

ASEAN Leaders Programme

A report from ASEAN Leaders Programme 2016



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“As global citizens we recognize the need for strong leadership to tackle the challenges of an ever-changing, complex and boundary-less world. At GE we believe that the individual excellence of people, and the collective progress that they will generate across all sectors and communities, will pave the way to success. That’s why we have partnered with Common Purpose to support the ASEAN Leaders Programme... as it enables us to invest in the development of local leaders that will be able to make a difference in the cities and the communities where we are active in the ASEAN.”

Wouter van Wersch,
President & CEO, GE ASEAN

“The UK is at the forefront of tackling the major challenges that the world faces today. We know that no global challenge can be solved by one country alone, and that no single country has all of the answers. Leaders from every field and every country need to work more closely together now than ever before. We are pleased to have helped to establish the ASEAN Leaders Programme and hope that all involved will remain in close contact with the UK. We look forward to continuing to work together with people in South East Asia from all sectors to find solutions to today’s most pressing concerns.”

Scott Wightman,
British High Commissioner to Singapore

What is the ASEAN Leaders Programme?

The ASEAN Leaders Programme is an annual, two-part leadership development programme that seeks to bring together senior leaders from the ASEAN region – from all sectors and walks of life – onto a common platform where they work together to address a carefully selected challenge relevant to the region.

The ASEAN Leaders Programme is run by Common Purpose, an international leadership development organization, in partnership with the ASEAN Foundation, and is sponsored by GE. The 2016 programme was also supported by the Foreign and Commonwealth Office, United Kingdom (FCO UK).



Executive summary

This report assesses the impact of the inaugural ASEAN Leaders Programme on participants.

The ASEAN Leaders Programme aims to help leaders build strong connections, share knowledge and develop the cultural intelligence required to grow ASEAN's cities, realize the immense potential of the ASEAN Community and secure the future of its people for generations.

The Programme brings together a unique group of senior leaders from the different sectors and backgrounds across the ASEAN region. The different perspectives that they bring from across the region enrich discussions and enable innovative approaches to problem-solving.

The Programme provides participants with a framework to improve their leadership skills, meet challenges and opportunities in the region and contribute to innovative and sustainable growth critical to its future.

The programme centres on a compelling Challenge that is real, significant and critically impacts the growth of ASEAN and the success of its people. It underpins the leadership learning on the programme. Participants from the ASEAN region tackle the Challenge and collaborate in real time and space to develop practical proposals. The programme takes place in two parts that are delivered in two different locations.

The Challenge for the ASEAN Leaders Programme 2016 is **“What makes a city smart?”**

As a result of the ASEAN Leaders Programme, leaders adopt a much broader perspective, and have a greater ability to adapt to new situations and deal with complex problems both within and outside their organizations. For many, their learning enhances how they work with their teams, clients and stakeholders. They build deep relationships and establish their own networks, which create opportunities for knowledge sharing and collaboration across the region. Moreover, many participants actively take a different approach to leadership and decision-making following the programme.

The ASEAN Leaders Programme also provides an opportunity to develop practical project outcomes in response to the 2016 Challenge; projects which participants can work on and implement beyond the programme.

The programme has proven itself to deliver a unique and memorable experience for participants and stakeholders alike, as well as develop the behaviours and competencies crucial for participants to operate as regional and global leaders.

At the end of the ASEAN Leaders Programme Part One, participants were asked to complete an assessment to measure their leadership skills and competencies. In addition, participants were interviewed in-depth after Part One to gain a deeper insight into the impact and outcomes from the programme.

Analysis of the results of both the assessment and interviews highlights changes in a number of key behaviours and competencies, demonstrating the impact of the ASEAN Leaders Programme on participants.

“As a leader you choose whether to move prejudices or not. CQ is a relatively long story of failures, of difficult conversations. It is increased by meeting other people and learning about them. Your own culture sometimes helps and sometimes gets in the way of becoming a smart leader in or for a smart city.”

**Julia Middleton, Founder and Group CEO,
Common Purpose Charitable Trust**

The overall impact from the ASEAN Leaders Programme is a combination of the following:

Develop as a Leader

- Lead Beyond Authority
- Grow Cultural Intelligence
- Clarify Purpose

Broaden Your Networks

- Spot Connections
- Work in Collaboration
- Build Relationships

Make Better Decisions

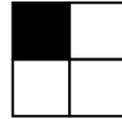
- Thrive in Complexity
- Widen Context
- Confront Bias

