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RSIS Ranked Among Top 50 Think Tanks in the World

In the 2011 Global Go to Think Tanks ranking results released by the University of Pennsylvania's International Relations Program on 18 January 2012, RSIS was listed among the Top 50 think tanks in the world. RSIS was ranked 47 in the list of Top 50 think tanks worldwide (non-US), marking the first time the School had made it into this prestigious list. RSIS was also ranked 22nd among university-affiliated think tanks globally.

In the list of Top think tanks in Asia, RSIS was ranked 10th, a significant improvement from the 20th ranking in last year's results. RSIS was also

featured for the first time in the Top 50 Security and International Affairs Think Tanks (Global), and Think Tanks with the Best Use of Media (Print or Electronic) to Communicate Programs and Research (Global). RSIS was ranked 42nd and 27th respectively in these two categories.

Dean Barry Desker expressed his delight at the results, saying, "The greatly-improved rankings are testimony to the quality work produced by our RSIS colleagues in 2011. We have proven again that RSIS' research and activities are valued by our peers internationally."

S. R. Nathan Conferred Honorary Doctorate by NTU



Mr Nathan (left) receiving his honorary doctorate from President Tony Tan

From a school dropout to a Doctor of Letters...that is the remarkable if unexpected journey of S. R. Nathan, former President of Singapore (1999-2011).

Though his formal education was disrupted by family circumstances and the war years, Mr Nathan went on to complete his schooling through

self-study and graduated from the University of Malaya with a Diploma in Social Studies with Distinction. Now a Distinguished Senior Fellow at RSIS, Mr Nathan was conferred an honorary doctorate by Nanyang Technological University on 6 December 2011, in a colourful ceremony presided by the Chancellor, President Tony Tan Keng Yam.

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The citation, read by NTU President Bertil Andersson, noted that as chancellor for the 12 years that he was President, Mr Nathan had made significant contributions to the development and achievements of the University. As founder-director of RSIS' predecessor, the Institute of Defence and Strategic Studies (IDSS), he had laid strong foundations for its success as a professional graduate school. The honorary doctorate recognised the man's distinguished and sustained achievements spanning 55 years of public service, his selfless commitment to higher learning and steady contribution to the University, the Nation and international relations, Prof Andersson added.

Beginning his career in the Singapore Civil Service as a medical social worker, Mr Nathan served in various government agencies and ministries, including the labour movement, Ministries of Foreign Affairs, Home Affairs and Defence. After a stint as Executive Chairman of the Straits Times Press, Mr Nathan was appointed High Commissioner to Malaysia and Ambassador to the United States. For Mr Nathan, the self-educated public servant, the award was an honour that confirmed that Singapore provided the opportunity for advancement to the highest level to anyone who strove for it.

Following a luncheon held after the conferment ceremony, Mr Nathan opened a joint seminar held by RSIS and NTU in his honour. He called on scholars and researchers to pursue knowledge and chart the future unknown, to ensure the survival and security of Singapore. "That is the strategic foresight we need to develop, to learn how small countries can continue to survive and prosper in this ever changing world of the 21st century," he said.

The seminar comprised three presentations on: i) Natural Hazards and Human Catastrophes, by Prof Domenico Giardini, Nanyang Visting Professor, Institute for Catastrophe Risk Management; ii) The Threat of Terrorism and Extremism to Singapore, by Prof Rohan Gunaratna, Head, ICPVTR, RSIS; and iii) East Asia Summit: Opportunities and Challenges. The latter was a panel comprising Assoc Prof Ralf Emmers, Head, CMS, RSIS; Assoc Prof Tan See Seng, Deputy Director & Head of Research, IDSS, RSIS; and Mr Rodolfo Severino, Head, ASEAN Studies Centre, Institute of Southeast Asian Studies. The panel discussion was moderated by Amb Barry Desker, Dean, RSIS.



