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Media Release

FROM ASIA TO AFRICA, SEVEN-MONTH-OLD COMPANY SCE LOOKS SET TO ADVANCING THE SINGAPORE BRAND NAME IN THE INTERNATIONAL ARENA

With the latest agreement signed today, SCE has inked at least five collaboration deals with foreign partners to date

Singapore, Tuesday, 05 December 2006

1. Officially launched by Senior Minister Goh Chok Tong at The Legends Fort Canning Park today, the Singapore Cooperation Enterprise (SCE) has made good progress over the past months. Operating with a lean team¹ since being set up in May 2006, SCE has entered into collaboration deals with foreign organisations, which relate to the export of Singapore's public sector expertise in sectors spanning education services to leisure parks development and operations.

Vocational Training Programme (Weihai)

2. The company inked its **first project** when it collaborated with the Singapore Polytechnic International (SPI), Institute of Technical Education (ITE), and International Organisations Business Association (INTOBA) to offer a customised one-month **training programme** for 53 vocational teachers from Weihai, **China**, in July this year. Pleased with SCE's service delivery and the programme effectiveness offered by Singapore institutions, Weihai municipality has since sent another group of 26 vocational school principals and government officials to Singapore in October.² Discussion is currently underway for more similar programmes in the coming year.

¹ With a current staff strength of six, SCE expects to grow to about 40 in the third year.

² SCE had worked with these other organisations for Weihai's subsequent visits: Confucius Institute, International Cuisine Association of Singapore, National Trade Union Congress, Nanyang Girls' High School, Oriton School, Yishun Junior College, Kato Spring Pte Ltd.

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3. The brainchild of Senior Minister Goh Chok Tong, SCE was formed to provide customised one-stop service in response to numerous requests from foreign governments for Singapore's expertise to help build up a range of public sector services.³
4. The Singapore story is well known – the transformation since independence into a modern city with supporting world-class physical and business infrastructure is remarkable. As its chief executive officer (CEO) Alphonsus Chia elaborates, "Singapore has more than 40 years of nation building. We have set global standards for good public service and economic management, evidenced by the long list of awards and accolades. We are thus in a position to provide valuable insights into many aspects of public sector service and economic development. SCE leverages on the Singapore brand name, which is synonymous with quality, reliability and efficiency, as we serve as the aggregator for the various types of expertise offered by Singapore's 15 ministries and over 60 statutory boards."

Partnership Agreement with ARK

5. Although SCE centres its initial efforts on fast growing markets China, India, and the Middle East, it will concurrently pursue opportunities in new emerging markets including Africa and those in Southeast Asia. In conjunction with today's launch, **a partnership agreement** was signed between SCE and ARK Capital Holdings Pte Ltd⁴ for the development of a **training institute for the leisure and hospitality industry**, which will benefit some of ARK's projects in the **MENA (Middle East North Africa) region**. Signed by SCE's CEO Alphonsus Chia and ARK's managing director Wee Ah Kee, the agreement provides a framework for ARK's procurement of Singapore's public sector expertise in the following areas for the development of the training institute: design & build and school operations including content provision, training and management.
6. Said ARK's chairman Sheikh Abdullah Al-Meleihi, "The entire MENA region is presently undergoing a huge transformation – some regions such as Dubai are in a much more advanced stage than say places like Algeria. There are multiple projects all being

³ Over the past three years, Singapore has received more than 100 requests from foreign governments for assistance in areas such as airport management, education systems, e-government, infrastructure, and homeland security.

⁴ ARK Capital Holdings, a Singapore-based Saudi investment fund, is a newly formed investment company.

conceived and developed at the same time throughout the region. With so many developments to choose from, investors will be looking for projects with that extra added competitive edge. This is where Singapore comes into the picture.” He added that “Singapore is very well regarded in the Middle East region. For a tiny island with limited resources, it has done very well. A well-recognised and much talked about factor for this has been the quality of its manpower and of its work systems – the way tasks are being carried out in Singapore.”