Drive Bold Innovation

- Think the Unthinkable
- Leverage Diversity
- Move to Action



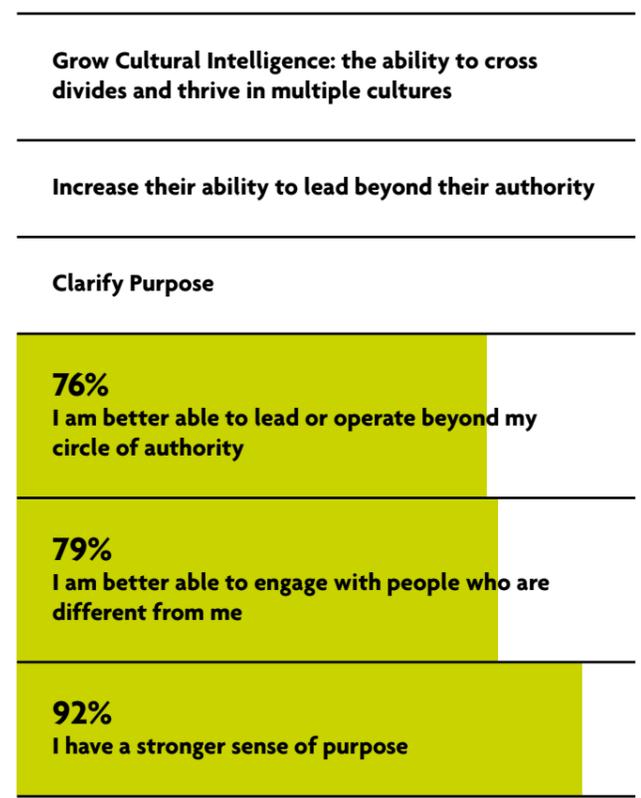
Develop as a Leader



The ASEAN Leaders Programme created an environment in which participants were able to connect across many boundaries; geographic, cultural, religious, and sectoral. The programme reinforced for many, that as the issues facing society become increasingly complex, leaders will need to be able to effectively lead across boundaries and beyond their usual sphere of control.

By working in diverse groups on the complex challenge of smart cities, and visiting various organizations on Study Tours, participants found that they adapted their leadership styles or behaviours. In doing so, they began to develop their ability to make positive change happen even when they are not in charge or the subject expert. This also gave the participants the opportunity to reflect on the impact they have as leaders and ways they can use their leadership skills for greater benefit not just to their organizations but also for their cities and communities.

Analysis of the results of both the assessment and the interviews shows that the ASEAN Leaders Programme helped participants to:



“I can now better appreciate that leadership is a process. I developed better understanding about my own self on what I do, and why, and it’s a process... When it came to the ideation process, at first, we were totally clueless, ours was such a very diverse group, the collaborative process was not easy... Listening to the problems, it seemed however, that everyone had a common purpose. Listening and understanding, it all started to come together, piece by piece - that was nice. I didn’t realize that a solution was practical but as we are now working it all out, it seems to make sense.”

Lee Yee Lim, Director, School of Communication, Arts and Social Sciences, Singapore Polytechnic, Singapore

“Being an active professional in the ASEAN Integration agenda, the Leadership Program helped me look at ASEAN from a higher yet deeper perspective. As my job at the PPP Center affords me direct participation in the ongoing formal dialogues on the ASEAN Connectivity Master Plan 2025, the Programme made me more confident in contributing to these dialogues.”

Eleazar Ricote, Deputy Executive Director, Public Private Partnership Center of the Philippines (PPPC), Philippines

“The cultural diversity segment was a big part of my leadership learning. I got to view and appreciate different leaders through a diverse sector lens. The way leaders operate in the government sector; in the corporate; and not for-profit sectors, has broadened my understanding of the various styles of leadership. Leadership thrives on the creativity of others and the success of a leader is the ability to appreciate and embrace that creativity.”

Alvin Ng, General Manager, GE Digital, Singapore



“ALP was a fantastic programme - I loved it. Experiential way of learning through real life examples is the best way... there was so much to learn, it was like drinking from a fire hose. The leaders we interacted with were very inspirational... what struck me most about all of them was their humility; the sheer ability to inspire people; and to get their teams to take pride in what they do. For my teams, I’m now more conscious of not overwhelming them while still managing deadlines. With the new understanding of how innovation can happen anywhere, I am striving to create an environment for my teams where they can have the freedom to choose to try out certain actions that they believe will succeed.”

Gabriel Tse, Chief Marketing Officer, GE ASEAN, Malaysia

“I feel more confident now to deal with different kinds of people and engage with them more meaningfully. This will also help me generate more ideas on the ground and influence their implementation through the people, hence enlarging the impact of my learning from the programme.”

Thandar Aung, Director, IT Operations and Projects, 2C2P Myanmar Co., Ltd., Myanmar

“The programme booklet was the starting point for me on this journey - I did not know what to expect, and now I stand at the other end, after having a huge transformational personal and professional experience... Where in the world would you get this type of major experience in a short compressed period of time? In my place of work, colleagues who also went on this programme and I are now looking to extend our learning experience to our students, and expand their circle of learning.”

Saskia Hansen, Executive Director, International Partnerships and Development, RMIT University, Australia

“Whilst I live in Indonesia, yet I found a number of surprises about what is happening in my country when I attended the programme in my own city. This has helped me improve my confidence in our leaders. It was heartening to know that there is so much of aspiration, passion, and ability to lead in the complex environment in my country.”

