

experience SINGAPORE



30 years since its creation, the Singapore Cooperation Programme has grown from strength to strength

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ED'S NOTE



Dear readers,

The 'Singapore Story' was not written solely by Singaporeans: in the early years of our independence, many friends from around the world stepped forward to help our fledgling nation with loans, technical expertise and industrial know-how.

Now that Singapore has come into her own, we are determined to pay it forward. Central to these efforts is the Singapore Cooperation Programme (SCP), which marked its 30th anniversary in 2022. An initiative of the Ministry of Foreign Affairs' Technical Cooperation Directorate, the SCP helps to build the capabilities and competencies of government officials from developing countries. To date, more than 150,000 officials from over 180 countries, territories and intergovernmental organisations have benefited from the SCP.

As this issue of *Experience Singapore* uncovers, the SCP is an umbrella term for several signature initiatives. Some, like the Initiative for ASEAN Integration, focus on regional cooperation, while others, like the Forum of Small States for Good Package, offer a platform to discuss shared challenges and opportunities. This issue's cover story, "From Strength to Strength" (pages 3 to 5), elaborates on these efforts.

The SCP started in 1992, when the world was a very different place. But it remains relevant till this day, thanks to its ethos of evolving its offerings to meet emerging challenges, as "Five for the Future" (pages 10 and 11) reveals. These challenges, which range from public health to climate change, are not unique to any one state, allowing Singapore's lessons to be transferable to friends from around the world. This approach is one of SCP's strongest features, according to the five SCP alumni we speak to in "The Road Ahead" (pages 8 and 9).

Another signature feature of the programme is its cosmopolitan nature, which promises participants a chance to interact with officials from varied socio-cultural backgrounds. Such interactions may not have been possible without forums like the SCP, as we see in "A Quest for Solidarity" (pages 6 and 7). Through the programme, the Singapore Government hopes to emphasise to its partners that although the participating officials may come from different places, there is much more that unites than divides everyone.

We hope to see you in person at an SCP event in the new year. Till then, best wishes for 2023.

Cheryl Shum

Director
Strategic Communications Directorate
Ministry of Foreign Affairs, Singapore

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photos and experiences in
Singapore under the Singapore
Cooperation Programme.
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experience SINGAPORE

A NEWSLETTER OF THE
SINGAPORE COOPERATION
PROGRAMME



MINISTRY OF FOREIGN AFFAIRS
SINGAPORE

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ISSN: 0219-2896

Experience Singapore is a publication of the Strategic Communications and Technical Cooperation Directorates of the Ministry of Foreign Affairs, Singapore. The Singapore Cooperation Programme (SCP) is administered by the Ministry of Foreign Affairs, Singapore, and is aimed at sharing Singapore's development experience with other developing countries.

Publishing Consultant Mediacorp Pte Ltd



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focus

FROM STRENGTH TO STRENGTH



Scan this to view our SCP30 video

As the Singapore Cooperation Programme marks its 30th anniversary, we look back at how it has deepened both capabilities and friendships.

On 25 October 2022, over 200 foreign diplomatic representatives, Singapore Cooperation Programme (SCP) partners and SCP participants gathered at the Ministry of Foreign Affairs, Singapore (MFA), for its first mass, in-person event since the start of the COVID-19 pandemic. The afternoon's proceedings marked a very special occasion: to commemorate and celebrate the programme's 30th anniversary.

The SCP started at a vastly different time in the world's history: carbon dioxide emissions stood at 22.6 billion metric tonnes in 1992 and the first website had just been launched a year before. Things could not be more different today. Carbon dioxide emissions ballooned to 36.3 billion metric tonnes last year and by some estimates, there are around two billion web pages in existence.

But amid these changes, Singapore has remained a stalwart friend of fellow developing countries, determined to support their capacity-building needs to help them achieve sustainable development. As Singapore's Minister for Foreign Affairs Dr Vivian Balakrishnan put it, "We established the SCP in 1992 as a way for us to give back — or perhaps another way of looking at it is to pay it forward — to the international community for the assistance that we [had] received in our early years." He expressed his hope that by sharing lessons from Singapore's journey, "Our partners from around the world can learn from our experiences, both good and tough, which they can

adapt to their own circumstances in order to make a positive impact on the lives of their own people."

