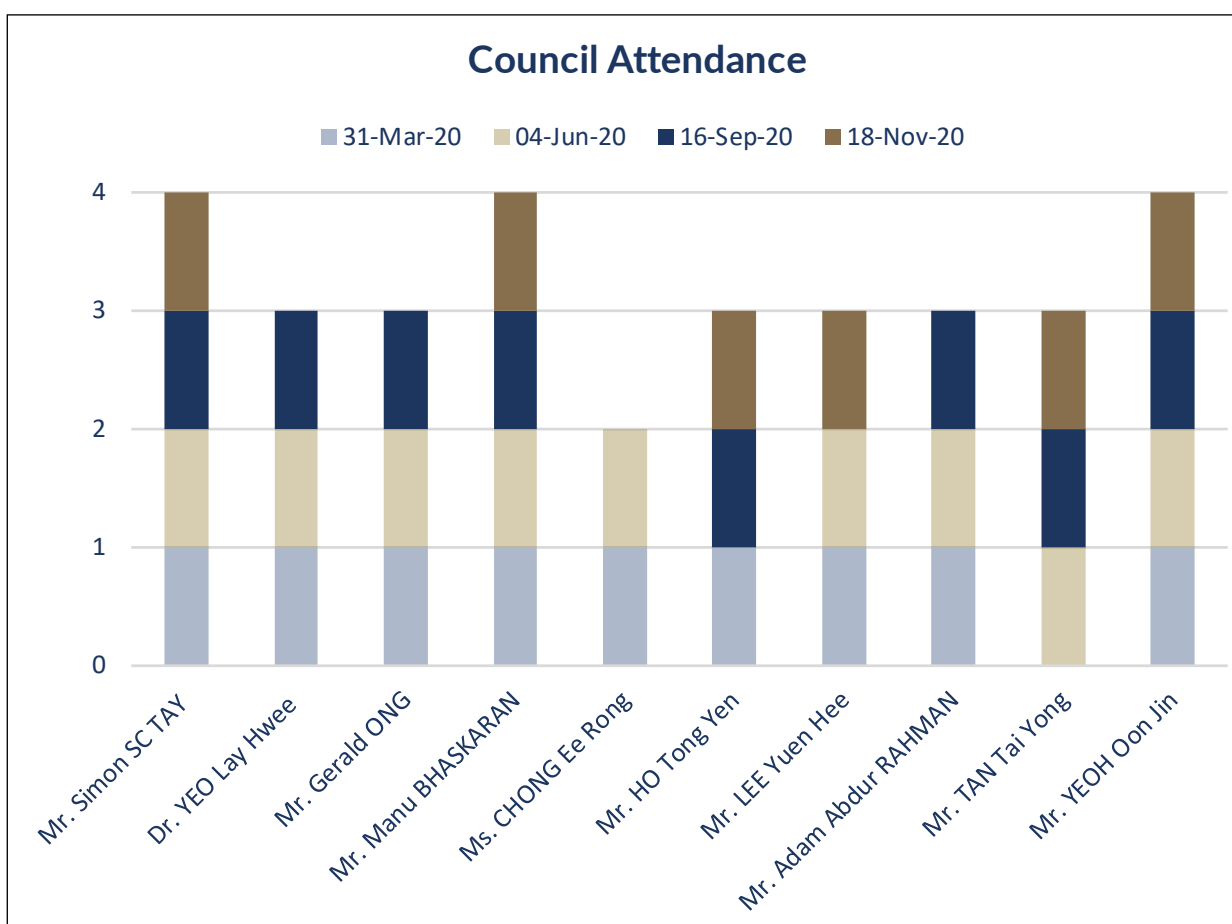
CORPORATE DONORS/ SPONSORS	
<p><b>Donations \$50,000 and above</b>            Japan Bank for International Cooperation            Lee Foundation            Singapore Totalisator Board</p> <p><b>Donations from \$25,000 to \$49,999</b>            Asia Resource Corporation Pte Ltd            Economic Research Institute for ASEAN and East Asia            Japan Embassy            Mitsubishi            Wing Tai Foundation</p> <p><b>Donations from \$10,000 to \$24,999</b>            APRIL International Enterprise            British High Commission            Citibank N.A.            City Developments Limited            DBS Bank Ltd            Expedia Singapore Pte Ltd            HSBC            Keppel Care Foundation            KPMG LLP            Konrad-Adenauer-Stiftung  <b>(MORE)</b></p>	<p><b>Donations from \$10,000 to \$24,999 (CONT'D)</b>            LGT Bank (Singapore) Ltd            Millenia Private Limited            Moody's            Morgan Stanley            Musim Mas Holdings Pte Ltd            Novena Point Pte Ltd            PrimePartners Corporate Finance Pte Ltd            PSA Corporation Limited            RiverHub Pte Ltd            SC Global            Sembcorp Development Ltd            Singapore Exchange Limited            Standard Chartered Bank (Singapore) Limited            Temasek            The PwC Singapore Foundation            United Overseas Bank Limited            WongPartnership LLP</p> <p><b>Donations below \$10,000</b>            Haw Par Management Services Pte Ltd</p>