Mr Nathan responding to questions during a session moderated by NTU President, Prof Andersson, at the seminar

Contributed by Mushahid Ali

Maritime Security in Southeast Asia: A French View

Vice Admiral Jean-Louis Vichot of the French Navy shared his perspectives on contemporary maritime security developments in Southeast Asia at an RSIS Roundtable Discussion at the SAF-NTU Academy on 28 November 2011. The roundtable, hosted by Dr Euan Graham, Senior Fellow, and Jane Chan, Coordinator of RSIS' Maritime Security Programme, was attended by academics and defence practitioners.

Admiral Vichot, who is Director of the Centre d'Etudes Supérieures de la Marine (Superior Naval Studies Centre), affirmed that Southeast Asia remains a region of key interest for France, a maritime trading power with significant global interests and territory in both the Indian Ocean and South Pacific. He noted the trend towards submarine acquisitions by several littoral countries around the South China Sea and discussed the operational and strategic importance of waterspace management for the growing number of submarine operators in the region.

Admiral Vichot then fielded questions from the audience. He and RSIS Maritime Security Programme staff concluded that there were encouraging possibilities for research cooperation between RSIS and the Naval Centre of Superior Studies.

Before taking up his present post in 2010, Admiral Vichot had served in a wide range of senior staff and command positions, including Commander, French Armed Forces, Polynesia and French maritime forces, Pacific. He also had several commands in the submarine branch of the French Navy. Admiral Vichot was accompanied by Colonel (Armament) Thomas Lorne, Deputy Defence Attaché at the French Embassy, and LCT (N) Jean-Michel Kergoat, French International Liaison Officer to the Republic of Singapore Navy's Information Fusion Centre, at Changi.

Contributed by Euan Graham

Need for Good Governance in Africa and the World



Dr Mo Ibrahim (right) with Dean Desker before the lecture

Sudanese businessman Dr Mo Ibrahim spoke on the topic “Governance Matters for Africa – and for Everybody Else” in a RSIS Distinguished Public Lecture on 20 November 2011. He said that although rich in resources, Africa remained poor because of bad governance. The partners of African states avoided issues of governance because of sovereignty or the desire for access to its vast resources.

Dr Ibrahim felt there was a lack of recognition of the good leaders in Africa and too much emphasis was placed on the bad. He had thus established the Mo Ibrahim Prize for Achievement in African Leadership to recognise leaders who set about to change things in crucial moments. A good example was Nelson Mandela, who envisioned a new South Africa with an inclusive society despite its fractious past. Others such as Festus Mogae of Botswana and Joaquim Chisano of Mozambique were past recipients of the prize because of the way they had transformed their countries.

The Ibrahim Index of African Governance was set up to track governance performance in Africa. In economic progress, they were seeing very good signs with 5-6% growth and human development improving in 45 of 54 countries in Africa.

However, he warned that economic progress was not licence to undermine democratisation or human rights. Today’s youth were better educated and connected, and had less tolerance for corruption and poor governance. Leaders needed to clean up their acts or they would be removed as the Arab Spring had demonstrated.

Dr Ibrahim said Africa’s relations with the rest of the world also needed improvements from both sides. He lamented the problems in transparency, with major contracts being kept secret. While corruption losses included some illicit transfers due to crime, by far the biggest amounts of corruption losses involved big businesses operating in Africa. These sums could dwarf the amounts of aid being given to Africa. China too was not immune from his scrutiny, and they needed to be responsible for the actions of their companies.

Finally he stressed that the current global financial turmoil was itself due to failures of governance. Company boards and regulators had not done enough to ensure oversight and fiduciary duty. Banks had privatised profits while socialising the losses. This was not capitalism as he knew it. While Africa had problems, governance mattered for everyone else too.

Contributed by Joel Ng

The Asia Pacific Engaging the United States



Professor Tommy Koh (standing) toasting speakers and participants at the Welcome Dinner

RSIS and Ritsumeikan Asia Pacific University (APU) jointly organised a conference entitled “Engaging the United States: Asia Pacific Responses” in Singapore on 2 Dec 2011.

