

POST-TRAINING REPORT

Executive Leadership Development Program
An Executive Education Program of the Lee Kuan Yew School of Public
Policy, National University of Singapore
In Partnership with the
CAREC Institute
Asian Development Bank

16-22 August 2009

Submitted by
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I. Overview and Summary

The Lee Kuan Yew School of Public Policy (LKY School), National University of Singapore (NUS) has been given a three-year mandate to run a Leadership Development Initiative Program (LDI) for the Central Asian Regional Cooperation Program (CAREC) of the Asian Development Bank (ADB). LDI has two discrete parts: the Executive Leadership Development Program or ELDP, which takes place once a year on-site at the LKY School in Singapore, and the Public Management Short Course program or PMSC, which takes place once over a three-year period on-site in each of the eight CAREC countries.¹ This post-training report focuses on the first run of the ELDP that took place on August 16-22, 2009 in Singapore.

ELDP has two general objectives: 1) to enhance the professional development of senior and upper-middle level government officials from CAREC countries by giving them direct training in the concepts and practice of leadership, management and public administration; and 2) to develop and strengthen national, bilateral, regional, and international relationships (involving CAREC participants and faculty, consultants, and speakers from ELDP) that may be leveraged for regional economic cooperation and long-term development in the CAREC countries. As a benefit from the LKY School, the program will also be used to identify outstanding and promising public sector leaders who might be invited to apply for further training and scholarships at the School. Further, because the training is in Singapore, ELDP is designed to expose participants to the experience of Singapore in developing and implementing sound public policies in different sectors.

Participants in the first ELDP run totaled 29: four each from Azerbaijan, Kazakhstan, Uzbekistan, China and Tajikistan; and three each from Afghanistan, Kyrgyzstan, and Mongolia.² The program began on a Sunday evening with an opening dinner and a speaker, and finished the following Saturday mid-afternoon. Participants engaged in classroom lectures and discussions, small group simulation exercises and presentations, and site visits to Singaporean government agencies.

¹ The CAREC countries include Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan, Azerbaijan, Afghanistan, Mongolia, and China.

² Please see Appendix A for the list of participants.

II. Program Content³

A. Modules

The ELDP program included the following in-classroom modules and activities: 1) A Brief Introduction to Learning Using Case Studies; 2) State-Building and the Challenge of Leadership; 3) Public Finance; 4) Public Sector Management; 5) Strategic Thinking and Planning; and 6) Negotiation, Persuasion, and Influence. In addition, on the last day of the program, participants engaged in a Team Project exercise. They were divided into five teams, and each team was assigned a Policy Analysis Exercise. Three narrative exercises were framed on a Special Economic Zone, Borders/Customs, and the development of a fruit export industry in a hypothetical, largely land-locked region..

Descriptions of module content and related case studies and other write-ups for the ELDP have been submitted to CAREC previously, and will not be described in detail in this post-training report. Rather, some points will be highlighted regarding modules under the heading “Analysis and Recommendations” in Part III below.

B. Speakers

The ELDP included three dinner speakers and one lunch time speaker.

Mr. P. Y. Hwang (Opening Night): Mr. Hwang served for 22 years in Singapore’s Economic Development Board (EDB) and was the Board’s chair from 1982-1986. In addition to EDB, Mr. Hwang worked 11 years with Temasek Holdings and has served on many corporate and philanthropic boards. His talk focused on Singapore’s development strategy and how it evolved from the 1960’s onwards. He emphasized the critical role of foreign direct investment (FDI) in Singapore’s economic strategy, and explained the strategic thinking that informed the country’s successful effort to attract FDI. He gave examples to illustrate the following: facilitation of FDI through simplification of business procedures, enhanced quality of life for foreign visitors and residents, and government sensitivity to policies that enhance growth and profitability; the importance of political consensus over economic objectives; the key role of infrastructure, especially in transport, utilities, logistics; education and training for Singapore’s labor pool; financial infrastructure; and regional cooperation with other governments.

Kishore Mahbubani (Lunch Speaker): Prof. Mahbubani is dean of the LKY School and was twice Singapore’s permanent representative to the United Nations and president of the UN Security Council. The author of many books and voted by the *Financial Times* as one of the fifty people who will help shape the future of debate on global capitalism, Prof. Mahbubani focused his remarks on principles of good governance in Singapore. He

³ Please see Appendix B for a full Program Schedule.

elaborated on three principles: meritocracy, pragmatism, and honesty. He underlined honesty as the most important of the three principles. He cited Singaporean civil service practices to illustrate his principles of good governance, including the annual practice in Singapore of ranking the top 250 civil servants (meritocracy). He also noted that compensation is used to reward and keep talent in the civil service, and keep the best people from migrating to the private sector. He urged CAREC participants to apply principles of good governance in order to see real results in development in their countries.