INDIVIDUAL DONORS
<p>Gautam <u>Banerjee</u>            Heinrich <u>Jessen</u>            Simon <u>Tay</u> Seong Chee            Daniel <u>Teo</u></p>



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

SIIA COUNCIL 2019-2021			
<b>EXECUTIVE COMMITTEE</b>	<b>Mr. Simon SC TAY</b> <i>Chairman</i>  <i>A/Prof., National University of Singapore; Senior Consultant, WongPartnership LLP; Non-Resident Ambassador to Greece, Ministry of Foreign Affairs Singapore</i>	<b>Dr. YEO Lay Hwee</b> <i>Honorary Secretary</i>  <i>Director, EU Centre in Singapore</i>	<b>Mr. Gerald ONG</b> <i>Honorary Treasurer</i>  <i>Deputy Chairman &amp; Executive Director, PrimePartners Corporate Finance Pte Ltd</i>
<b>COUNCIL MEMBERS</b>	<b>Mr. Manu BHASKARAN</b> <i>Director and CEO, Centennial Asia Advisors, Singapore</i>	<b>Ms. CHONG Ee Rong</b> <i>Deputy Managing Director, Raffles Medical Group</i>	<b>Mr. HO Tong Yen</b> <i>Director, Group Corporate Communications, Keppel Corporation</i>
	<b>Mr. LEE Yuen Hee</b> <i>Chief Executive Officer, TransitLink Pte Ltd</i>	<b>Mr. Adam Abdur RAHMAN</b> <i>Managing Director, Citi Singapore</i>	<b>Prof. TAN Tai Yong</b> <i>President, Yale-NUS College, National University of Singapore</i>
	<b>Mr. YEOH Oon Jin</b> <i>Executive Chairman, PriceWaterhouseCoopers LLP</i>		



**SIIA HONOURARY AND LIFE MEMBERS**

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

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

## Appendix D: 2020 Research and Publication Listings

### A. BOOK CHAPTERS, PUBLICATIONS, JOURNALS, WORKING PAPERS, VIDEOS & DOCUMENTARIES

#### Dr. Yeo Lay Hwee

1. Yeo Lay Hwee. "Covid-19 Pandemic – Our Response, Our Future" EU Centre Working Paper, 14 April 2020.
2. Yeo Lay Hwee. "Covid-19: Blame Game and the Battle of Narratives" EU Centre Commentary, 28 April 2020
3. Yeo Lay Hwee "Europe has a role amid US-China blame game over Covid-19" (Straits Times, 4 May 2020)
4. Yeo Lay Hwee. "Impact of Covid-19 pandemic on Asia-Europe Relations" in Asia-Europe Journal, Vol 18, No 2, June 2020
5. Tommy Koh and Yeo Lay Hwee, eds. ASEAN-EU Partnership: the Untold Story (World Scientific, 2020)
6. Tommy Koh and Yeo Lay Hwee. "ASEAN and EU: The Untold Story" (Straits Times, 14 Oct 2020)
7. Yeo Lay Hwee and Shada Islam. "Upgrade of ASEAN-EU ties comes at right time (Straits Times, 3 Dec 2020)
8. 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, forthcoming 2021)