The keynote speaker, Professor Tommy Koh, who formerly served as Singapore’s ambassador to the United States, expressed optimism over the US’ ongoing engagement within the Asia Pacific region. Noting that the economic rise of China was beneficial to the region, he said Beijing needed to exercise greater responsibility to uphold the importance of the rule of law in the international system.

A variety of speakers, from the diplomatic, professional and academic backgrounds spoke on three main topics: US statutory allies; US-Southeast Asia relationships; and the changing global dynamics. Among them were Ambassador Byung-se Yun (Professor, Graduate School of International Studies, Sogang University), Professor Yochiro Sato (Director of International Strategic Studies, APU), Ambassador Sabam P. Siagian (former Indonesia ambassador to Australia) and Ambassador Ton-Nu-Thi Ninh (former Vietnam Head of Mission to the European Union).

Ambassador Yun highlighted the importance of an US-led alliance to help deter conflicts and regional provocations, in particular to curtail North Korea’s nuclear ambitions. Agreeing, Professor Sato noted that the US-Japan alliance was beneficial to the region and had strengthened the overall



Ambassador David Carden

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security of the region. Ambassador Siagian pointed out that the dramatic rise of China, coupled with the US assertion as a Pacific power meant that some kind of cordial power sharing needed to be achieved between both countries to ensure regional stability. Likewise Ambassador Ninh expressed the hope that regional peace could be achieved through the efforts by ASEAN countries to provide a conducive environment in which multiple powers could work positively.

In his concluding address, the US Ambassador to ASEAN, David L Carden, urged countries in the Asia Pacific to put aside debates on power-balancing, competition and political hedging and find ways instead to cooperate and resolve global challenges. He added that shared commitment and responsibility between the regional actors and the United States were needed so as to ensure the long-term stability of the region.

Contributed by Darlene Machell de Leon Espena

MacArthur Asia Security Initiative Meeting 2011



Professor Ramesh Thakur delivering the keynote address

The importance of Non-Traditional Security (NTS) issues in the Asia Pacific region, the growing importance of ASEAN and its institutions as well as the evolution of the ASEAN agenda and reconstruction of the ASEAN identity in the East Asia regional sphere were among the topics discussed at the recent meeting of the MacArthur Asia Security Initiative (ASI).

The ASI Dissemination Meeting was organised by the RSIS Centre for Non-Traditional Security (NTS) Studies and the RSIS Centre for Multilateralism Studies (CMS) on 28–29 November 2011 to showcase research outcomes from the

MacArthur Foundation's ASI projects conducted by both centres from 2009 to 2011. Conference participants included prominent policymakers, Track II parties, academics, researchers and civil society representatives.

Dean of RSIS, Ambassador Barry Desker, noted in his opening remarks that much of the findings from the research conducted revealed the complementarities of NTS and regional security cooperation. This was because multilateral institutions play a vital role in addressing transnational issues such as climate change, energy security and internal and cross-border conflict. He added that the rise of shared

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NTS concerns have led to multilateralism's augmented role in normalising interstate relations, gearing them towards fostering better understanding and collaboration between states.

Presentations on Day 1 showcased NTS research findings. Discussions underscored the importance of NTS issues which have become increasingly prevalent, especially in the Asia Pacific region. The keynote speaker, former UN Assistant Secretary-General, Prof Ramesh Thakur, said that despite the re-emergence of interest in traditional security issues in recent years, NTS issues cannot be ignored.

Panelists in the Climate Change, Environmental Security and Natural Disasters session noted that the two themes of gender issues and the climate-migration nexus were studied. Providing alternative perspectives to the doomsday scenarios of climate change, issues related to the vulnerabilities and resilience of communities in the face of disasters were teased out.