Dr. Jesus Felipe (Dinner Speaker): Dr. Felipe is Principal Economist and Director of Research of the CAREC Institute. His talk elaborated on five key challenges faced by the CAREC countries: 1) political challenges, including defining Central Asia's place in the twenty-first century; 2) the "curse" of natural resources, the problem of being landlocked, and the need to define an appropriate model of development in a globalized world; 3) the need for a more logical and modern infrastructure to replace the old Soviet infrastructure; 4) the lack of export sophistication; and 5) macroeconomic and other challenges related to the global economic crisis. Dr. Felipe emphasized cooperation and integration as potential solutions to the challenges faced by the Central Asian region, and talked about specific measures such as harmonization of customs regimes, energy security and trade, and increased linkage with world markets.

Amb. Rodolfo Severino (Closing Night Speaker): Amb. Severino is the former Secretary-General of ASEAN. His brief remarks focused on ASEAN's history, challenges, and accomplishments in regional cooperation. He noted that ASEAN makes decisions by consensus, but in enough instances there is serious debate and disagreement before consensus is reached. He noted also that ASEAN has played a significant role in enhancing peace and security in the region, without which economic development would have been extremely difficult.

C. Site Visits

Economic Development Board (EDB)

EDB is the lead government agency (under the Ministry of Trade and Industry) responsible for planning and executing strategies to enhance Singapore's economic standing and growth. EDB has been in operation practically from the start of Singaporean independence. The agency focuses on three areas: attracting foreign direct investment, growing industry verticals, and enhancing the business environment. A highlight of the visit to EDB was a discussion of the agency's culture of "dreaming" and "doing," as encapsulated in two cases: the building of the Jurong Industrial Park for the global petrochemical industry and the creation of Biopolis, a world-class biotechnology hub. EDB officials described the process of dreaming ideas, studying their feasibility and potential returns, achieving buy-in from critical government leaders and institutions, raising capital, and full execution. A culture of

hard work and discipline is crucial for success. After a long and lively discussion, participants were able to walk around the periphery of EDB and enjoy a 360-degree view of Singapore.

Land Transport Authority (LTA)

LTA is a statutory board under Singapore's Ministry of Transport, established in 1995 and given a mandate to plan and execute land transport policies to serve the needs of those who drive and those who take public transport in Singapore. The site visit included a presentation on key land transport policies in Singapore, including 120% taxation on cars; automatic congestion taxes on Singaporean roads; bus route planning (there are only two public bus transport providers in the country); and graduated fees for taxis based on usage rates (e.g., multiple extra fees paid during rush hours). LTA officials discussed their "people-centered" approach and key performance indicators that help them measure progress—e.g., cutting transport times from one point to another; transport assistance to the handicapped; concessionary pricing for the elderly and students; and improved safety statistics on roads and railways.

Singapore Customs.

Singapore Customs is the lead government agency (under the Ministry of Finance), reconstituted in 2003, dealing with trade facilitation and revenue enforcement matters. Customs, since 9/11, no longer takes care of border security issues. Its key activities include: collection of customs revenue; protection of customs revenue by preventing the evasion of duties and taxes; provision of one-stop solutions for trade and customs matters, such as issuance of permits, licenses and Certificates of Origin, and provision of classification and valuation advice; facilitation of trade through simplification of customs procedures and administration of tax suspension schemes; enforcement of trade requirements under various Free Trade Agreements (FTAs); and regulation of trade in strategic goods and strategic goods technology.

CAREC participants met with the Director-General and senior staff members of Customs. Highlights from the presentation and discussion included: 1) the effective use of online technology, which allows 90% of customs paperwork and fees to be done within ten minutes using a platform called TradeNet; 2) cost effectiveness of the agency, indicated by the fact that every dollar of revenue collected costs only one cent; and 3) the Singaporean practice of taxing goods with social costs—the bulk of taxes collected by Customs comes from only four sources: cigarettes, alcohol, cars, and petrol.