#### Dr. Hank Lim

1. Hank Lim. "ASEAN's Perspective on the Belt and Road Initiative (BRI) and Indo-Pacific Strategy", submitted to and accepted for publication, Taiwan Center for Security

## B. EDITORIALS AND COMMENTARIES

### A/Prof. Simon Tay

1. Tay, Simon S.C. and Wau, Jessica. (2020), [‘Containing the economic fallout of the COVID-19’](#), The Business Times, 25 February 2020
2. Tay, Simon S.C. and Wau, Jessica. (2020), [‘The Indo-Pacific Outlook’](#), East Asia Forum, 1 January – March 2020
3. Tay, Simon S.C., Wu, Huijuan and Choo, Aaron. (2020), [‘Learning from past year’s forest fires in South-east Asia’](#), The Straits Times, 14 March 2020
4. Tay, Simon S.C. and Wau, Jessica. (2020), [‘Risk of cross-infection calls for cooperation’](#), China Daily, 31 March 2020
5. Tay, Simon S.C. and Wau, Jessica. (2020), [‘Singapore must protect present vulnerabilities and future capabilities’](#), The Straits Times, 1 April 2020
6. Tay, Simon S.C. and Wau, Jessica. (2020), [‘Coronavirus and practical solidarity: What ASEAN can and should do’](#), The Straits Times, 13 April 2020
7. Tay, Simon S.C. and Chen, Kevin. (2020), [‘Are ASEAN countries really ready to reopen? Beware of bumps and curves ahead’](#), The Jakarta Post, 15 May 2020
8. Tay, Simon S.C. and Wau, Jessica. (2020), [‘As the US and China clash, what can other countries do?’](#), [South China Morning Post](#), 21 May 2020
9. Tay, Simon S.C. (2020), [‘Why Asia should worry as Nov 3 draws nearer’](#), The Straits Times, 9 June 2020
10. Tay, Simon S.C. (2020), [‘Singapore GE2020 – Global concerns, national elections’](#), The Straits Times, 3 July 2020
11. Tay, Simon S.C. (2020), [‘Singapore & COVID’](#), Asia Media Centre, 4 August 2020
12. Tay, Simon S.C. and Wau, Jessica. (2020), [‘Singapore as a hub: Renewing ASEAN’s relevance’](#), The Straits Times, 14 August 2020
13. Tay, Simon S.C. (2020), [‘War by other means - Sino-US rivalry is growing in many areas’](#), The Straits Times, 18 September 2020
14. Tay, Simon S.C., and Choo, Aaron. (2020), [‘Singapore can help region emerge stronger better more sustainable’](#), The Business Times, 16 October 2020
15. Tay, Simon S.C., and Gan, Meixi. (2020), [‘Changing climate risk to opportunity’](#), The Business Times, 29 October 2020

16. Tay, Simon. (2020), *Shadows Across the Golden Land: Myanmar's Opening, Foreign Influence and Investment*. World Scientific. <https://doi.org/10.1142/11079>

17. Tay, Simon S.C. and Loh, Sarah. (2020), '[Myanmar's 2020 vote endorses NLD but does not resolve issues](#)', The Business Times, 12 November 2020

18. Tay, Simon S.C. (2020), '[RCEP trade deal an important step forward for the region](#)', The Straits Times, 19 November 2020

19. Tay, Simon S.C., and Gan, Meixi. (2020), '[ASEAN's potential contributions to climate action](#)', The Jakarta Post, 20 November 2020

20. Tay, Simon S.C. (2020), '[The Lady's Second Act: Myanmar's Post-Election Priorities](#)', Asia Global Online, 17 December 2020