Tripudjo Soemarmo, Senior Vice President and Head of Business Implementation, HSBC Indonesia



“The Challenge provided an important focus for all the learnings in a holistic manner. It was not just focused on leadership, but encapsulated learning around the subject itself – cities, transformation, technology, empowerment... the structured Challenge really made me test and stretch my own mind-set and preconceived ideas about cities and people, and forced me to look beyond what I am used to... I feel I now have the confidence and ability to better influence and have impact in a cross-cultural global context - well supported by the tools and methods we tested through experiential learning on the programme.”

Saskia Hansen, Executive Director, International Partnerships and Development, RMIT University, Australia

“Amongst all of the leadership workshops and trainings I have attended thus far, ‘ALP’ is way above the chart. The concept of ‘City as a Classroom’ and bringing the learnings alive through an experiential process has worked brilliantly for me as a participant.”

Tommy Pacatang, Resource Development Director, Habitat for Humanity, Indonesia

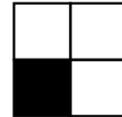
“I was impressed by the quality and size of information shared on the programme. For me personally, working in an organization in which around two-thirds of the workforce is below 35 years, and with high staff turnover, has been a challenge. The session on drivers for talent retention was an eye-opener... key drivers of retention as being the provision of an inspiring and learning environment... Command and control is not relevant any more, and we need to look at the changing paradigms of engaging with young colleagues.”

Tripudjo Soemarmo, Senior Vice President and Head of Business Implementation, HSBC Indonesia

“Personally, I got a peek into the breadth of different leadership styles and I am now constantly in a reflective mode of what can I imbibe from them in my environment. Professionally, I feel I have been given the credibility to approach people and organizations that I got a chance to meet and interact with through the programme.”

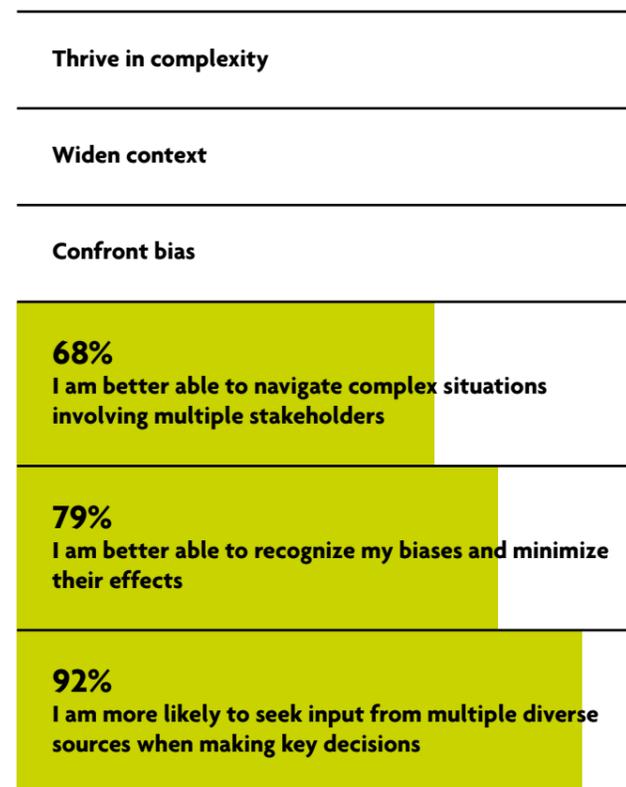
Ani Rahardjo, Government Affairs & Policy Leader, PT GE Technology, Indonesia

Make Better Decisions



The ASEAN Leaders Programme participants spoke about how they have the confidence and ambition to make positive change as a result of their experience. They also gave examples of how their approach to decision-making and problem-solving is different following the programme.

Analysis of the results of both the assessment and the interviews shows that the ASEAN Leaders Programme helped participants to:



“Since the programme, I see myself applying a different approach to the way I do things. So far, it has been all about getting things done, but now, I lay equal emphasis on why, what to arrive at, and how. Ever since I experienced Singapore, I have been framing my thinking around those three components.”

Tripudjo Soemarko, Senior Vice President and Head of Business Implementation, HSBC Indonesia

“I liked that the issue of constructive conflict was addressed in a positive manner. I am more mindful, more conscious, and more aware of others’ perspective, now. I learnt to deal with conflict constructively. I now approach my meetings very differently, with the firm belief that everyone - specially those who do not think like you - brings something to the table which will help in making the right decision.”

Yean Nyok Lim, Senior Counsel, ASEAN, GE Healthcare Pte Ltd, Singapore

“I was impressed with the opportunities to meet leaders from a wide spectrum through the programme. Especially political leaders, to learn how they handle the complexities of governance... My organization has only one thousand students but at the government level... the way they are able to deal with so many complexities was very awesome.”

