

## The Lee Kuan Yew School of Public Policy and GIFT team up with regional leaders to expand perspectives and tackle health care issues in Vietnam



Bernard Lim, Chief Psychologist, Head Applied Behavioural Sciences Department, ABSD Ministry of Defence, enquires about the replicability of the PPP model in a meeting with Vietnamese Department of Health officials. *Photo: GIFT*

Working closely in partnership with the Lee Kuan Yew School of Public Policy, the Global Institute for Tomorrow (GIFT) conducted its tenth Global Leaders Programme in Vietnam with twenty-seven participants from LKY School's Senior Management Programme (SMP). On the programme participants proposed an innovative investment model within a public-private partnership (PPP) framework with the aim to achieve the Vietnam government's water supply and healthcare objectives.



SMP participant Loh Kean Wah, Commander of Divisional Air Defence Group Singapore, takes on a new role as representative of the community team to interview the local communities in Ha Nam Province. *Photo: GIFT*

The significance of the programme was largely due to the high caliber and unique backgrounds of participants, the majority of whom came from senior government departments in Singapore and Hong Kong. Singaporean participants hailed from the Ministry of Defense, Public Utilities Board, Ministry of Home Affairs, Building and Construction Authority, Ministry of the Environment and Water Resources, Ministry of Information, Housing and Development Board and Urban Redevelopment Authority among others. Hong Kong and China were represented by the HK Police Force and the Ministry of Foreign Affairs and National Academy of

Education Administration, respectively. Representatives from the Anti-Corruption Bureau of Brunei and the Botswana Embassy in Beijing took part in the programme as well.

**TOMORROW MATTERS**

In reference to the additional SMP component, Vice-Dean (Executive Education) Stavros Yiannouka said, “GIFT has a proven track record of delivering highly experiential leadership programmes to supplement class-room based learning and simulations. In this regard they are fully aligned with the overall teaching philosophy of the LKY School’s Senior Management Programme and hence we are delighted to be working with them.”

For many participants the experience in Vietnam was eye opening on many levels. It gave them an inside look at some of the challenges faced by the central and provincial level governments of the rapidly developing country as well as some of the constraints to equitable development and provision of basic services in the rural sector. The hands-on approach of visiting facilities, speaking directly to Vietnamese officials, private operators and community representatives and working to understand their needs gave the senior officials a unique appreciation of what it takes to lead effectively in situations very different from their own.

Yazid Abdullah, Director of Service Quality Department, Singapore Civil Defense Force, said, “The programme emphasized again the importance of teamwork. I have learned to sharpen my skills in working with people, working in teams and responding to situations, all against the backdrop of a real project of a business plan.”



Team leader Yazid Bin Abdullah, Director Service Quality Department, Singapore Civil Defence Force and Jeffrey Neng, Deputy Director Building and Construction Authority, working long hours to devise a robust business plan for the project. *Photo: GIFT*

According to government sources in Vietnam, only 5 percent of water resources are currently exploited due to inadequate infrastructure, uneven distribution of water, inability to achieve economies of scale, and lack of coordinated policy. The absence of experience in setting up financing and management mechanisms further hinders the flow of money from investors to viable water projects. Yet according to the country’s avowed intention, the government is aiming to connect 85 percent of the rural population to available clean water by 2010.

For officials on the programme a key learning was how to employ new ways of addressing such concerns in multi-cultural and multi-disciplinary environments in ways that lead to better decision-making. Furthermore the project in Vietnam provided them an opportunity to apply

lessons from developed societies to the challenges being faced in the developing world, while at the same time enhancing their capacity to consider alternative viewpoints and think anew about addressing challenges at home.

Working with local Vietnamese government agencies and Lien Aid, a regional NGO headquartered in Singapore, the senior officials produced a business plan for an Integrated Water Services Project for rural hospitals which demonstrates how funding can be used to deliver and manage affordable and quality public services through a public-private partnership (PPP) financing model replicable across Asia. Initially written to meet the needs of a district level hospital in Ha Nam province, the plan can now be used as a

blueprint for securing funding for additional hospitals in other provinces throughout the country. The model showed that private operators could, through partnership with government and an NGO, provide decentralized low cost water and sanitation solutions to rural hospitals in an efficient manner.

Members of the SMP Global Leaders Programme team were confident that the terms and conditions on how the PPP Model - in terms of equity participation of parties, ownership of assets, land leasing, granting concessions, other interests of stakeholders and the applicable laws - would yield rich returns over the proposed 30 year tenure of the partnership.



SMP participants meeting vice-director of Bin Luc Hospital to examine the feasibility of PPP model in providing water services to district hospitals. *Photo: GIFT*

At the conclusion of the programme, GIFT Founder and CEO, Chandran Nair said, “It is so clear that issues of health care and water supply in Asia are common concerns and we have responsibility to share experience. The senior officials who took part in the programme learned that many of the complexities of regional integration require new thinking and fresh approaches to problem-solving. Effective leaders must cultivate an understanding of regional issues which are increasingly critical to regional stability and security.”



(Left) Chandran Nair, CEO and Founder of GIFT, facilitates discussion amongst the SMP participants. *Photo: GIFT*

LKY School SMP Global Leaders Programme  
Hanoi, Vietnam  
July 10-16<sup>th</sup>, 2009



The integrated water services project in Vietnam has been an important collaboration with LKY School and their constituents and has formed the basis for future leadership development programmes in the region. For leaders in both the public and private sectors, this type immersion learning can have far reaching impacts on how effective policy making and investment decisions are made.

#### **About the Global Institute for Tomorrow**

GIFT is a social venture think tank that prepares future leaders of corporations, government and civil society to think differently about the role of business in society and in so doing creates new investment opportunities for dynamic social enterprises in the region.

The YLP has been designed to initiate a fundamental shift in the understanding of business, its influence and impacts by engaging participants in a life-changing field project. Previous YLP projects have been based in other parts of China, India, Laos and Cambodia dealing with issues such as setting up rural supply chains, marketing sustainable produced forest products and scaling up of renewable energy distribution.

#### **About The Lee Kuan Yew School of Public Policy, National University of Singapore**

The Lee Kuan Yew School of Public Policy was established in 2004 with the mission of educating and training the next generation of Asian policymakers and leaders. Its objectives are to raise the standards of governance throughout the region, improve the lives of the region's people and, in so doing, contribute to the transformation of Asia.  
[www.spp.nus.edu.sg](http://www.spp.nus.edu.sg)

*Note: If you are interested in the business plan and the opportunity to invest in this unique project, please contact GIFT on [enquiry@global-inst.com](mailto:enquiry@global-inst.com). For further information, please visit our website at: [www.globalinstitutefortomorrow.com](http://www.globalinstitutefortomorrow.com)*

**TOMORROW MATTERS**