Collaboration Agreement with West Lake (Xihu)

7. The agreement with ARK marks the second leisure parks development & operations project managed by SCE. The first was the **collaboration agreement** signed with China Hangzhou Xihu District Government (**West Lake**) on 8 November 2006, where Sentosa Development Corporation (SDC) was the appointed partner.⁵ Following the recent signing, SCE and SDC will be conducting feasibility studies on the procurement of Singapore’s expertise to develop the hospitality scene and tourism façade of West Lake (or Xihu) – one of China’s most popular tourist destinations.
8. Said Alphonsus Chia, “In the collaboration deals that we enter into, SCE will work closely with foreign partners such as ARK and West Lake to realise the agreements’ objectives. Together with the Singapore government agencies that we work with, SCE will take the lead in bringing in appropriate partners and investors, if relevant, into the projects. In so doing, we hope to generate spin-off opportunities for Singapore-based companies in the form of public private sector partnerships, thus helping our companies expand their external wings.”

MOUs with DCW (Dubai) and Qatar Ministry of Finance

9. In this initial phase, the other key areas that SCE is currently focusing on are: business services, e-Government, environmental services, healthcare services, public service reforms, and township planning and infrastructure development. Aside from the projects and agreements listed above, SCE has also signed several collaboration agreements and

⁵ The collaboration agreement was first announced in the press release “Exporting Singapore’s Expertise in Hospitality and Tourism to Hangzhou Xihu” issued on 8 November 2006.

Memoranda of Understanding (MOUs) with other foreign governments and organisations in some of these key areas. These include the following:

i) A **MOU** between SCE and **Dubai Customs World** (DCW), which was signed on 31 October 2006, to provide a framework within which SCE and DCW can develop and undertake collaborative projects for the procurement of Singapore **customs-related expertise**.⁶ The MOU was signed by SCE's director of business development Alan Ng and DCW's director Ahmad Khalaf Al Marri. The collaborative activities could include reforms and modernisation of customs administration, reengineering customs processes and procedures, information technology, and training courses and programmes to build up human resources capabilities.

ii) A **MOU** between SCE and the **Qatar Ministry of Finance**, which was signed on 12 October 2006, concerning the restructuring and re-engineering of the Qatar Ministry of Finance. Signed by SCE's director of projects Gerard Hooi and the Qatar Ministry of Finance's director of Public Audit Department Bader Ahmed Al-Qayed, the collaboration provides a framework for the procurement of assistance and expertise from the Singapore Ministry of Finance in these areas: identifying proposed changes at the legislation, structural, functional and operational (processes) levels, promoting awareness of new changes to stakeholders, staff training, and IT solution.

10. Today's launch, held at the Legends Ballroom, was attended by over 200 high-level guests including ambassadors of the world, foreign and local government officials, as well as chief executives of private organisations.

Annex One: SCE's Key Focus Areas

Annex Two: Profile of SCE's Board of Directors

Issued by SCE.

⁶ This MOU was first announced in the press release "Singapore Cooperation Enterprise Takes First Step in Opening Door to Exporting Singapore Customs Expertise" issued on 31 October 2006.

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Note to Editor:

About Singapore Cooperation Enterprise

Formed by the Ministry of Trade and Industry and the Ministry of Foreign Affairs to serve the needs of countries wanting to know more about Singapore's success, Singapore Cooperation Enterprise (SCE) taps on Singapore's wealth of experience in public sector development. We are the focal point of access to expertise across Singapore's 15 ministries and 66 statutory boards. And we aim to open up business opportunities for Singapore-based companies in the private sector. To meet the development needs of specific countries and markets, we work closely with the Ministry of Foreign Affairs and International Enterprise Singapore – an agency under the Ministry of Trade and Industry with presence in 34 locations worldwide.

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Singapore Cooperation Enterprise

Officially set up in May 2006, the Singapore Cooperation Enterprise (SCE) is the key vehicle to market and export Singapore's public sector expertise. It will take the lead in sharing Singapore's public sector experiences and expertise with interested foreign governments, organisations or entities who value Singapore's development experience. In so doing, it also aims to open up business opportunities for Singapore-based companies in the private sector.

Singapore has undergone a remarkable transformation since independence into a modern city with supporting world-class physical and business infrastructure. SCE will serve as the focal point for the sharing and export of the entire range of expertise across Singapore's 15 ministries and over statutory boards.

SCE is chaired by Mr Peter Ho, Head of Civil Service and permanent secretary for Foreign Affairs. Mr Peter Ong, permanent secretary for Trade and Industry, is the vice-chairman. SCE's chief executive officer is Mr Alphonsus Chia, who is also the deputy chief executive officer of International Enterprise (IE) Singapore.