The following panel on Energy and Human Security focused on nuclear energy and broader issues of managing energy vulnerabilities in East Asia. It highlighted regional tensions and dilemmas in meeting rising energy demands amidst limited supply as well as broader NTS implications for communities and multi-level forms of governance.

The third panel discussed multi-level approaches to conflict management including the Responsibility to Protect (RtoP) and the state of security sector governance in Asia. Speakers stressed the importance of identifying gaps in ensuring the protection of civilians in the absence of state assistance or strong institutions.

The fourth and fifth panel sessions on Day 2 shifted the focus to multilateral issues. They highlighted the growing importance of ASEAN and its institutions, as well as alternative forms of regionalism in Asia and the Pacific.

The panel on ASEAN and its institutions underlined potential evolutions in the ASEAN agenda within East Asian regional architecture under the chairmanship of Indonesia, the reconstruction of ASEAN identity within the East Asian regional sphere, and the role of the ASEAN Regional Forum (ARF) in regional preventive diplomacy.

The final panel offered updated assessments of great power engagement and multilateralism in Southeast Asia, subregional forums such as the Northeast Asian Trilateral Cooperation as alternative security architecture, and ways in which the South China Sea problem is impacting ASEAN-China relations.

In her closing remarks, Dr Mely Caballero-Anthony, Head of the RSIS Centre for NTS Studies, highlighted the centre's commitment to mainstream NTS in the policy arena. This has been fruitful in that the term is now used in policy circles such as ASEAN. However, much work remains to ensure that policies which are implemented ultimately benefit the marginalised and vulnerable sections of society.

Dr Ralf Emmers, Head of the CMS, added that his centre remains dedicated to examining the function and relevance of the institutions involved in the emerging East Asian security architecture, particularly ASEAN, towards aspirations of greater regional security cooperation and engagement.



Speakers and moderators at the MacArthur ASI Meeting

Contributed by Cheryl Lim

Transforming the Indonesian Armed Forces



Prof Juwono Sudarsono

The Indonesia Programme at RSIS brought together a number of distinguished scholars and military observers to discuss the various aspects of Indonesia's military transformation in a workshop in Singapore, on 24-25 November 2011. In his keynote address at the opening session, Prof Juwono Sudarsono, a former Minister for Defence, highlighted the "minimum essential forces" as the departing point of military transformation in Indonesia.

In the practical realm, "military transformation" refers to the next stage of Indonesia's military reform agenda following a decade of security sector reform. During this period, a series of reforms were undertaken to professionalise the Armed Forces (TNI) and modernise the military hardware amidst budget constraints.

While Indonesia's military disengagement from formal politics and commercial activities have been widely tracked, relatively minor attention has been given to the changes and innovations taking place within the country's defence and military establishments in response to the changing geostrategic environment. In reviewing the range of security challenges shaping Indonesia's strategic environment, the workshop appraised military innovations and changes in four key areas: force structure, force employment, manpower planning and defence economy.

The workshop noted that issues such as military technologies, technical proficiencies and units' deployment are crucial to understanding the future outlook of TNI's force structure and order of battle. Doctrinal development and rules of engagements are essential to assess the military's views about future warfare and force employment.

Personnel recruitment, education, training and promotion are among key issues to understand the TNI's manpower planning. Indonesia's military transformation should not overlook defence management and indigenous defence industrial base.

The proceedings and discussions in the workshop will be published in an edited volume by the Indonesia Programme.



Participants at the Workshop

Contributed by Iisgindarsah

OPINEAR IV - Ensuring Safe, Secure and Sustainable Use of the Ocean



Participants at the meeting

Ocean policy institutes of Asia have agreed to share ideas and work together to contribute to policy formulation to ensure safe, secure and sustainable use of the ocean. This was among the projects identified at the fourth meeting of the Ocean Policy Institute Network in the East Asian Region (OPINEAR) in Singapore on 24-25 November 2011. It was jointly hosted by RSIS and the Centre for International Law (CIL) of the National University of Singapore.