III. Analysis and Recommendations

- The use of case studies and applied activities was effective and welcomed by participants. This included short cases on public finance from Singapore, Vietnam and Brazil; a case involving public sector management in Thailand; in-depth discussion of Singaporean strategic planning and management practices; a negotiation simulation; an in-depth case of a transformational leader from a conflict zone in the southern Philippines; the Team Project policy analysis exercise; and site visits to Singaporean government agencies.
- The Team Project presentations on the last day were lively and elicited numerous positive comments. Five teams summarized their analysis and findings and received comments from the Faculty Lead, their peers, and a guest, Mr. Dorian Prince (current European Union fellow at the LKY School, with 30 years' experience on regional cooperation in the European and Asian contexts). The exercise effectively drew out participants' learning and insights, as well as their biases and limitations. Only one group was ill prepared, with two groups being exceptionally well-prepared. A secret ballot was taken at the end of the session to vote for the best group presentation, and that group received an award from the Faculty Lead. The exercise was collegial, substantive, and enjoyable for all.
- The presence of ADB/CAREC personnel (Mssrs. David Kruger and Roberto Macalde) added value to the ELDP in terms of observing daily participant activity and classroom dynamics, dividing the participants into coherent teams for the Team project, responding to questions on CAREC/ADB policies, lending weight to the importance of the training program for CAREC's institutional sponsors; and giving immediate feedback to the LKY School team on improvements that could be made in the program. The LKY School team recommends that CAREC/ADB staff again attend as much as possible the ELDP's next run in 2010.
- It was not effective to break up the leadership module into first and last days of the program. The Faculty Lead recommends that the leadership module be covered completely in one day and the last half day devoted to the Team Project exercise.
- For the next run of ELDP, it would be helpful to cover all administrative and introductory materials on opening night rather than the first morning of the program.
- Practitioners' input is critical. We will continue to strengthen this dimension of the program. Participants found concepts most relevant when paired with real-life insights and experiences from the professors, speakers, and site visit presenters.
- One professor suggested that the Team Project can be modified so that the policy exercises are not hypothetical but real. Participants might be assigned actual

problems in the CAREC region including customs harmonization, transport networks, and others. This will be discussed with CAREC/ADB staff before the next ELDP run.

- Three professors experienced some “pushback” and philosophic as well as political digression by a few outspoken participants, but this did not prove too disruptive. All professors were able to re-introduce control into the classroom dynamics.
- For the Negotiation module, the professor feels that he should not use the Black Dog simulation exercise in the next ELDP round. It is too U.S.-centric and some participants were unhappy with it. The professor will look for a more CAREC-friendly alternative or might use the Russian version of the movie *Twelve Angry Men* in the 2010 ELDP run.
- For the next ELDP run, the program might cancel the Land Transport Authority visit and replace it with a visit to either Singapore’s Energy Market Authority or the office of the Asia Pacific Economic Cooperation (APEC) forum. Prior to each visit, participants will receive a description of the agency or office to be visited, the purpose of the visit, and what they should look for. Faculty will also discuss lessons from the site visits after they occur.
- We have to give more thought to the selection of evening speakers, and may consider removing the speaker on Opening Night, when participants have just arrived and are tired. For this ELDP run, the Opening Night speaker was very good, but went on too long. His presentation would be an excellent addition as a two-hour module in the next ELDP.
- A few technical problems such as more microphones in the room (to enhance participation in the context of simultaneous translation) and use of a better classroom format for the negotiation module (roundtable instead of horse-shoe configuration) will be addressed in the program’s next run.
- After joint consultation, LKY School and CAREC/ADB staff recommend that participants for the next ELDP be identified and invited earlier. In addition, more effort will be made to equalize the status of the participants—i.e., make sure that the seniority of different country delegations more or less coincide.
- The LKY School has identified one of the participants from Afghanistan as a potential candidate for the School’s Master’s in Public Policy Program and has invited him to apply for a scholarship. This is a genuine return from the first run of the ELDP.

IV. Program Evaluation by Participants

Participants were asked to fill out daily evaluations of professors, modules, speakers and site visits. These daily evaluations followed a template that CAREC/ADB uses in other contexts. At the end of the ELDP, participants also submitted an evaluation of the program as a whole, designed by the LKY School.

For daily evaluations (low of 1 and high of 5), ratings ranged from a low of 4.35 for Day 4 of the program to a high of 4.92 for Day 6, the last day of training. The overall program evaluation submitted on the last day of training covered Course Learning Objectives, Key Learning Points and Insights, Individual Professors and Presenters, Program Materials and Program Administration. Ratings (again on a range of 1-5) were generally above 4, with Course Learning Objectives receiving an overall rating of 4.14; the Faculty Lead, 4.62; and Program Administration, 4.71. One speaker and two professors received average ratings below 4. Compared to other programs at the LKY School, these ratings range from satisfactory to above average.

Please see Appendix C for the collated results of participant evaluations of the ELDP.