Services: -

A Single Contact Point: SCE serves as a single point of access for interested parties around the world to tap on Singapore's public sector expertise.

Long Term Customer Relationship: SCE attends to clients' needs from pre- to post-project completion

Customised Solutions and In-depth Understanding of Markets: SCE works closely with the Ministry of Foreign Affairs and IE Singapore which has presence in 34 locations around the world.

Current Areas of Focus: -

Leisure Parks Development & Operations
Township Planning and Infrastructure Development
Healthcare Services
Environmental Services
Public Service Reforms
Business Services

Singapore's Public Sector Expertise: -

Airport Management and Operations
Defence Technology
Economic & Enterprise Development
Education Services
e-Government
Emergency Planning & Crisis Management
Environmental Management & Protection
Food Safety
Healthcare Administration & Operations
Homefront Security: Police, Internal Security & Immigration
Income Security

Industrial Park Development
IT Infrastructure & Management
Land Systems Integration & Management
National Manpower Planning & Development
Nurturing of Creative Industries
Parks Management
Port Planning & Development
Public Governance & Administration
Tourism Development
Township & Master Planning
Water & Waste Management

Singapore Cooperation Enterprise's Board of Directors



Chairman
Peter Ho Hak Ean

Peter Ho Hak Ean started his career as a naval officer. After holding various command and staff appointments in the Singapore Armed Forces, he transferred to the Administrative Service and was appointed deputy secretary (Policy) in the Ministry of Defence, Singapore (MINDEF) in 1989. In 1990, he was posted to the Ministry of Foreign Affairs as Deputy Secretary. In November 1995, he was appointed Permanent Secretary (Defence Development) in MINDEF, and, in July 2000, he was appointed Permanent Secretary (Defence). He assumed the appointment of Permanent Secretary (Foreign Affairs) on 15 July 2004. On 20 July 2004, he was appointed to the concurrent post of Permanent Secretary (National Security and Intelligence Coordination) in the Prime Minister's Office. On 1 April 2005, he was appointed Head, Civil Service, and Permanent Secretary (Special Duties) in the Prime Minister's Office, concurrent with his other appointments.

Mr Ho has also held a variety of other concurrent appointments. He was chairman of the Board of DSO National Laboratories from March 1997 to June 1998, chairman of the Maritime and Port Authority of Singapore from February 1996 to January 2003, and chairman of the Board of the Defence Science and Technology Agency from March 2000 to March 2002, and again from July 2002 to December 2003. He was also deputy chairman of the Board of the Infocomm Development Authority of Singapore from December 1999 to November 2003. He is currently a member of the boards of MND Holdings, the Institute of Defence and Strategic Studies, the Institute of South Asian Studies, the Lee Kuan Yew School of Public Policy, the Institute of Policy Studies, chairman of Value Innovation Tank Limited, and chairman of Singapore Cooperation Enterprise.

Mr Ho holds a Bachelor of Arts (Honours) in the Engineering Tripos and a Master of Arts from the University of Cambridge in the United Kingdom.



**Deputy-Chairman
Peter Ong Boon Kwee**

Peter Ong Boon Kwee was born in Singapore. He was awarded the Colombo Plan Scholarship to pursue his Bachelor of Economics at the University of Adelaide, Australia and graduated with first class honours. He graduated top of his Masters in Business Administration class from Stanford University, USA in 1993 as Henry Ford II and Arjay Miller Scholar.

Mr Ong was appointed Permanent Secretary of the Ministry of Trade & Industry on 15 March 2005. In this capacity, he oversees economic policy formulation in the Singapore Government. He last held the appointment of Permanent Secretary, Ministry of Transport and prior to that held the post of 2nd Permanent Secretary, Ministry of Defence. His previous postings include stints at Temasek Holdings (Private) Limited, a Government investment holding company, Ministry of Communications and Information Technology, Ministry of Trade & Industry, Ministry of Finance, and Ministry of Home Affairs. He currently sits on the boards of DBS Bank Ltd, DBS Group Holdings Ltd and Value Innovation Action Tank Ltd. He is also the chairman of Maritime and Port Authority of Singapore, and deputy-chairman of Singapore Cooperation Enterprise.