OPINEAR is an informal and non-governmental network of ocean policy institutes for interaction, collaboration and policy development in East Asia. The purpose of the network, whose secretariat is based in Tokyo, is to encourage exchanges of information and experience; collaborative research on common issues and current concerns; and capacity development.

Members of OPINEAR include China Institute for Marine Affairs (CIMA), Center for Southeast Asian Studies (CSEAS), Korean Maritime Institute (KMI), Maritime Institute of Malaysia (MIMA), Ocean Policy Research Foundation (OPRF) and RSIS. The Partnerships in Environmental Management for the Seas of East Asia (PEMSEA), Coastal and Ocean Management Institute (COMI), Xiamen University, and the Australian National

Centre for Ocean Resources and Security (ANCORS), attended the meeting as observers.

The first day of the meeting featured a dedicated session on 'Singapore's Policy and Institutions on Ocean and Coastal Governance', with presentations by RSIS, CIL, the Singapore Maritime Institute and the National Parks Board. Member institutes also discussed the latest developments in activities related to the developments of ocean policy in their respective countries and proposed activities for further cooperation among OPINEAR members.

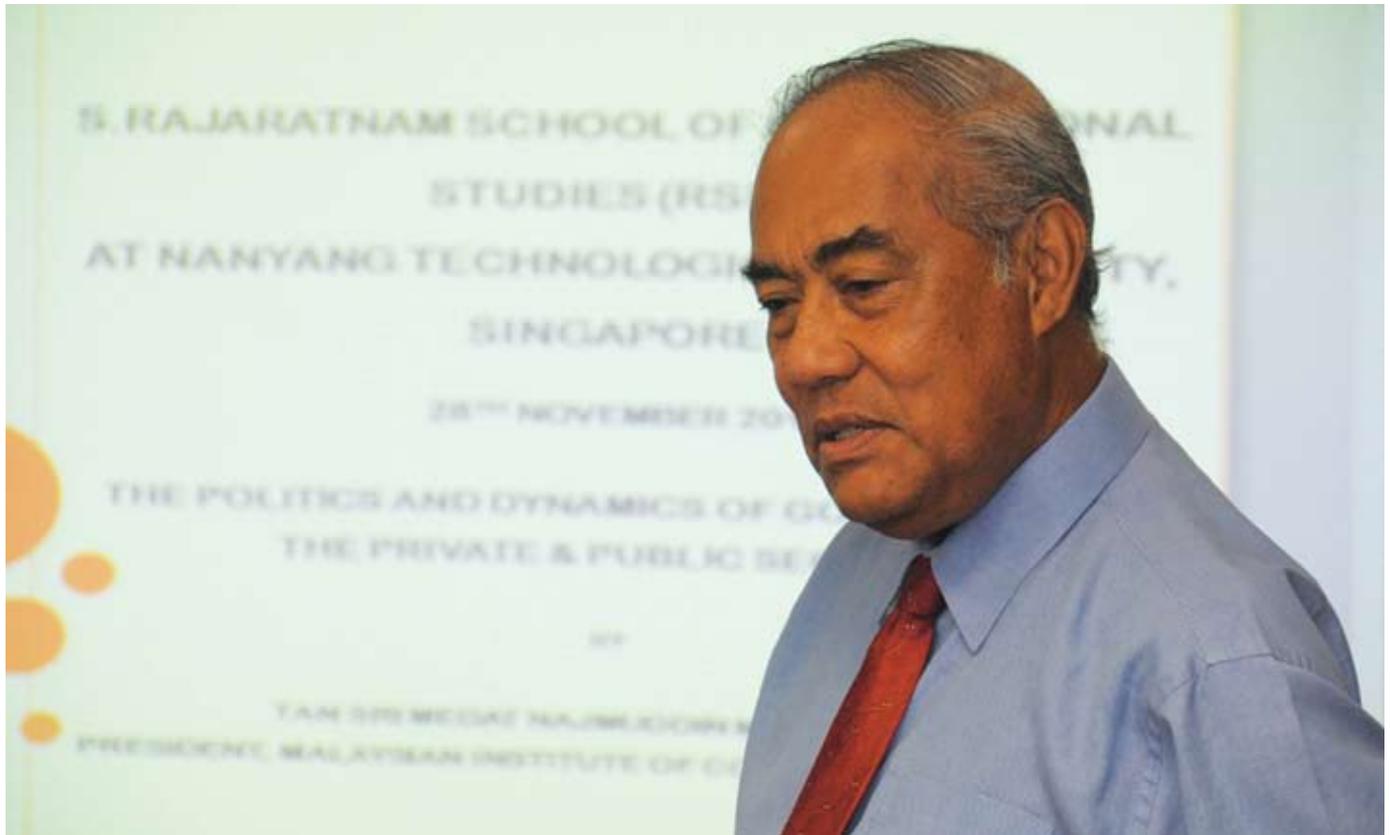
Recognising the need for a regional approach in tackling common issues and challenges at sea, the second day of the meeting focused on identifying common areas of interest and potential collaboration among member institutes on the agreed themes.