APPENDIX A: LIST OR PARTICIPANTS

No.	Name	Designation	Organization	Country
1.	Mr. GHULAM MAHMOOD ANWARI	Transit Trade Advisor	Ministry of Commerce and Industry	Afghanistan
2.	Mr. WALI MOHAMMAD FAIZ	Economic Advisor to the Minister	Ministry of Energy and Water	Afghanistan
3.	Mrs. MARZIA FAHIM	Deputy Project Manager	Project Management Unit, Ministry of Public Works	Afghanistan
4.	Mr. ANAR AHMADOV	Director, Policy of Economic Development and Prognosis	Ministry of Economic Development of Nakhchivan Autonomous Republic	Azerbaijan
5.	Mr. FARZALIYEV DILAVAR	Chief, External Relations Department	State Customs Committee	Azerbaijan
6.	Ms. SEVINJ ISMAYILOVA	Head, Department of Civil Service and Personnel	Ministry of Economic Development	Azerbaijan
7.	Mr. VAGIF RZAYEV	Director, Department of Privatization and State Property Management	Ministry of Economic Development of Nakhchivan Autonomous Republic	Azerbaijan
8.	Ms. SALTANAT RAKHIMBEKOVA	Director, Department of International Relations	Ministry of Transport and Communication	Kazakhstan
9.	Ms. ALIMBETOVA ALIYA	Deputy Director	Department of Trade Policy Development , Ministry of Industry and Trade	Kazakhstan
10.	Mr. DUISENBAY TURGANOV	Vice Minister	Ministry of Energy and Mineral Resources	Kazakhstan
11.	Ms. AIDA KURMANGALIYEVA	Director, Department for Development of Social Sphere	Ministry of Economy and Budget Planning	Kazakhstan
12.	Mr. AIDAR MOKENOV	Deputy Minister	Ministry of Economic Development and Trade	Kyrgyz Republic
13.	Mr. ALISHER ZHOLCHUEV	Head, Power Generation and Transmission Department	Ministry of Industry, Energy and Fuel Resources	Kyrgyz Republic
14.	Mr. MUKAI KADYRKULOV	Chairman Advisor	State Customs Committee	Kyrgyz Republic
15.	Ms. MUNKTHUYA CHIMEDDORJ	Senior Officer, Road and Transport Policy	Ministry of Roads, Transportation,	Mongolia

		Department	Construction and Urban Development	
16.	Mr. BAYARBAT SANGAJAV	Deputy Director & Head of Division, Finance and Investment Department	Ministry of Mineral Resources and Energy	Mongolia
17.	Mr. JARGALSAIKHAN GUNDEGMAA	Director General, Foreign Trade and Economic Cooperation	Ministry of Foreign Affairs and Trade	Mongolia
18.	Ms. XIAOLI LIU	Deputy Director, Foreign Affairs Division	Inner Mongolia Autonomous Region	Peoples Republic of China
19.	Ms. YAN YAN	Chief of Section/Department of International Cooperation	Ministry of Transport	Peoples Republic of China
20.	Mr. DAZHONG WANG	Regional Cooperation Official, Department of International Trade and Economic Affairs	Ministry of Commerce	Peoples Republic of China
21.	Mr. ZHU XIANQIANG	Section Chief, CAREC Division, Finance Department	Xinjiang Uygur Autonomous Region	Peoples Republic of China
22.	Mr. MUHIBALY SAFAROV	Advisor on Economic Policy (Deputy Minister)	Office of the President	Tajikistan
23.	Mr. UMED DAVLATZOD	Deputy Minister	Ministry of Economic Development and Trade	Tajikistan
24.	Mr. AKRAM SULEYMANOV	Deputy Minister	Ministry of Energy and Industry	Tajikistan
25.	Mr. KHUDOER KHUDOYOROV	Deputy Minister	Ministry of Transport and Communications	Tajikistan
26.	Mr. ALISHER FAYZIEV	Deputy Chairman	SJSC (Uzbekenegro)	Uzbekistan
27.	Mr. ABDURASHID TAGIROV	Head, Innovation Projects and New Tech	SJSC (UzAvtiYul)	Uzbekistan
28.	Mr. ERKINJON YUNUSOV	Deputy Director & Head of CIS Countries Department	Ministry of Foreign Economic Relations, Investments and Trade	Uzbekistan
29.	Mr. BAKHADIR YUNUSOV	Department Head, Customs Cooperation Department	State Customs Committee	Uzbekistan