Lee Yee Lim, Director, School of Communication, Arts and Social Sciences, Singapore Polytechnic, Singapore



“The Programme provided me with new leadership insights that were based more on the cultural realities of public organizations. The “cultural intelligence” framework was an eye opener for me.”

Eleazar Ricote, Deputy Executive Director, Public Private Partnership Center of the Philippines (PPPC), Philippines

“Seeing the massive difference between Singapore and Jakarta was an eye-opener. I have been visiting Jakarta quite often for work and have experienced its slow pace, but through the ASEAN Leaders Programme, I saw a completely different side to the city which got me motivated and gave me a lot of hope about the city.”

Gabriel Tse, Chief Marketing Officer, GE ASEAN, Malaysia

“I learned a lot around appreciating others. With my cultural lens on now, I force myself to think very differently around the way I make assumptions about people and circumstances. I’m continuously seeking clarification from others. I now deeply believe that everybody brings in different perspectives, you just have to pause, digest their view points, stop making assumptions – and the best response will automatically follow through. I cannot stop entirely, but consciously, I do a lot less of it now.”

Alvin Ng, General Manager, GE Digital, Singapore

“The programme was a unique experience for me, as I was exposed to the best practices, from the more developed countries, that I can implement for the benefit of my own country. The programme helped me to appreciate that all cities are at a different evolutionary journey, and a mere cut-copy-paste exercise is not the ideal solution, and hence we need to be more creative in making it relevant to our own context... It is important to first address the basic needs rather than making swanky plans... I am now able to contextualize this learning for my own country... and will take forward the basic need of ICT education and the health needs of my people.”

Thandar Aung, Director, IT Operations and Projects, 2C2P Myanmar Co., Ltd., Myanmar

“I was amazed that in such a short time..., I could grow an understanding of my own self. The cultural intelligence propositions of core and flex helped to test my own understanding of working with people and made me reflect on how other people respond and react in particular situations. By a real, lived experience around testing my own and others’ reactions to ideas and suggestions means that I am now better equipped to do business in an internationally diverse, cultural dimension.”

Saskia Hansen, Executive Director, International Partnerships and Development, RMIT University, Australia

“The immersions into the organizations and cities changed the narratives around why I should look at these cities differently. Singapore was such an impressive experience in terms of the use of technology and innovation, but the greatest surprise was the cutting edge innovation and progressive thinking that we saw in Jakarta. This was illustrated in meetings with colleagues from the private and public sector alike. It was very humbling to be confronted with my own perception of what I had expected, and then the reality of cutting edge thinking, innovation, empowerment, transparency and genuine commitment to transform the city. This was an amazing eye-opener, and a really humbling experience.”

Saskia Hansen, Executive Director, International Partnerships and Development, RMIT University, Australia

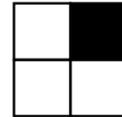
“I was inspired by Julia’s session on CQ... how we could be more accepting of others and help ourselves in inviting others to be part of the solution rather than looking at them as a problem... using CQ and creating an environment for people to share their ideas, and pick up the best idea, prototype it and take it forward.”

Puthkiry Kim, Idealink Consulting Ltd., Cambodia

“The process of brainstorming and using each other as a sounding board helped me to gain different perspectives. Being a good listener, respectful, a willingness to learn others’ perspectives, working in a team... I could relate it all back to my own company which has a matrix structure, and hence I am able to apply these learnings constructively in my own setting.”

Ani Rahardjo, Government Affairs & Policy Leader, PT GE Technology, Indonesia

Broaden Your Networks



The ASEAN Leaders Programme has created a unique network of exceptional leaders, all of whom have in some way increased their ability to lead and connect within the region. Many participants commented on the value of the network for innovation and opportunity, particularly as the online platform enables participants to keep in touch and continue to collaborate beyond the programme. Having such a diverse network will generate new business and be a source of knowledge and new ideas. A number of participants commented that the exposure to different examples of collaboration showed them the value of a more collaborative mindset for their teams, organizations and cities.

Analysis of the results of both the assessment and the interviews shows that the ASEAN Leaders Programme helped participants to:

Increase their ability to spot connections on a global scale

Work in collaboration

Build relationships

79%
I am better able to spot common ground and make connections between people

92%
I will keep in contact with people whom I have met on the programme

“The people I’ve met on the programme have made such an impact, the delegates and the people in the organizations I met. They are connections made available in such an intensive way. What touched me even more are the personal stories of the fellow participants – the issues they face on the ground and how they deal with them.”

Lee Yee Lim, Director, School of Communication, Arts and Social Sciences, Singapore Polytechnic, Singapore

“The exposure in experiential trips to various organizations was the main highlight. Coming from a corporate environment, I do not get to witness the other sides of the machinery. To see how the public sector, government bodies, corporates, and not for-profit come together and make things work was the most impactful insight for me. It was heartening to observe that all are driven by the common theme of sustainability and impact.”