Guided by its belief that human resource development is vital for economic and social progress, MFA's Technical Cooperation Directorate has designed the SCP to focus on the capability development of government officials in terms of skills and knowledge. This has led to its signature brand of courses, workshops and study visits, which are used to share Singapore's experience in nation-building with officials from developing countries.

Over the years, the SCP has introduced several signature programmes and initiatives:

1. INITIATIVE FOR ASEAN INTEGRATION (IAI)

Singapore's former Prime Minister Mr Goh Chok Tong launched the Initiative for ASEAN Integration (IAI) in 2000 to narrow the development gap within the Association of South East Asian Nations (ASEAN). The initiative also aimed to accelerate the bloc's integration through capacity-building programmes for its newest Member States: Cambodia, Lao PDR, Myanmar and Viet Nam.

Singapore remains the largest ASEAN contributor to the IAI, having pledged a total of



CAMBODIAN DEPUTY PRIME MINISTER AND FOREIGN MINISTER PRAK SOKHONN (FAR RIGHT) WITH DR VIVIAN BALAKRISHNAN AT THE OFFICIAL OPENING OF THE CAMBODIA-SINGAPORE COOPERATION CENTRE (CSCC) IN PHNOM PENH ON 2 AUGUST 2022.



THE REGIONAL VOCATIONAL TRAINING CENTRE IN JORDAN.

S\$170 million since its inception in 2000. It has also delivered over 400 courses that cover topics as diverse as food security, trade facilitation, English language instruction, public administration, healthcare and environmental management. These have benefited over 45,000 officials from Cambodia, Laos, Myanmar and Viet Nam.

2. ASIA-MIDDLE EAST DIALOGUE (AMED)

Singapore mooted the idea of establishing an Asia-Middle East Dialogue (AMED) in 2004 as part of efforts to foster political, economic and cultural engagement between Asia and the Middle East. Guided by this, the SCP helped establish the Regional Training Centre for Public Administration in Doha, Qatar, which was jointly developed by Singapore and Qatar, in 2006. Here, participants from Asian and Middle Eastern governments can learn more about Singapore's experience in developing e-government strategies, sound public finance and environmental protection policies to curb pollution.



PALESTINIAN STUDY VISIT ON TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET), 2022.

Singapore and Jordan subsequently established the Regional Vocational Training Centre in Marka, Jordan, in 2007. In the years since, youths from around the Middle East have gained vocational training at the facility, picking up skills such as air-conditioning and heating systems maintenance and diagnostics.

3. SMALL ISLAND DEVELOPING STATES (SIDS)

As a small island state, Singapore understands the unique challenges faced by countries with similar sizes and geographies. These include climate change, post-COVID-19 economic recovery and sustainable



SCP, 30 YEARS ON

Close to
150,000
alumni



Reached more than

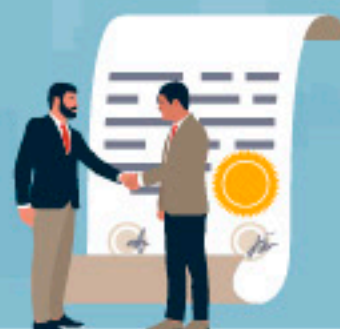
180

developing countries, territories and intergovernmental organisations

Worked with more than

50

local and international partners



Runs about

300

programmes a year



● SAMOA BILATERAL PROGRAMME ON HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT.

development. Singapore is committed to building the capabilities of its partners in these areas and, in this vein, offers priority placements for SIDS applicants for SCP courses, regional and bilateral customised courses, as well as civil aviation and maritime fellowships. The SCP also offers five special technical assistance packages to SIDS, which have benefited over 10,000 participants. The latest of these, the Singapore Partnership for the SAMOA Pathway (SPa), was launched by Dr Balakrishnan at the 74th United Nations (UN) General Assembly in 2019.

4. FORUM OF SMALL STATES (FOSS) FOR GOOD PACKAGE

Launched in 2021 by Dr Balakrishnan at the 76th UN General Assembly, this marked the 30th anniversary of the Forum of Small States (FOSS). It offers a platform for FOSS members to share experiences, best practices and solutions to meet common development needs and challenges. Some 21 countries have participated in the programmes so far.