One of the key projects agreed upon was to host an OPINEAR workshop at the East Asian Seas Congress 2012.

These activities are aimed at increasing regional interaction and sharing of ideas, which could contribute towards a holistic approach in ocean policy formulation, taking into consideration the interests of all stakeholders to ensure safe, secure and sustainable use of the ocean.

Contributed by Jane Chan

The Politics and Dynamics of Governance in the Private and Public Sectors



Tan Sri Dato Seri Haji Megat Najmuddin Bin Datuk Seri Dr Haji Megat Khas

The president of Malaysian Institute of Corporate Governance (MICG), Tan Sri Dato Seri Haji Megat Najmuddin Bin Datuk Seri Dr Haji Megat Khas, gave a seminar at RSIS on 28 November 2011. The seminar was on “The Politics and Dynamics of Governance in the Private and Public Sector”.

Tan Sri Najmuddin started his talk by explaining the multicultural dimension of Malaysia and the complexities of governing such a multi-ethnic, multi-religious and multi-layered nation, which, nevertheless, had thrived. He admitted that there were problems, such as widespread corruption, racial polarisation, lack of media freedom and lack of integrity in the Malaysia education system, on top of the race-based policies, poor enforcement of law and ecological issues.

Nevertheless, with the high penetration of the internet and mushrooming of multimedia technologies and gadgets, many Malaysians now have the luxury of accessing alternative media. In effect, this has created a society that is more critical than previous generations.

Tan Sri Najmuddin said the top priority for the Malaysian government is to combat corruption. He recalled that the Malaysia Anti Corruption Commission (MACC) and Malaysia Institute of Integrity (IIM) were set up for that purpose. To tackle the multiple challenging issues in Malaysia, he also proposed that corporate governance should prioritise risk management in addition to promoting capital formation. The government and corporate organisations should also expand market efficiency as well as promote transparency to ensure greater responsibility towards shareholders.

Referring to PM Najib Razak’s Government Transformation Programme (GTP), he said that there has been progress but it was not sufficient. He cautioned that it is still a major challenge for Malaysia to achieve developed nation status by 2020.

To conclude, he cited some important values which are integrity, honesty and humility, which, he believes, will be vital in governing a state or any organisation.

Contributed by Choong Pui Yee

Navigating the Indo-Pacific Arc



Speakers and participants networking during the break

RISIS held a joint conference with the Center for Naval Analyses (CNA) on 9-10 November 2011. Entitled “Navigating the Indo-Pacific Arc,” the conference touched upon maritime strategic issues in the Indo-Pacific region, particularly on maritime flashpoints and the interaction between major powers in the region.