APPENDIX B: PROGRAM SCHEDULE

Sunday 16 August	Monday 17 August	Tuesday 18 August	Wednesday 19 Aug	Thursday 20 August	Friday 21 August	Saturday 22 August
	8:30 – 9:00 am Introduction to ELDP and Team Project Case Briefing (Astrid Tuminez)	9:00 – 10:30 am Site Visit 1 Economic Development Board 11:00 – 12:30 Site Visit 2 Land and Transport Authority	9:00 – 9:30 am Recap of Key Insights from Day 3 (Ed Araral)	9:00 – 9:30 am Recap of Key Insights from Day 4 (Scott Fritzen)	9:00 – 9:30 am Recap of Key Insights from Day 5 (Neo Boon Siong)	9:00 – 9:30 am Recap of Key Insights from Day 6 (Boyd Fuller)
	9:00 – 12:00 nn Leadership: Styles, Approaches & Practice (Astrid Tuminez)	12:30 – 1:30 pm Lunch	9:30- 12:30 pm Public Sector Management I: Principles for Effective Mgt of Gov't Agencies (Scott Fritzen)	9:30 – 12:30 pm Approaches to Strategic thinking and planning I (Neo Boon Siong)	9:30 – 12:30 pm Negotiation, Persuasion and Influence (Boyd Fuller)	9:30 – 12:30 pm Team Project Case Presentations (Astrid Tuminez and Mr. Dorian Prince, EU Fellow)
	12:00 – 1:00 pm Talk by Dean Kishore Mahbubani on Principle of Governance 1:00-1:15 pm Group Photo 1:15 – 2:00 pm Lunch	1:30 – 4:30 pm Finance in the Public Sector (Eduardo Araral)	12:30 – 2:00 pm Lunch	12:30 -1:30 pm Lunch	12:30 – 2:00 pm Lunch	12:30 – 2:00 pm Lunch Talk: Operational Leadership - Goal Setting, Action Planning, Execution (Astrid Tuminez) 2:00 – 2:30 pm Closing Ceremony (Astrid Tuminez)
6:30 pm Meet at Hotel Lobby	2:00 – 5:00 pm Leadership: Values, Culture & Communication (Astrid Tuminez)	4:30 – 5:00 pm Recap of Key Insights from Day 2 (Astrid Tuminez)	2:00 – 5:00 pm Public Sector Management II: Managing Change and Reform (Scott Fritzen)	1:30 – 4:00 pm Approaches to Strategic thinking and planning II (Neo Boon Siong)	2:00 – 5:00 pm Negotiation, Persuasion and Influence (Boyd Fuller)	
7:00 – 9:30 pm Welcome Dinner and Opening Ceremony (Astrid Tuminez & Speaker Mr. Hwang, P. Y., Former Chair, Economic Development Board, Singapore	6:30 – 8:30 pm Dinner Guest Speaker Mr. Jesus Felipe, Principal Economist and Head, Strategic Research Unit Central and West Asia Department ADB	Evening: Free Time	5:15 – 6:15 pm (Team Project Case Discussion)	4:30 – 6:00 pm Site Visit 3 (Singapore Customs)	6:30 – 8:30 pm Dinner Guest Speaker on Regional Cooperation: Ambassador Rodolfo Severino	

CAREC EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAMME

16-22 August, 2009

PROGRAMME EVALUATION STATISTICS

What the rating mean					
Not Attained	Somewhat Attained	Attained	Mostly Attained	Fully Attained	No Response
1	2	3	4	5	N

PART 1 - COURSE LEARNING OBJECTIVES									
Course Learning Objectives	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• Introduce participants to concepts and practices in state-building and leadership; public sector management; strategic thinking and planning; negotiation, persuasion, and influence; and public finance.	0	1	3	7	11	7	29	22	4.27
• Enhance participants' understanding of effective leadership as a combination of vision AND effective management and operational implementation.	0	1	5	9	7	7	29	22	4.00
• Expose participants to leaders and best practices from the Singaporean and ASEAN contexts.	1	0	2	8	11	7	29	22	4.27
• Enhance participants' regional and international networks.	0	1	3	13	5	7	29	22	4.00
Overall Average									4.14

Please indicate other comments or suggestions

- The program goals are identified correctly.
- It is difficult to change mentality in a short time therefore need to repeat all the materials at home after the programme. Professors taught professionally and competently.
- Overall goal of the program is reached but the recipe of the Singapore's development is not fully understood.
- Need to bring more practical examples useful for the participants.
- Would be useful to have more Case studies after each session to integrate all the participants outside the auditorium.
- Would prefer to meet/listen to many more experienced leaders.
- Good practical approach to the topics/issues.

PART 2 - KEY LEARNING POINTS AND INSIGHTS

Please provide us with your feedback.

1) What did you find useful in this programme?

- Organization, planning and thinking.
- Practically all the lectures were interesting for me.
- New approaches to strategic thinking.
- We should not think in a same way all the time.
- Executive leadership, strategic planning especially thinking differently.
- Leadership qualities
- New approaches to strategic thinking.
- Systematic theories of leadership, Singapore's experience and practical examples provided by the Professors.
- Leadership, negotiations and planning.
- Learning the thinking styles of colleagues from CAREC countries
- Singapore's experience in public structuring and management methods.
- Leadership methods, strategic thinking, influence and persuasion.
- It will help to lead my team and be more productive at work.
- Public Finance and economic development of Singapore is useful for my career.
- Strategic thinking and planning.

2) How might you use what you have gained from this programme in your work?

- Need to study further; Useful for my daily work; Gave me new ideas and approaches for improvement of policy making in transportation and international cooperation sectors.
- I will have time to digest all I have learned later and start using them for my work.
- Leadership and strategic thinking will be useful for my work.
- For meetings, planning and will teach my subordinates what I have learned here.
- For my daily work at the Ministry.
- Practical knowledge I learned will be used for my work on making important decisions.