Alvin Ng, General Manager, GE Digital, Singapore

“The programme platform has given me a network of people I can link up to in countries where I have had little or no engagement before. The sheer ability to reach out to people from various countries is powerful; but it is not just the quantity of the networks, but at a more human level, what I learned by being exposed to such a diverse group of people, was the importance of listening and engaging... in a respectful manner. This gives a huge upside in terms of my ability to navigate a diverse set of differing viewpoints and strengthens such simple but powerful values such as expressing respect for others with viewpoints or cultures that are very different from mine.”

Saskia Hansen, Executive Director, International Partnerships and Development, RMIT University, Australia



“For me, the experience of diversity, of networking opportunity from the cohort was amazing. I could never imagine attending a programme with such a diverse mix of university deans, entrepreneurs, and heads of government departments... My biggest learnings came from study tours... I was able to build a rapport at a different level with the organizations and leaders whom we met. It is now so much easier for me to access this pool of resources which was not possible earlier.”

Ani Rahardjo, Government Affairs & Policy Leader, PT GE Technology, Indonesia

“Not only did I gain from the opportunity to network with other participants, but exposure to the concept of smart cities, and to thought-leaders was truly eye-opening. This would definitely not happen in my normal course of work.”

Yean Nyok Lim, Senior Counsel, ASEAN, GE Healthcare Pte Ltd, Singapore

“I really didn’t know what to expect, but after attending the programme, I must say it is not like any other I have attended before. All the programmes I have attended were at Government level. This one was at the level of people to people as opposed to Govt to Govt. It surprised me, and was much needed, too.”

Syahira Hamidon, Head of Entrepreneurship & Public Private Research Network, Ministry of Higher Education, Malaysia

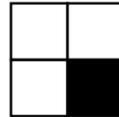
“I would like see more people to people programmes. Leadership at the country level sees a lot of initiatives in ASEAN, we are yet to see our people integrated... There isn’t any joint research in ASEAN. We do collaborate with US and UK but not within ASEAN. There are certain countries within ASEAN which are behind the development agenda - we should learn from EU. Integration will happen when people engage with each other and not just governments.”

Syahira Hamidon, Head of Entrepreneurship & Public Private Research Network, Ministry of Higher Education, Malaysia

“Sharing a common platform with the wide network of participants who are leaders in their organizations; and working with communities from different countries was a great experience. The network still continues... and now the discussion of partnerships is at another level. This could not have happened without my exposure to the programme. The level of engagement that I now have is very different. Similarly, our idea of smart city bins is now fueled by a visit to Sampoerna Foundation... we are now in talks with them to build a proposal for a prototype model so that we can present it to a sponsor.”

Tommy Pacatang, Resource Development Director, Habitat for Humanity, Indonesia

Drive Bold Innovation



The learning outcomes from the ASEAN Leaders Programme indicate that participants seek out different perspectives when solving problems. The exposure to diverse people and the access to different perspectives, approaches, and ideas encourage them to think outside of the box.

Analysis of the results of both the assessment and the interviews shows that the ASEAN Leaders Programme helped participants to:

Think the unthinkable
Leverage diversity
Move to action
74% I am better able to create the conditions required for innovation to occur
74% I am better able to lead or operate within a diverse team
84% I feel better able to contribute to my organization, city or community

“It was very tiring- but I think it’s worth the sleepless nights and the toll... I look forward to replicating discussions in different contexts. And relish future opportunities to be exposed to and gain newer perspectives.”

Lee Yee Lim, Director, School of Communication, Arts and Social Sciences, Singapore Polytechnic, Singapore

“I recommend in-country replication of the Programme. This will facilitate deepening of the learning (of the country delegation) in the context of specific country leadership, policy, institutional as well as cultural challenges.”

Eleazar Ricote, Deputy Executive Director, Public Private Partnership Center of the Philippines (PPPC), Philippines

“Common Purpose and fellow participants have come forward to help me implement the idea of SMART Atutu - an audit tool, which is very much required in my country to bring in transparency and ease of accessing information... This initiative will give me wings so I may have a larger impact on my country which can be replicated by others who have a similar need.”

Thandar Aung, Director, IT Operations and Projects, 2C2P Myanmar Co., Ltd., Myanmar

“The smart city challenge is very close to me as a citizen. Today, everyone is thinking about how to live in better conditions; how one can make people’s lives better - not only innovation, but how we can change mind-sets; technology application – not for sophistication, but using it to make life simple.”

Ani Rahardjo, Government Affairs & Policy Leader, PT GE Technology, Indonesia



“As a leader, I am now even more conscious of the dimension of bringing out the best in people through listening and constructive probing, and by facilitating discussion by introducing different scenarios and perspectives... Whilst it might take a bit longer, in the end this might result in more effective and creative solutions, as opposed to doing something in the quickest way possible just because that’s the way I know it. There is so much one can learn by engaging with the community and stakeholders. Harnessing the creative thinking and energy of people you work with and people you work for, are the important ingredients for making a difference. The programme has equipped me to make more of a difference and I see that as a privilege and a huge opportunity. It is the start of a journey, and if we want it to be an on-going learning process, it can continue with the tools provided by the programme.”