Mr Kwa Chong Guan, Head of External Programmes at RSIS, hailed the beginning of the RSIS-CNA partnership, which supported the Track II networking of RSIS. Rear Admiral Michael McDevitt, the head of delegation from CNA, said the partnership with RSIS completed the triangulation of CNA’s Northeast Asia, Southeast Asia, and South Asia connections with counterpart think tanks and research institutes focused on maritime issues.

Experts from other research institutions including the Okazaki Institute, the Korean Institute for Maritime Strategy, and Singapore’s ISEAS also participated. There were also representatives from the Republic of Singapore Navy and the US Navy.

In the keynote address, Rear Admiral Thomas F. Carney, Commander, Logistics Group, Western Pacific and Commander, Task Force 73, stressed the importance of maintaining a US military presence in the region amid US budget cuts and tensions in the South China Sea. RADM Carney argued that it was not a question of whether the U.S. can afford to maintain a credible presence in the Western Pacific and Indian Ocean, but whether the U.S. can afford not to.

In the first session of the conference, maritime flashpoints and key maritime security challenges along the Indo-Pacific Arc such as naval arms races and conflicts over boundary delimitations were discussed. The second session focused on India’s naval expansion in the Indian Ocean and its growing maritime role as a security provider there. The crucial importance of the Indian Ocean’s sea lines of communication to energy security, especially for Northeast Asia’s major maritime powers as well as India, was also addressed.

The third session focused on the various regional and country perspectives on maritime security and cooperation efforts related to Southeast Asia. It was argued that the South China Sea dispute has presented the U.S. with a golden opportunity to reaffirm a principled stand on freedom of navigation and, in the process, strengthen its alliances and partnerships in the region.

On the other hand, some internal debates within China have characterised the South China Sea issue as a case of collusion between the United States and regional claimants. The speakers agreed that a binding code of conduct and practical confidence-building measures in the South China Sea are necessary to mitigate the risk of incidents which could lead to tensions spiralling out of control.

Finally, the fourth session addressed the viewpoints from maritime Northeast Asia where the security interests of Japan, China, and South Korea are at stake. Of particular note is the East China Sea, which, due to unresolved maritime disputes

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and abundant marine resources, could lead to conflict among regional powers. In the concluding session, it was also noted that despite the prevalence of “hard” security issues across the Indo-Pacific, elements of cooperation remain possible, for the potential benefit of all parties concerned.

During this event, RSIS also launched its Policy Paper, entitled “*ASEAN and the Indian Ocean: The Key Maritime Links.*”

Contributed by Jonizel Lagunzad and Ristian Atriandi Supriyanto

2011 Year-end Happenings at the Graduate Programmes Office



Prof Ron Matthews with students at the student gathering

Two “firsts” marked an eventful 2011 at the Graduate Programmes Office. The first was the introduction of the first-ever RSIS Student Board at an informal get-together of MSc and PhD students on 22 November 2011 to mark the end of Trimester One and the start of Trimester Two. The other was the first RSIS Postgraduate Information Session held on 3 December 2011 at the RSIS Lecture Theatre.

The idea to form a Student Board at RSIS was the result of a pooling of ideas from Prof Ron Matthews, Head of Graduate and Doctoral Studies, and several foreign students. As Prof Matthews explained, “the purpose of having a Student Board is twofold – to establish a link between students and the Graduate Programmes Office/Head, Graduate and Doctoral Studies, and to encourage a more socially-active student body within RSIS.”

Students can look forward to another eventful year from the GPO with the RSIS Student Board in place and new ideas coming in from the student representatives and students themselves. At the get-together, the appointed representatives on the Students Board introduced themselves to their cohort and presented their plans for the academic year.

Students mingled with Dean Barry Desker, Prof Matthews, faculty members and GPO staff in a relaxed and friendly atmosphere. The newly-renovated NTU’s International Student Lounge, with its upgraded facilities and the strategically-placed foosball table was the appropriate venue for the lively get-together.

For the second event, the idea to have an open Information Session on RSIS M.Sc. and Ph.D. programmes was proposed to Dean Desker as part of GPO’s overall marketing strategy to publicise RSIS graduate programmes and to adopt similar marketing practices of other professional schools both locally and overseas.