• Right now I can't implement it but I will do it later no worries (joke)
• The program helped me to strengthen my knowledge and learned about public service and management methods.
• Learned to negotiate with others, case study is useful for others to understand my point of view and accept my suggestions.

3) Please list your 3 most significant learning/ insights gained from the course.

• Public Finance and Singapore's experience.
• Leadership, Case Studies, Negotiations, Strategic Thinking; Concept of strategic triangle; Good examples from Singapore experience.
• Learned to approach problems not only from my own point of view, now thinking how to improve my own mentality. Realistic thinking is in fact important factor.
• Leadership style; strategic thinking and planning; Case studies.
• Pragmatism, sincerity and competency.
• Singapore experience, strategic thinking and leadership.
• Theory of effective management, culture of negotiation, coordination and communication
• Leadership, political skills, strategic triangle
• Singapore experience, meritocracy and new way of thinking.
• Effective use of human capabilities, Pragmatism and Soul of a leader.
• Despite Singapore's experience also best examples of ASEAN countries.
• How leaders create strategic values.
• Singapore's economic development.
• Strategic triangle.

4) What topics/ areas would you want more coverage? Less coverage?

More Coverage
• Leadership, Public Finance
• In formulating the groups and for their presentation preparation it would be better to visit relevant Ministries with more time to learn about their activities.
• Provide more examples from the experiences of countries developing at different levels.
• Attending this kind of programme for the first time but I liked all the courses.
• Topic on commerce or visit to Singapore Port would have been useful.
• Strategic thinking
• Fiscal policy and strategic thinking
• Negotiation, influence and persuasion.
• Culture and communication.
• Strategic thinking and planning.
• The leadership topic needs to be enriched with concrete examples of leadership from all over the world and if those examples are from the CAREC countries it would be even better.
• Practical exercises and more visits to organizations and companies.
• Regional cooperation between the Central Asian countries with other countries that are participating in this program.
• Wish to learn more about customs, duties, trade policy, taxes and "Trade Net" of Singapore.
• Public management skills.

Less Coverage
• Leadership Theories
• Public Finance
• Avoid using political examples as CAREC societies are strongly politicized and very sensitive to politics.
• Theories
• Concepts we learn at universities.

5) Any other suggestions to improve the course?

• As this course is organized to improve Gov officials way of thinking and help organizing their work I would suggest to elaborate more real world examples instead of theories. There are too many general view points, organizational matters need to be specific with no consideration of mentality of each country. Questions raised were not appropriate, tables are repetitive. However at the end of each session there are certain views and reactions that derived. Some information in the tables are outdated.
• It was a good course.
• To combine theory with practise.
• Visit to the Ministry of Energy.
• Important factors of leadership could be mentioned more and the programme coverage needs to be broader.
• Prolong the duration of the course to have enough time to study the materials.
• Site visits need to meet the interests of the participants and it is better to visit the operational sites rather than the offices.
• To learn more about practical experiences of the organizations need to pay more attention to visits.
• Professors should not assume that the participants' basic knowledge is limited.
• Need to invite more leaders from various countries and it would be great if there was a program organized for women-leaders from CAREC countries.
• Would be great if this program was organized more often.

PART 3 - SESSIONS AND PRESENTERS

Sessions	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• 17 th August, Monday Morning Session • Introduction to ELDP and Team Project Case Briefing	0	0	0	12	11	6	29	23	4.48
• 17 th August, Monday Noon Session • Leadership: Styles, approaches and practice.	0	1	3	6	13	6	29	23	4.35
• 17 th August, Monday Noon Session • Lunch Talk by Dean Kishore Mahbubani	1	0	1	1	20	6	29	23	4.70
• 17 th August, Monday Afternoon Session • Leadership: Values, Culture & Communication	0	0	4	9	10	6	29	23	4.26
• 17 th August, Monday Evening Session • ADB Dinner Guest Speaker	2	1	9	3	8	6	29	23	3.61

• 18th August, Tuesday Morning Session • Site Visit 1 Economic Development Board	0	0	6	9	8	6	29	23	4.09
• 18th August, Tuesday Morning Session Site Visit 2 Land and Transport Authority	0	2	5	7	9	6	29	23	4.00
• 18th August, Tuesday Afternoon Session • Finance in the Public Sector	1	3	3	7	9	6	29	23	3.87
• 19th August, Wednesday Morning Session • Public Sector Management I: Principles for Effective Mgt of Govt Agencies	1	2	5	8	7	6	29	23	3.78
• 19th August, Wednesday Afternoon Session • Public Sector Management II: Managing Change and Reform	1	1	7	7	7	6	29	23	3.78
• 19th August, Wednesday Afternoon Session Interactive Team Based Challenge (Team Project Case Discussion)	0	0	2	15	6	6	29	23	4.17
• 20th August, Thursday Morning & Afternoon Session Approaches to Strategic thinking and planning I & II	0	1	2	8	11	7	29	22	4.32
• 20th August, Thursday Afternoon Session • Site Visit 3 Singapore Customs	1	4	6	5	7	6	29	23	3.57
• 21st August, Friday Morning & Afternoon Session • Negotiation, Persuasion and Influence	0	1	8	6	7	7	29	22	3.86
• 21st August, Friday Evening Session • Dinner Guest Speaker on Regional Cooperation	0	0	2	9	9	9	29	20	4.35
• 22nd August, Saturday Morning Session • Team Project Case Presentations	0	1	2	8	10	8	29	21	4.29
• 22nd August, Saturday Afternoon Session • Lunch Talk: Operational Leadership - Goal Setting, Action Planning, Execution	0	0	0	7	8	14	29	15	4.53
• Overall Course	0	0	3	7	9	10	29	19	4.32
Overall Average									4.13