5. ENHANCED TECHNICAL ASSISTANCE PACKAGE (ETAP) FOR THE PALESTINIAN AUTHORITY

This was established in 2013 as part of Singapore's ongoing commitment to support the capacity-building and development needs of the Palestinian Authority. Under the programme, Palestinian government officials are offered sponsorships to participate in customised study visits to Singapore and capacity-building courses offered by the SCP. The package also offers scholarships for promising young Palestinians to pursue their postgraduate studies at Singapore's universities. To date, more than 600 Palestinians have been sponsored to participate

in various technical assistance and postgraduate programmes, spanning areas such as Public Administration, Technical and Vocational Education and Training (TVET), and Economic Development.

The package has grown steadily over the years: in 2016, Singapore's Prime Minister Mr Lee Hsien Loong announced that Singapore would double the pledge amount from S\$5 million to S\$10 million. This expanded pledge included a skills-building programme focused on technical and vocational education and training.

6. SINGAPORE-AFRICA PARTNERSHIP PACKAGE (SAPP)

During a trip to Rwanda in June 2022 — his first official visit to an African nation — Prime Minister Mr Lee announced the Singapore-Africa Partnership Package, to run for three years.



Now, more than ever, we need global solidarity. We need international cooperation if we are to rise to the challenges of our time, in particular in dealing with the global commons.

Singapore's Minister For Foreign Affairs Dr Vivian Balakrishnan Speaking At The 30th Anniversary Celebrations Of The Singapore Cooperation Programme

He further said, "We will customise courses in priority areas for Africa. These will cover emerging issues such as climate change and sustainability, and digitalisation and smart cities. We will provide priority placement for African officials in our SCP courses. And we will also offer postgraduate scholarships for senior African officials in Singapore universities." To date, more than 12,000 African officials have attended SCP courses in Singapore, a testament to the growing partnership between Singapore and Africa.

● SOUTH AFRICAN BILATERAL PROGRAMME ON LEADERSHIP AND ECONOMIC DIPLOMACY, 2019.



A QUEST FOR SOLIDARITY

The Singapore Cooperation Programme is renowned as a platform for the sharing of knowledge and also an effective way of deepening global solidarity.



Avenues for interaction among nations have been a reliable way of building bonds and promoting mutual understanding. Summits and conferences are most commonly associated with such interactions. However, for 30 years, the Singapore Cooperation Programme (SCP) has shown that encouraging people to learn together, and from one another, is also an effective way of fostering cross-border relationships.

"Over the past 30 years, the SCP has aptly focused on enhancing capacity-building in our fellow developing countries, in particular through human resource development," said Singapore's Minister for Foreign Affairs Dr Vivian Balakrishnan, who was speaking at the SCP30 Commemorative Reception in October 2022.

"Singapore has not forgotten the generosity and support of our international partners and friends who played a vital role in supporting us during our formative years. We hope that by sharing our journey, our partners from around the world can learn from our experiences, both good and tough, which they can adapt to their own



circumstances in order to make a positive impact on the lives of their own people. By paying it forward and working collectively, we strengthen our ability to deal with the immense shared challenges of the future."

ADAPTING TO NEEDS AND THE TIMES

The principle of technical cooperation has been a long-held one in Singapore, which began offering technical assistance to developing

countries even before this concept was adopted by the UN Conference on Technical Co-operation among Developing Countries in 1978. Early initiatives by the Singapore Government include:

- The **ASEAN Training Awards Scheme (ATA)**, launched by then-Minister for Foreign Affairs Mr S Rajaratnam at the 4th ASEAN Ministerial Meeting (AMM) in Manila in 1971. Under the ATA, Singapore supported capacity building to enhance ASEAN's capabilities in managing cross-border issues.
- The **Colombo Plan Training Awards Scheme**, established in 1961 and originally managed by the Ministry of Finance. Its management was transferred to the Ministry of National Development in 1968 and subsequently to the Ministry of Foreign Affairs in 1982.
- **Third Country Training Programmes:** In addition to the ASEAN and Colombo Plan Training Awards Schemes, Singapore also provided training facilities to countries in Asia, South Pacific, Africa, Latin America, and Southern and Eastern Europe under various sponsorships.



SOUTH AFRICAN BILATERAL PROGRAMME ON LEADERSHIP AND ECONOMIC DIPLOMACY, 2019.