“I realised the true power of experiential learning by being part of the process... Often, we over-complicate things while looking out for solutions, but by using experiential learning, we can be far more creative and quicker in getting to the solutions. The programme offered me a tool box of different methodologies and approaches which can be applied to any situation I encounter at work.”

Saskia Hansen, Executive Director, International Partnerships and Development, RMIT University, Australia

“In innovation, I learnt that the biggest task is to involve everyone by listening to them and taking their ideas into consideration while structuring the final idea. But once the idea is built, it is equally important to allow others to take the lead if they are more capable... In such scenarios, how do I play a support role so that I may align myself to the larger goal of achieving the objective? The answer - one cannot be superman - but one can be part of a super team.”

Tripudjo Soemarmo, Senior Vice President and Head of Business Implementation, HSBC Indonesia

“The study tours overall helped me to benchmark myself against the best practices I witnessed in cities which are more developed than mine. I shared these learnings internally with my team at work. As a team, we agreed to brainstorm ideas conducive to our context and initiate their execution on a small scale - two such ideas which we are piloting are online taxi applications, and apps for online orders in cafes.”

Puthkiry Kim, Chairperson, Idealink Consulting Ltd, Cambodia

“We just piloted the Entrepreneurial Educators Enhancement Programme meant for educators in institutions of higher learning. A group effort was involved in the brainstorming session of developing modules. Finally, the modules developed were far more experiential than mere classroom-based, because they had new ideas from the young people in my team. Implementation became easy as everyone was engaged better. I also involved academics, industry players, entrepreneurs, NGOs and some really good ideas were generated as a result.”

Syahira Hamidon, Head of Entrepreneurship & Public Private Research Network, Ministry of Higher Education, Malaysia

“I want to serve my country, and the 3 mantras that I picked up during the programme will help me do good for my country through my work – business innovation through prototype; operational excellence; customer focus.”

Puthkiry Kim, Chairperson, Idealink Consulting, Cambodia.

“The session with innovative leaders was one of the top highlights for me. I have adopted approaches gained from meeting and interacting with them... in all initiatives of our organization. Another big takeaway was from the interaction with public sector leaders... In future, I want to implement their practical ideas... which will help build an atmosphere of trust, the sharing of ideas and an efficient way of dealing with problems. I wish to return to the programme again, and experience the learnings once more.”

Tommy Pacatang, Resource Development Director, Habitat for Humanity, Indonesia



Impact story

The Power of Diversity

Dr. Syahira Hamidon,
Head of Entrepreneurship Unit, Ministry of Higher Education, Malaysia

Entrepreneurship Education (EE) was identified by the Ministry of Higher Education, Malaysia (MOHE) as a key programme to help graduates become job creators rather than job seekers. However, providing entrepreneurial learning for students, was seen as a challenge for educators.

Dr. Syahira Hamidon was responsible for fixing that problem. She felt the solution was to include EE as an integral part of training for educators, and in order to test it out, initiated a pilot programme called “Entrepreneurial Educators Enhancement Program” or 3EP. But here, Dr. Syahira hit a speed bump in having to ensure that it included innovative ways of teaching, using teaching spaces, and empowering students. Moreover, the pilot programme had to succeed in order to be implemented. But Dr. Syahira was no stranger to pressure.

In her words:

“Recognizing the benefits of engaging with diverse sets of people, (one of the key lessons I learnt from the ASEAN Leaders Programme), I put together a team with different viewpoints to develop a framework and modules for the program. The modules developed therein, were far more experiential than mere classroom-based versions. Implementation became easy as everyone was excited and engaged better. I had also included academics, industry players, entrepreneurs, and NGOs in the group, and found some really good ideas were generated for the 3EP.”

“I felt more confident leading the team and consistently reminded myself to minimize my prejudices and biases, which was another lesson I learnt on the ALP. In addition, I remained engaged with my diverse team throughout the implementation phase as I have learnt from the Singapore experience, that there is no point having a good plan, unless you execute it effectively. The piloted 3EP received very positive feedback and as a result, I am thrilled to say that MOHE has agreed to recognize 3EP as one of its high impact entrepreneurship programs.”



Ideas generated



Smart ATUTU (Audit Tool for Urban Transformational Undertakings)

Smart ATUTU is an auditing tool, resource platform and Fintech solution to the problem of social and economic infrastructure and development needs in ASEAN nations. It structures the identification of 'missing markets' and 'institutional gaps' in human settlements at any scale.

It is a smart city, Public Private Partnership (PPP) brokerage instrument using smart data and Peer 2 Peer (P2P) technology. It connects communities facing unmet infrastructure and development needs to governments, capital markets, entrepreneurs, corporations and third sector agents. It aims to lower the transaction costs of finding PPP partners and thus expand government, private sector and third-sector capacity to realize development goals.