Dr. Astrid Tuminez	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	1	0	4	16	8	29	21	4.67
• Easy to understand.	0	0	1	6	14	8	29	21	4.62
• Made the learning participatory	0	0	1	4	16	8	29	21	4.71
• Provided good examples and learning materials (power points, readings, teaching notes)	0	0	2	6	13	8	29	21	4.52
• Addressed issues raised by participants	0	1	2	2	16	8	29	21	4.57
Overall Average									4.62

Please explain your rating and add any comments or suggestions to the instructor.

• Super. Interesting, catches attention, new and cognitive
• Even she is pregnant she handled the course very well and admire her patience.
• Excellent stimulation and answers provided to the questions.
• Wonderful and comprehensive lecture.
• Professors gave good knowledge on the main topics of the programme especially Dr. Tuminez and Prof. Mahbubani.
• Dr. Tuminez is the real example of women-leaders with rich work experience and knowledge.
• Materials presented are simple, understandable and contains important practical examples.

Prof Boyd Fuller	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	1	5	10	4	9	29	20	3.85
• Easy to understand.	0	1	4	11	4	9	29	20	3.90
• Made the learning participatory	1	1	3	7	8	9	29	20	4.00
• Provided good examples and learning materials (power points, readings, teaching notes)	0	2	5	8	5	9	29	20	3.80
• Addressed issues raised by participants	1	1	4	8	6	9	29	20	3.85
Overall Average									3.88

Please explain your rating and add any comments or suggestions to the instructor.

• Nice Professor, very interesting simulations, need to spare more time to the outcome of the simulations.
• Learned this topic for the first time.
• Simulation was interesting but the topic should not be political.
• Influenced the participants very well and answered the questions.
• Teaching method, joint group discussions, simulations were very interesting.
• Topic was not delivered fully.

Prof Ed Aralar	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	1	3	8	7	10	29	19	4.11
• Easy to understand.	0	3	2	7	7	10	29	19	3.95
• Made the learning participatory	1	1	4	5	8	10	29	19	3.95
• Provided good examples and learning materials (power points, readings, teaching notes)	0	3	3	4	9	10	29	19	4.00

• Addressed issues raised by participants	2	1	2	6	8	10	29	19	3.89
Overall Average									3.98

Please explain your rating and add any comments or suggestions to the instructor.

- Excellent teaching materials, lively and approachable.
- Explained the Public Sector disciplines excellent.
- It is difficult for us to understand the theories without basic knowledge or financial background.

Prof Kishore Mahbubani	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	0	0	5	15	9	29	20	4.75
• Easy to understand.	0	0	1	7	12	9	29	20	4.55
• Made the learning participatory	0	0	1	6	12	10	29	19	4.58
• Provided good examples and learning materials (power points, readings, teaching notes)	0	0	1	6	12	10	29	19	4.58
• Addressed issues raised by participants	0	1	2	4	12	10	29	19	4.42
Overall Average									4.58

Please explain your rating and add any comments or suggestions to the instructor.

- Good qualities in everything.
- Gave good content of Singapore's development.
- Prof Mahbubani gave me the highest impression.
- Excellent speaker with good examples and answers to the questions.
- Professor delivered his topic very well, comfortably and gave me a good knowledge.
- Interesting and useful speech.

Prof Neo Boon Siong	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	0	0	8	12	9	29	20	4.60
• Easy to understand.	0	0	1	8	12	8	29	21	4.52
• Made the learning participatory	0	0	3	4	14	8	29	21	4.52
• Provided good examples and learning materials (power points, readings, teaching notes)	0	0	1	5	15	8	29	21	4.67
• Addressed issues raised by participants	0	2	2	5	12	8	29	21	4.29
Overall Average									4.52

Please explain your rating and add any comments or suggestions to the instructor.