Since its launch, the SCP has also displayed flexibility, standing ready to support the requests of individual countries through bilateral arrangements. Through these, training programmes are specifically tailored to the requirements of trainees from a particular country. To date, a large number of these requests come from fellow ASEAN Member States. In addition to providing training, Singapore also sends experts in the areas of airport and port management, civil aviation, public housing, tourism, customs, law enforcement, education, health and medicine, and specific economic development projects at the request of some developing countries.

BUILDING ON COMMON GROUND

The global nature of the SCP fulfils another aim: deepening global solidarity. Few SCP sessions are open to just one nation; instead, they are deliberately cosmopolitan to encourage country-to-country sharing and bonding. Take, for instance, the SCP's recent programme on sustainable tourism, with participants from nine culturally and geographically diverse countries like Indonesia and Mozambique.

Bringing together nations drives home the message that despite our differences, we face common challenges which are best tackled with cross-border cooperation and collaboration. These challenges have taken different forms over the years, such as pandemics, environmental issues and security threats. The SCP has kept abreast of these, evolving its programmes and



STRATEGIC MANAGEMENT LEADERSHIP AND FORESIGHT, 2020.

offerings to provide relevant and tailored support (learn more on page 10). But while challenges may change, the driving ethos of the SCP will remain a constant: we are stronger together.

Powered by this belief, the SCP aims to uplift lives around the world through programmes that address fundamental hurdles to development. For instance, new courses on issues related to women and children were launched in 2015, and these look at strengthening the starting point of individual human development by championing quality early childhood education and well-resourced maternal and neonatal nursing. As Dr Balakrishnan put it, "Now, more than ever, we need global solidarity and international cooperation to rise to the challenges of our time, in particular in dealing with the global commons."

DID YOU KNOW?

A brief history of how some popular SCP programmes have come to fruition:

- Civil Aviation courses are a perennial favourite, but before 2007, they were known as Communications and Transport.
- Economic Development and Trade courses are also popular and have been regularly included in SCP offerings since 2000.
- Courses that share policy and technological insights from Singapore's Smart Nation journey have been offered since 2016.



THE ROAD AHEAD



A NEW WAY OF APPROACHING TOURISM

The COVID-19 pandemic has thrust the possibility of sustainable tourism back into the spotlight as destinations around the world rebuild their tourism industries. The Singapore Cooperation Programme (SCP)'s recent programme on sustainable tourism equipped officials from Indian Ocean Rim Association (IORA) Member States with the knowledge needed to successfully implement strategies for this in their home countries. The in-person programme was held from 31 October to 4 November 2022 in Singapore. It had participants from nine IORA Member States.

GLOBAL PERSPECTIVES IN ONE PROGRAMME

The programme's global perspective was one of its best features, said Mr Bernhard Ernst Meyer, who is the Chief Director of the Tourism Incentive Programme in South Africa's Department of Tourism. "There was a lot of peer-to-peer learning," he said. "It helped that all participants brought their unique experiences to the table and were ready to share them. But most of us found Singapore's story the most impressive and inspiring."

Mr Meyer pointed to the Republic's emphasis on planning for the long term and building constructive relationships with key stakeholders. "We learnt the importance of partnering with the right people, who can help us see our programmes from ideation to execution," he reflected. "To build this, both



MS GISELA HELENA
MALAUENE
NHANTUMBO

promote our own country, instead of trying to promote the region as a whole," she explained. "Working together, we can showcase each of our countries' unique offerings. We don't have to compete, but instead, can collaborate." She added that the programme's blend of theory and practical learning made it easy to absorb such lessons. "There's a lot of knowledge to gain by learning from other countries. I would encourage anyone who has a chance to participate in such programmes."

REDISCOVERING SINGAPORE

Mrs Paola Li Shuk Kung Toofany of Mauritius agreed wholeheartedly with Ms Ntantumbo. In fact, this was the second time that Mrs Li Shuk Kung Toofany had attended an SCP programme, the first being in 2008. She advised future programme participants to explore Singapore as much as possible, adding that this form of experiential learning inspires new ideas and ways of thinking.