Mr Ong is married with two daughters.

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Bobby Chin

Bobby Chin was the managing partner of KPMG Singapore from 1992 until his retirement from KPMG in September 2005.

He was admitted as a partner of KPMG Singapore in 1983. Mr Chin joined KPMG Singapore in 1974 after receiving his degree in accountancy from the University of Singapore. In 1975 he was seconded to the Manchester office in the UK and returned to the Singapore firm in 1979.

He qualified as a chartered accountant of the Institute of Chartered Accountants in England & Wales in 1979. Bobby is a registered member of the Institute of Certified Public Accountants of Singapore, and an associate member of the Institute of Chartered Accountants in England & Wales.

Mr Chin is presently Chairman of the Singapore Totalisator Board and Changi Airports International Pte Ltd. He also sits on the board of several listed companies including Oversea-Chinese Banking Corporation Ltd, The Straits Trading Company Ltd, Yeo Hiap Seng Ltd, AV Jennings Ltd and Stamford Land Corporation Ltd.

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Willie Cheng

Willie Cheng was formerly a partner with Accenture, a global management and technology consulting Firm. Prior to his retirement, he was the country managing director of Singapore and managing partner of its Communications and High Tech practice in Asia. In his 26 years with Accenture, he was involved in the implementation of information technology and transformation of organisations for clients in several industries, and has worked on assignments in the US, the UK and Asia.

He continues to be involved in the IT and business community. He is a director of Singapore Press Holdings, NTUC Fairprice and SPH MediaBoxOffice. He sits on the advisory board of the Singapore Infocomm Technology Federation, and several committees of the Infocomm Development Authority of Singapore.

Mr Cheng is presently chairman of the Science Centre Board. He also sits on the boards of two other government agencies - Accounting and Corporate Regulatory Authority, and Standards, Productivity and Innovation Board – as well as the board of Singapore Cooperation Enterprise.

He is also a director of and advisor to several charity organisations.

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Chong Lit Cheong

Chong Lit Cheong was appointed chief executive officer of International Enterprise (IE) Singapore (formerly the Singapore Trade Development Board) with effect from 1 June 2006. IE Singapore is an agency under the Ministry of Trade and Industry (MTI) tasked to develop Singapore's external economic wing. Its mission is to help Singapore-based companies grow and internationalise successfully. IE also develops and promotes Singapore as a global trade hub. Its international network spans 34 locations worldwide.

Prior to joining IE Singapore, Mr Chong was the chief executive officer of JTC Corporation, the government agency developing industrial estates and specialised parks. From January 1998 to December 2000, he was the managing director of the National Science and Technology Board (now called A*STAR), the lead agency promoting science and technology infrastructure in Singapore.

Mr Chong served in the Economic Development Board from 1986 where he held several appointments - as the Regional Director (West US Operations) based in San Francisco, USA and as deputy director (Electronics), overseeing the development of the electronics industry in Singapore. In January 1996, he assumed the position of director (Special Projects) and was posted to Suzhou, China, to lead the development of the China-Singapore Suzhou Industrial Park project.

Mr Chong began his career in the Ministry of Defence. He joined France-based Schlumberger Corp in 1984 and worked in Italy as a chief field engineer in Well Testing and Electronic Wireline Services. Mr Chong holds directorships in IE Singapore Holdings Pte Ltd, CrimsonLogic Pte Ltd, Singapore Cooperation Enterprise, JTC Corporation, Changi Airports International Pte Ltd, Urban Redevelopment Authority and Ascendas Pte Ltd. He is a senior advisor to the Shanghai WTO Affairs Consultation Centre, a council member of the National Crime Prevention Council and a Trustee of the Asia Pacific Breweries Foundation.

A Mombusho (Colombo Plan) Scholar, Mr Chong graduated from the University of Tokyo with a Bachelor of Engineering (Electronics) degree in 1980. He also completed an Advanced Management Programme at INSEAD, Paris in 1994.



James Koh Cher Siang

James Koh Cher Siang was appointed as the deputy chairman of the Housing and Development Board in July 2005. Prior to his present appointment, Mr Koh was the Commissioner of Inland Revenue and chief executive officer of Inland Revenue Authority of Singapore since Apr 1997.