Smart City Customization Framework

“What does smart city mean?”
 Smart city's needs and plans will vary between different ASEAN cities and countries based on differences in: Cultures, Readiness, Social Economy Realities, Education, Political and Institutional Set-up, Infrastructure, etc.
 So, there is not an effective “one size fits all” smart city solution. We propose a Smart City Customization Framework that enables mass customization of smart cities, through leadership, collaboration & empowerment – that will be applicable to every city. The proposed customization framework is based on the interaction between leaders (government, private sectors, NGOs, etc.) and empowered communities, where:

- Leaders provide: Vision, Master Framework, Access to Resources, Policy Support, etc.
- Empowered communities provide: Grass roots & specific pain points in their lives, along with long-term ownership and engagement to ensure success.

Through this process, key issues & root causes will be addressed, projects proposed, KPIs & impacts measured, and prioritized, resulting in a Customized, Addressable, Smart City Action Plan that is co-created (and continuously iterated) by the leaders and the communities. Successful projects and methods can be easily configured for other cities with similar context, accelerating smart city development across ASEAN.



SMART SPACE

SMART Space is an open, virtual, collaborative platform that enables an eco-system of stakeholders (ranging from government agencies, educational institutions and rural communities) to work on smart initiatives.

The platform will provide various services such as data repositories, a virtual learning environment, an app development environment, market research, case studies, social media etc.

The platform can be accessed by any interested stakeholder, who wishes to engage, collaborate, or develop smart initiatives. The platform would initially be rolled out in a specific sector in Singapore (version 1.0), followed by all of Singapore (version 2.0, to support Smart Nation) and finally across all of ASEAN (version 3.0).



“A Smart City Is A Clean City”

Problem:

Many big cities in third world countries are dirty – problems with solid waste management, problems with too much litter in surroundings, domestic waste and many more.

Impact:

- Flooding (30% increase in 2020 if not corrected)
- Foul smell from the litter/domestic waste lying around
- Diseases and poor health of the people in the dirty neighborhood
- Pollution of the water basin

Solutions:

- Effective and efficient implementation of the government policies and regulations on maintaining a clean city
- AWARENESS CAMPAIGN
- Video advertisements emphasizing a clean city in all places, what is it? How to do it? How I can participate? “A Clean City Starts With Me”;
- Social media, having “clean” celebrities/ government officials to champion “Clean City”
- Integrate “Clean City” concept and people behavior into the education system
- Regular and Consistent campaigns
- SMART TRASH BINS –
- Implement garbage segregation (bio-degradable, non-biodegradable, recyclable)

- Equipped with weighing scales to determine the weight of the trash
- Equipped with sensors to determine the level of content of the trash bin
- Equipped with light signals to show the level of the content (green – still empty; yellow – almost full; red – already full) to facilitate garbage collection
- The smart trash bin will also send info to the main system which bins and which streets where bins are full already – due for garbage collection.
- We can even equip the trash bins with metal detectors to determine bombs.
- To encourage people to put trash into the bin – each time they put a trash into the bin -- they will get a phone top up credit – Green Currency.
- Use empty plastic bottles to pay for movie tickets

Sustainability:

- Government funding
- Corporate Sponsorship – “Adopt A Street Campaign”
- Community Engagement
- Fund Raising – Campaigns and Crowd Funding
- Celebrate Milestones
- Reward Trailblazers – “Cleanest Street”

ASEAN SMART CITIES CAMPAIGN People-Centred Better Living

Background:

The Smart Cities concept is exciting, but perhaps not as well understood across the ASEAN region and at different levels of society. The emphasis of Smart Cities tends to be on technology and hardware with less emphasis on people. The use of technology risks leaving sections of society behind and some groups in society feel left out.

How can we bridge the gap and create inclusion? What is our idea?

We will launch a campaign within the ASEAN on ‘Better Living through Smart Cities’ to create awareness and engagement. We will build on these key concepts around Smart Cities:

- Inclusive and integrated
- Needs-based solutions
- Not high-tech, but technology enabled
- Key stakeholders
- The key stakeholders for the campaign are: government, private sector, civil society, community (including grassroots leaders), the education sector (public and private), media, ASEAN Secretariat and the people who will become ‘champions’.
- We aim to get following campaign sponsors: government; foundations and philanthropists

Campaign messaging:

Better Living through Smart Cities

3 key goals: Education, Engagement, and Empowerment.

Focuses on these questions:

- What is a smart city?
- How does it contribute to better living
- How can people contribute?
- What are the actionable items?

Campaign ingredients:

A campaign launch emphasizing key messages around ‘What is Good Living in my City’ and how Smart Cities contribute to this, tailored to different cities. A series of interventions at community level and in schools: encouraging discussion about what the needs of the community are and what can be done about it. Workshop to surface needs in the community; prioritization; action planning; monitoring and evaluation

ASEAN Festival: an annual event to celebrate good progress; exchange of ideas; and build a sense of ‘Smart City’ communities across the ASEAN.