"Taking the public transport system in Singapore, I could see for myself how the concept of digitalisation was applied. It made the commuter experience so easy and seamless," said Mrs Li Shuk Kung Toofany. And such lessons are also transferable to her department, even though she works in Mauritius' Ministry of Tourism as an Ag Senior Tourism Planning Executive. "Venturing out and trying things for yourself gives you a big-picture idea of how concepts like sustainability can be incorporated into everything." She smiles when asked about the changes she has seen in Singapore since her last visit in 2008. "I think the biggest is Marina Bay Sands, which is now a global icon. And that's the thing about Singapore; its tourism offerings keep getting refreshed, so there's always something new, even for returning visitors."



MR BERNHARD
ERNST MEYER

partners need to be on the same page and be aligned in their goals. That's a key lesson I'll bring home with me."

MORE ROOM TO COLLABORATE

His views were echoed by another participant, Ms Gisela Helena Malauene Ntantumbo, Deputy National Director of Tourism from the Ministry of Culture and Tourism of Mozambique. The country faces a challenging tourism landscape, despite its many natural attractions and proximity to more established destinations like South Africa.

To Ms Ntantumbo, this challenge presents an opportunity for greater collaboration with Mozambique's neighbouring countries — a lesson she picked up from her time in Singapore. "The South African Development Community offers us many opportunities to work together, but I've realised that we may not be making full use of them. We currently only

Participants from two recent Singapore Cooperation Programme courses reflect on how the lessons they have learnt will help their home countries in the future.



HEALTHCARE'S NEW DAWN

Digital health solutions — from electronic health records to data-driven health prevention programmes — can help governments provide better patient experience and care. Some 28 professionals from 22 countries gained perspectives into the implementation of such solutions during *Digital Transformation In Public Healthcare*, an SCP programme that ran from 14 to 18 November 2022. It was held in person in Singapore.

SIMILAR CHALLENGES, COMMON SOLUTIONS

As Mr Joseph Chetcuti put it, his home country of Malta has a lot in common with Singapore. Mr Chetcuti, who is the Permanent Secretary of Malta's Ministry of Health, reeled off a number of shared features, including their small land masses and lack of natural resources. "So I was very interested to learn the ways that Singapore is dealing with present and future challenges in healthcare," he told *Experience Singapore*.

Such lessons would be beneficial for Mr Chetcuti as he tries to implement digital health solutions to help Malta tackle healthcare challenges. "Right now, we are facing a lack of nurses and other public



MR JOSEPH CHETCUTI

areas, so we need to employ innovative digital strategies to provide them with healthcare. Such an approach also ensures the quality and overall sustainability of our health services." Attending the SCP programme opened Dr San Hone's eyes to even more possibilities for a digital healthcare system. "We used to restrict our thinking about digital health to just telemedicine. But I've learnt that digital solutions can even be employed in areas like human resources to ensure our frontliners are well-staffed and adequately trained."

Beyond learning about the possibilities of a digital health system, Dr San Hone also understood how such a system could be successfully implemented. "We learnt from the experiences of other countries and formed a list of 'dos and don'ts' based on their sharing, so that we don't waste our investment. There's also a need for us to engage with key stakeholders, including policymakers and administrators, so that we can get their buy-in and make our project a success."



MRS PAOLA LI SHUK KUNG TOOFANY

healthcare professionals. This is our top challenge. But we are also grappling with the increasing cost of healthcare, especially given the financial impact of COVID-19 and the conflict in Ukraine," he explained.

Digital solutions may be one way of reducing the cost burden of healthcare by promoting greater collaboration across the healthcare system. A big part of this relies on the sharing of data across the system in a way that does not breach one's privacy. "As we do this in Malta, it was useful to hear about the Singapore experience of drafting a legal framework for a fair exchange of data," he added.

MISSION POSSIBLE

Myanmar is committed to attaining universal health coverage by 2030, but it remains a challenge, admitted Dr San Hone, the Director of Public Health in the country's Ministry of Health. "About 70 per cent of our population lives in rural



DR SAN HONE

PHOTOS BY KELVIN CHIA; OTHER IMAGES: SHUTTERSTOCK

joining hands

FIVE FOR THE FUTURE



Staying true to its fundamentals – yet being nimble and responsive at the same time – allows the Singapore Cooperation Programme to remain relevant, 30 years on from its founding.