Mr Koh first worked in the Economic Development Division (Ministry of Finance), then in the Ministry of National Development and later in the Development Division, Ministry of Finance, and concurrently in Establishment Unit, Prime Minister's Office. He was appointed Permanent Secretary, Ministry of National Development in 1979. In 1987, Mr Koh was appointed Permanent Secretary, Ministry of Community Development and in 1994, Permanent Secretary, Ministry of Education.

Mr Koh is also the chairman of the Singapore Deposit Insurance Corporation Ltd. He holds directorships in several companies including CapitaLand Limited, Singapore Airlines Ltd, United Overseas Land Ltd, Hotel Plaza Ltd, and Singapore Cooperation Enterprise. He is deputy chairman of the National Kidney Foundation and a director of CapitaLand Hope Foundation.

He holds a Master of Arts from the University of Oxford and a Master in Public Administration from the Harvard University.

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Lam Chuan-Leong

Lam Chuan-Leong is an Ambassador-at-Large with the Ministry of Foreign Affairs. He is also the chairman of the Infocomm Development Authority of Singapore and the chairman of the Competition Commission of Singapore.

Mr Lam has held the appointment of Permanent Secretary at the Ministry of the Environment, the Ministry of National Development, the Ministry for Trade and Industry, and the Ministry of Communications and Information. From 1981 to 1984, Mr Lam was the Principal Private Secretary to the Prime Minister of Singapore. Previous to that he has served in the Ministries of Finance and Defence.

Mr Lam has served as chairman of the National Science and Technology Board, [now re-named as A*Star] and chairman of the Singapore Science Park Pte Ltd, Singapore Computer Services Ltd and Singapore Aerospace Ltd. He was also a board member of the Monetary Authority of Singapore, which plays the role of the central bank in Singapore and the Port of Singapore Authority. His company directorships included the Development Bank of Singapore, Health Corporation of Singapore and Pacific Internet Ltd. Presently, he is also a director on the board of Singapore Cooperation Enterprise.

Mr Lam's key areas of interest and expertise are in the application of general management theories, particularly in the context of complex systems. His career background has been in macro-economic management, trade and investment and science and technology policies. In the course of this, he has worked on micro-economic issues, particularly in regard to regulation, monopolies, competition policy, pricing and market efficiency, privatisation of government services, transport economics, and the relationship between the public and private sectors on key projects.

Mr Lam graduated from the University of Singapore with First Class Honours in Physics. He completed his MBA in Harvard Business School. In 1991, Mr Lam was an Eisenhower Fellow, under the USA Eisenhower Fellowship Programme. He was a Singapore President Scholar.

Singapore Cooperation Enterprise



Alphonsus Chia **Chief Executive Officer**

Alphonsus Chia is the chief executive officer of Singapore Cooperation Enterprise (SCE). He is concurrently deputy chief executive officer of International Enterprise (IE) Singapore (formerly the Singapore Trade Development Board).

IE Singapore is an agency under the MTI responsible for developing Singapore's external economic wing. Its mission is to help Singapore-based companies grow and internationalise successfully.

Mr Chia oversees IE Singapore's International Operations in over 35 locations worldwide. This global network covering Southeast Asia, South Asia, North Asia, the Middle East, Europe, and the Americas, helps the Singapore business community to navigate through international markets, and find partnership and investment opportunities. Mr Chia also oversees Corporate Resources including Corporate Planning, Corporate Events and Resources, Infocomm and Security Management, and Finance.

Prior to joining IE Singapore, Mr Chia held senior management positions in leading organisations, Singapore Airlines (1987-2000) and Reed Exhibitions (2001-2004). With Reed Exhibitions, Mr Chia was chief operating officer (Asia Pacific South) and president (China) and was actively involved in charting the strategic directions for Reed's offices in China and the region. He was also a key negotiator for the company's joint ventures and acquisitions. With Singapore Airlines (SIA), Mr Chia was chief executive of SilkAir and before that, vice-president (Market Planning). He is familiar with the nuts and bolts of managing overseas operations, having served as general manager (Belgium & Luxembourg) and general manager (France) from 1992 to 1996.

Mr Chia graduated from the National University of Singapore in 1982 and was a gold medal winner of the NUS' inaugural APEX-MBA programme in 1998.