Appendix

List of Participants

Name	Role	Organization	Country
Afdal Izal Hashim	Senior Principal Assistant Director	Institute of Diplomacy and Foreign Relations	Malaysia
Welson Jamin	Executive Director	DBS Bank	Singapore
Alvin Ng	General Manager	GE Digital	Singapore
Ani Rahardjo	Government Affairs & Policy Leader	PT GE Technology Indonesia (General Electric Company)	Indonesia
Arthur Luis Florentin	Executive Director IV	Civil Service Commission	Philippines
Astri Nurdiana	Principal of Midwifery Courses	Universitas Singaperbangsa Karawang Program Studi Kebidanan	Indonesia
Benjie Ng	Executive Director	Sian Chay Medical Institution	Singapore
Callam Fletcher	Chief Executive	Asia Scotland Institute	UK (Scotland)
Chris Webster	Dean of the Faculty of Architecture	University of Hong Kong	Hong Kong
Christie Lee	Director, Student Community Engagement	Nanyang Technological University	Singapore
Christine Ferrer	Director, External Linkages And International Affairs	Tarlac Agricultural University	Philippines
Nicole Wilkinson	Special Advisor	British Council	Singapore
Tan Hock Lai Gary	Chief Operating Officer	DBS Bank	Singapore
Dann Diez	Executive Director	Sustainable Energy and Enterprise Development for Communities	Philippines
Eleazar Ricote	Deputy Executive Director	Public Private Partnership Center of the Philippines (PPPC)	Philippines
Flores Guillerma	Assistant Secretary	Presidential Management Staff	Philippines
Gabriel Tse	Chief Marketing Officer	GE ASEAN	Malaysia
Goon Nan	Program Manager - Civil Society Programme, VSO Myanmar	VSO Myanmar (Volunteer Service Overseas)	Myanmar
Graham Kendall	Provost, CEO and Pro Vice Chancellor	University of Nottingham, Malaysia Campus	Malaysia
Ho Thi Lan Huong	Secretary General	Vietnam Biogas Association (VBA)	Vietnam
Jessie Holmberg	Executive Director	Cerebral Palsy Alliance, Singapore	Singapore
Joseph Scaria	Asia Pacific Director, Resource Development	Habitat for Humanity International	Philippines
Lee Yee Lim	Director, School of Communication, Arts and Social Sciences	Singapore Polytechnic	Singapore
Linda Chandler	Smart Cities Lead, APAC Services	Microsoft	Singapore

Marco Sardillo	Administrator (Undersecretary Rank, Department of Tourism - Philippines)	Intramuros Administration	Philippines
Narita Hang Chuon	Director of Local Corporates	ANZ Royal Bank	Cambodia
Abhishek Bhatia	Chief Executive Officer	FWD	Singapore
Puthkiry Kim	Chairperson	Idealink Consulting Ltd.	Cambodia
Saskia Hansen	Executive Director, International Partnerships and Development	RMIT University	Australia
Sonny Satia Negara	General Manager, Corporate Planning	PT Surya Semesta Internusa Tbk	Indonesia
Syahira Hamidon	Head of Entrepreneurship & Public Private Research Network	Ministry of Higher Education Malaysia	Malaysia
Thandar Aung	Director, IT Operations and Projects	2C2P Myanmar Co., Ltd.	Myanmar
Tirta Nugraha Mursitama	Head of Department, Department of International Relations	Bina Nusantara University	Indonesia
Tom Steiner	Deputy Pro Vice-Chancellor (Teaching and Learning), Science Engineering and Health	RMIT University	Australia
Tommy Pacatang	Resource Development Director	Habitat for Humanity	Indonesia
Tong Hai Koh	Director, Intel Division	Singapore Prison Service	Singapore
Tripudjo Soemarmo	Senior Vice President and Head of Business Implementation	HSBC Indonesia	Indonesia
Usha Iyer-Raniga	Deputy Head, International School of Property, Construction and Project Management	RMIT University	Australia
Wilson Effendy	Director of Business Development	PT Surya Semesta Internusa Tbk	Indonesia
Yasmin Rasyid	Chairperson	Malaysian Environmental NGOs (MENGO)	Malaysia
Yean Nyok, Lim	Senior Counsel, ASEAN	GE Healthcare Pte Ltd	Singapore
Yeoh Oon Tean	Chief Executive Officer	Federation of Malaysian Manufacturers/ Executive Director of International Chamber of Commerce Malaysia (ICCM).	Malaysia

“We are excited to partner with Common Purpose on this excellent initiative that brings senior leaders from ASEAN together to build connections across the region and work collaboratively to solve its common challenges. An opportunity for students to connect and exchange ideas with senior leaders is a wonderful approach that deepens inter-generational engagement and strengthens people-participation in ASEAN matters.”

Elaine Tan, Executive Director, ASEAN Foundation



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