Some 33 participants from various organisations like the Monetary Authority of Singapore, Ministry of Home Affairs, MINDEF, NTU, Singapore Police Force and private sector organisations were present at the session.

Prof Matthews kicked off the session with an overview of the Postgraduate programmes followed by Assoc Prof Bernard Loo’s briefing on the M.Sc. (Strategic Studies) programme. The event ended with a lively Q&A session.

Contributed by Kym Tan

TFCTN In-Country Training Workshop in Vietnam



Mr Piers Craven, Head of the UK Trade & Investment office in Hanoi, welcoming the participants with Dr Deborah Elms, Head of TFCTN and Mr Nguyen Manh Cuong, Deputy Director-General of Tourism, Vietnam, looking on

The Temasek Foundation Centre for Trade & Negotiations (TFCTN), a research centre of RSIS, ran an in-country training workshop in Vietnam in December with funding support from the British Foreign and Commonwealth Office (FCO). The workshop covered a range of topics related to the Trans Pacific Partnership (TPP) and other Free Trade Agreement negotiations, including trade in goods, trade in services, intellectual property rights and government procurement. A total of 30 participants took part in the workshop, with 24 from Vietnam and six from other countries

like Cambodia, Indonesia, Laos, Malaysia and the Philippines.

The in-country training workshop is part of the technical assistance programmes run by TFCTN for developing countries in Asia and aims to provide government officials with practical information about international trade. The mission of TFCTN is to aid development by increasing knowledge of trade negotiations and building the capacity of government and business leaders in the Asia Pacific region to better participate in economic globalisation.

Contributed by Quak Swee Seng

RSIS Year-End Party

RSIS faculty and staff held a lunch party on 30 December to farewell 2011 and welcome the new year. Before they tucked into a sumptuous buffet spread, Dean Barry Desker gave a speech to thank the staff for their hard work during the year.

He cited in particular, the promotion of Associate Dean Joseph Liow to full-fledged professorship. Assoc Prof Tan See Seng and Assoc Prof Ralf Emmers were also complimented on their leading roles in the Centre for Multilateralism Studies

and Centre for Non-Traditional Security Studies respectively. In addition, he welcomed back Assoc Prof Kumar Ramakrishna from his one-year sabbatical leave to resume his role as the Head of the Centre of Excellence for National Security (CENS). Dean Desker expressed special thanks to Assoc Prof Bilveer Singh who was leaving his post as the Acting Head of CENS.

The staff had a merry time as they mingled and toasted to another successful year for RSIS.

Contributed by Caroline Chin

UPCOMING EVENTS

6 – 10 FEBRUARY 2012

RSIS-TFCTN WORKSHOP ON GENERAL AGREEMENT ON TRADE IN SERVICES (GATS)

12 – 13 FEBRUARY 2012

6TH ASIA PACIFIC SECURITY CONFERENCE SERIES (APSEC)

28 – 29 FEBRUARY 2012

INTERNATIONAL CONFERENCE ON SECURITY ENVIRONMENT OF THE SEAS IN EAST ASIA

26 – 27 MARCH 2012

RSIS/ADB CONFERENCE ON "THE EVOLVING GLOBAL ARCHITECTURE: FROM A CENTRALIZED TO A DECENTRALIZED SYSTEM"

9 APRIL 2012

4TH S. T. LEE DISTINGUISHED ANNUAL LECTURE BY PROFESSOR SIR LESZEK BORYSIEWICZ, VICE CHANCELLOR, UNIVERSITY OF CAMBRIDGE

8 – 13 APRIL 2012

6TH ASIA-PACIFIC PROGRAMME FOR SENIOR NATIONAL SECURITY OFFICERS (APPSNO)

26 APRIL 2012

ReCAAP PIRACY CONFERENCE 2012

THINK TANK

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