21. Tay, Simon S.C. (2020), '[Echoes of a tumult... from South-east Asia 50 years ago](#)', The Straits Times, 30 December 2020

#### **Dr. Oh Ei Sun**

1. Oh, Ei Sun. (2020), '[Muhyiddin Yassin, the all-seasoned politician, who rose to Malaysia's pinnacle of power](#)', Channel NewsAsia, 5 March 2020

2. Oh, Ei Sun. (2020), '[Muhyiddin Yassin's interesting Cabinet line-up provides food for thought](#)', Channel NewsAsia, 11 March 2020

3. Oh, Ei Sun. (2020), '[Sabah state election ignites fresh Game of Thrones jostling in Malaysian politics](#)', Channel NewsAsia, 25 September 2020

4. Oh, Ei Sun. (2020), '[Malaysia in a delicate balance after Najib Razak's conviction](#)', Channel NewsAsia, 1 August 2020

5. Oh, Ei Sun. (2020), '[Always almost there - will Anwar Ibrahim ever become Prime Minister of Malaysia?](#)', Channel NewsAsia, 3 November 2020

#### **Ms. Chen Chen Lee**

1. Lee, Chen Chen. (2020), '[Outbreak exposes weak social protection for poor](#)', Bangkok Post, 8 April 2020

2. Lee, Chen Chen and Gan, Meixi. (2020), '[Sustainable infrastructure a key ingredient for a green economic recovery in ASEAN](#)', The Business Times, 6 May 2020

3. Lee, Chen Chen. (2020), '[Asean needs to act on Mekong River](#)', Bangkok Post, 30 September 2020

4. Lee, Chen Chen. (2020), '[Mekong power play - Asean must protect its interests](#)', The Straits Times, 30 September 2020

#### **SIIA Staff**

1. Gan, Meixi and Choo, Aaron. (2020), '[Why Covid-19 could complicate haze prevention](#)', The Straits Times, 27 July 2020



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

### A/Prof. Simon Tay

1. Speaker at the CIL e-Conference on 'Where is ASEAN in COVID-19?', on 20 May 2020, in Singapore, organised by Centre for International Law, National University of Singapore
2. Participant at the webinar on 'Taiwan's Role in Regional Development and Cooperation in the Post-COVID-19 Era', on 11 June 2020, in Singapore, organised by Taiwan-ASEAN Studies Center (TASC), Chung Hua Institution for Economic Research (CIER), Taiwan
3. Speaker at the webinar on 'Singapore and the Regional Economic Approach to Covid-19', on 25 June 2020, in Singapore, organised by the Italy-ASEAN Association
4. Moderator at the forum on 'Sub-regional economic corridors – building blocks for ASEAN regional connectivity', on 14 July 2020, in Singapore, organised by the Vietnam Ministry of Foreign Affairs
5. Panelist at the webinar on 'New World (Dis)Order', on 14 July 2020, in Singapore, organised by YPO Singapore
6. Discussant at the AANZ Online Roundtable on 'Effective Diplomacy in the COVID Era: How ASEAN, small and middle powers can use their influence strategically to shape global order', on 22 July 2020, in Singapore, organised by the Asia New Zealand Foundation
7. Panelist at the virtual Standard Chartered ASEAN Business Forum on 'Navigating ASEAN Beyond COVID-19', on 25 August 2020, in Singapore, organised by Standard Chartered Bank and Reuters
8. Speaker at the 2nd ASEAN - ROK Think Tank Strategic Dialogue, on 6 October 2020, in Singapore, organised by CSCAP Vietnam
9. Panelist at the Pan-Beibu Gulf Think Tank Summit 2020, on 15 October 2020, in Singapore, co-organised by co-organised by The People's Government of Guagnxi Zhuang Autonomous Region and China Development Institute (CDI)
10. Panelist at the CIL webinar on 'The Next Four Years: The 2020 US Presidential Election's Impact on International Law and Relations with Asia', on 9 November 2020, in Singapore, organised by Centre for International Law, National University of Singapore
11. Moderator at the PECC online symposium on 'Trade Challenges and Developments for the Asia-Pacific region' on 2 December 2020, in Singapore, organised by New Zealand Committee of PECC
12. Speaker at the JEF Asia-Pacific Forum 2020 on 'The International Economic Framework', on 4 December 2020, in Singapore, organised by Japan Economic Foundation
13. Moderator at the Ascent Capital Investor Conference 2020 for keynote address by U Thaug Tun, on 15 December 2020, in Singapore, organised by Ascent Capital Partners Pte. Ltd.