- Good lecture.
- Approachable, artistic, excellent materials, one of the most interesting lectures.
- Excellent teaching need time for digesting.
- I would like to see him in the auditorium lecturing and providing practical examples for Ministry officials with different designations.
- Liked the lecture, interesting and rich context but insufficient communication.
- Material is based on good practical examples.

Prof Scott Fritzen	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	1	4	3	12	9	29	20	4.30
• Easy to understand.	0	1	3	5	11	9	29	20	4.30
• Made the learning participatory	0	1	4	5	10	9	29	20	4.20
• Provided good examples and learning materials (power points, readings, teaching notes)	0	1	2	7	10	9	29	20	4.30
• Addressed issues raised by participants	0	1	5	5	9	9	29	20	4.10
Overall Average									4.24

Please explain your rating and add any comments or suggestions to the instructor.

- Gained from it.
- Necessary to use practical examples more often.
- Topic was practical and useful for my work.
- Learned something new and need to read the literature.

Prof Hwang P. Y	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	0	2	6	8	13	29	16	4.38
• Easy to understand.	0	0	3	5	8	13	29	16	4.31
• Made the learning participatory	0	2	1	6	7	13	29	16	4.13
• Provided good examples and learning materials (power points, readings, teaching notes)	0	2	2	4	8	13	29	16	4.13

• Addressed issues raised by participants	0	1	2	5	8	13	29	16	4.25
Overall Average									4.24

Please explain your rating and add any comments or suggestions to the instructor.

- Talked and explained very well.
- Excellent speech and invaluable personal experience.
- Experienced person and many innovative ideas that I can use for my work.

Prof Jesus Felipe	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	2	3	5	5	14	29	15	3.87
• Easy to understand.	0	1	4	5	5	14	29	15	3.93
• Made the learning participatory	0	2	3	6	4	14	29	15	3.80
• Provided good examples and learning materials (power points, readings, teaching notes)	0	2	3	6	4	14	29	15	3.80
• Addressed issues raised by participants	1	2	2	6	4	14	29	15	3.67
Overall Average									3.81

Please explain your rating and add any comments or suggestions to the instructor.

- Satisfactory
- Presented unusual facts and examples that do not correspond to the reality.
- I can't rate exactly.
- No comments (silence)

Prof Rodolfo Severino	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• The Instructor facilitated learning and stimulated further interest in the topic.	0	0	3	6	10	10	29	19	4.37
• Easy to understand.	0	1	2	9	7	10	29	19	4.16
• Made the learning participatory	0	1	3	7	8	10	29	19	4.16
• Provided good examples and learning materials (power points, readings, teaching notes)	0	2	2	6	9	10	29	19	4.16
• Addressed issues raised by participants	2	0	2	6	9	10	29	19	4.05
Overall Average									4.18

Please explain your rating and add any comments or suggestions to the instructor.

- Good.
- Enforces his vision and concepts based on his own experience.

PART 4 - PROGRAMME MATERIALS

Programme Materials	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• Relevance	0	0	2	7	14	6	29	23	4.52
• Organization	0	0	1	9	13	6	29	23	4.52
• Overall Rating	0	0	1	8	14	6	29	23	4.57
Overall Average									4.54

Comments or suggestions on programme materials:

- Less prepared group did not give the possibility to achieve the goal of the program.
- Good quality translation.
- Well organized but there is room for improvement.
- The food was too different for me could not eat sometimes and I would prefer to try Asian food.
- Materials were good would be great to have materials about Central Asia.
- Electronic version of the materials would be useful.
- Materials need to contain more information and need to be updated timely.
- Materials were very interesting and important however no time to read them due to overwhelming program schedule.

PART 5 - PROGRAMME ADMINISTRATION

Programme Materials	Ratings						Total Participants	Total Rating	Average Rating
	1	2	3	4	5	N			
• Staff Support	0	0	0	3	20	6	29	23	4.87
• Venue	0	0	1	3	19	6	29	23	4.78
• Food	0	0	4	7	12	6	29	23	4.35
• Equipment	0	0	2	1	20	6	29	23	4.78
• Overall Rating	0	0	1	3	19	6	29	23	4.78
Overall Average									4.71

Comments or suggestions on programme materials:

- Everything was good.
- Very useful and important programme for leaders, it is necessary to continue with the suggestions made and need to consider 9 hour waiting time at the Seoul airport next time. I express my gratitude to Astrid Tuminez and Aika for their hard work in preparing and organizing the study materials.
- Would be nice if there was a cultural programme included and wanted to see Singapore customs operations site.
- Combine theory with practise.

•	It was well-organized and provided very good conditions for us.
•	Programme time is too tight, in order to work more effectively we need to have an hour rest at least after lunch.
•	Programme is organized very well but too tight schedule to digest all the information provided.
•	For the first time I ate SEA food and it was challenging.
•	Thank you very much for all what you have done for us and taught us. Thank you dear Astrid and Aika.
•	The food was not good I didn't like it.