14. Speaker at the Ascent Capital Investor Conference 2020 on 'Post-Elections in Myanmar – Reforms in the Last De-cade, Opportunities and Challenges in The Next Decade', on 16 December 2020, in Singapore, organised by Ascent Capital Partners Pte. Ltd.

#### Dr. Yeo Lay Hwee

1. Asia-Europe Sustainable Connectivity Scientific Conference (AESCON), 22-25 Sep 2020, organised by EU's Joint Research Centre, ERIA, ASEF and Centre for China and Globalisation. Took part in two panel discussions – "Asia-Europe Connectivity: A Way Forward" (22 Sep) and "Impact of Covid-19 on ASEM's Connectivity Agenda" (24 Sep)

2. European Transoceanic Encounters and Exchange Inaugural Conference, 14-15 October 2020, organized by KU Leuven. Presented a paper on "Asia-Europe Encounters: Gold, God and Glory!"

3. Book launch and panel discussion on ASEAN-EU Partnership: The Untold Story, 15 Oct 2020, organized by ISEAS-Yusof Ishak Institute.

4. Roundtable and Policy Dialogue on The Future of EU-ASEAN Partnership, 28 Oct 2020, organized by the European Policy Centre

5. Workshop on "Strategies for Promoting Europe-Asia Connectivity" 3-4 Dec 2020 (via Zoom), organised by Ruhr University Bochum. Presented a paper on "The Geopolitics of Connectivity"

6. Panel Discussion on "ASEM During and After Covid-19", 7 Dec 2020, organized by Asian Vision Institute.

#### Dr. Hank Lim

1. Taiwan's New Southbound Policy Webinar organised by Chung Hua Institution for Economic Research, 11 June 2020

2. Strengthening AEC Blueprint 2025, A Virtual Expert Discussion, organised by Economic Research Institute for ASEAN and East Asia (ERIA), 19 June 2020

3. 2020 Regional Institute Network (RIN) Online Workshop Series on Covid 19:

Workshop I: Exit Strategies for ASEAN and East Asia, speaker Fukunari Kimura, 25 September 2020

Workshop II: An Asian Strategy for Recovery and Reconstruction after Covid 19, speaker Shiro Armstrong, 29 September 2020

Workshop V: The Impact of Covid 19 Pandemic on Air Transport Industry with particular focus on Thailand- Thailand Development Research Institute (TDRI), 21 October 2020

4. The 12th ERIA Academic Advisory Council Meeting (Webinar), 18 September, 2020

5. The 13th ERIA Governing Board Meeting (Webinar), 16 October, 2020

6. Research Institute Network (RIN) Meeting (Webinar), 27 October 2020

# About the Singapore Institute of International Affairs





Insights • Networks • Access

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).



For further information, contact the SIIA at:  
60A Orchard Road, #04-03 Tower 1  
The Atrium@Orchard, International Involvement Hub  
Singapore 238890

t | +65 6734 9600  
f | +65 6733 6217  
e | [think@siiainline.org](mailto:think@siiainline.org)  
w | [www.siiainline.org](http://www.siiainline.org)

 Singapore Institute of International Affairs  
 @think.siiainline.org  
 @siiainline\_tweet  
 @siiainline\_sg

Ranked No. 1 Independent Think Tank in Asia  
ASEAN-ISIS Network of Think Tanks • Asia Society (USA) Strategic Partner • UN ECOSOC Consultative Status