The only constant is change. Driven by this view, the Singapore Cooperation Programme (SCP) constantly updates its training curriculum to ensure that it offers the most benefit to global partners. Emerging issues can be both boon and bane for developing countries. Take climate change, for example. If left unmitigated, it can cause widespread destruction on an ecological as well as a societal scale. But if approached responsibly, it may offer new opportunities in clean and renewable energy, and sustainable tourism. By offering capacity-building in

both areas, the SCP can ensure that developing countries are always ready for the challenges — and prospects — of tomorrow. These are its current five pillars, which are based on both current and future trends:

1. SUSTAINABLE DEVELOPMENT

In 2015, global leaders at the United Nations (UN) adopted the Sustainable Development Goals (SDGs). Some of the 17 SDGs include clean water and sanitation, poverty reduction, and sustainable cities and communities. Singapore has long been at the forefront of many of the issues highlighted in the SDGs, even before their adoption. As a pioneer, the Republic has been able to share its best practices from development that are aligned with the SDGs.

Since 2015, the SCP has linked all its existing programmes with the SDGs. It has started new partnerships with the UN Development Programme, UN-Habitat and UNICEF to address the challenges of rapid urbanisation, an area familiar to Singapore given its nature as a city-state. The SCP has also cooperated on Water, Sanitation and Hygiene (WASH) initiatives, sharing Singapore's success story in areas such as water sustainability.

2. CLIMATE CHANGE

Climate change has now become a virtually inseparable aspect of any policy strategy. As human activity threatens the planet with rising sea levels and temperatures, the international community has recognised the need to both change harmful practices and

adapt to existing changes in the environment. Informed by this, the SCP launched the Climate Action Package in 2018. This broad initiative supports developing countries to build capacities in climate change adaptation and mitigation, green climate financing, and stormwater management.

3. GLOBAL HEALTH AND PANDEMIC PREPAREDNESS

COVID-19 caught the world unprepared, shocking governments and demanding never-before-seen measures. The sobering experience of that pandemic showed the global community that we must all build a more robust global health architecture to protect future generations from upcoming, often inevitable, global health challenges.

During COVID-19, and earlier with its brush with the Severe Acute Respiratory Syndrome (SARS),



A GLANCE AT THE FIVE-YEAR CLIMATE ACTION PACKAGE IN NUMBERS:

- Close to **60** courses on offer for officials
- Over **1,300** participants from over **130** countries, territories and intergovernmental organisations
- Partnerships formed with the **US, Japan and UN agencies**





Singapore demonstrated a dynamic and unrelenting public health response that spared many lives. But countries cannot fight pandemics alone, given the interconnected nature of our world today. A well-synched and global approach is necessary to combat and curb the spread of infectious diseases.

Through the SCP, Singapore is eager to share its pandemic preparedness best practices with partners in the region and beyond. Since 2020, the SCP has designed a new cluster of public health courses targeting key areas, among them pandemic management, urban pandemic response, field epidemiology and global health law. This holistic approach covers all the major aspects of pandemic preparedness and will go some way in helping developing countries prepare for the next pandemic.

4. DIGITAL TRANSFORMATION

Since the creation of the Internet, and later with the rise of big data, nations have embarked on a huge mission of digital transformation. This new endeavour can bring massive returns to governments as they can speedily process data in real time to make key

sectors such as the economy, defence and infrastructure more efficient.

The road to digital transformation, however, has not always been equal. Those with more resources could yield faster returns, while small, developing and least developed states fall behind. As an innovator in digital transformation through initiatives such as Smart Nation, Singapore is in a position to help countries benefit more from digitalisation. The SCP has been sharing key insights and capacities on digital transformation with courses in core areas since 2020:

- Digital Economy
- E-Commerce
- Artificial Intelligence (AI)
- Smart Nation

5. RESILIENCE-BUILDING

The COVID-19 pandemic highlighted major weaknesses in global supply chains, threatening the resilience of multiple major industries and affecting countries that rely on them the most. From manufacturers facing materials shortages and longer lead times, to demand evaporating in some industries and skyrocketing in others, countries need to be prepared by resolving structural weaknesses in supply chains.

The effects of supply chain challenges extend far beyond manufacturing and industry, and present an even more insidious threat to food security. This could lead to disastrous

consequences such as the spiking of food prices and widespread hunger. Such concerns can also afflict Singapore, which in recent years has sought to shore up both its food security and the resilience of its supply chains. Lessons from this experience form the bedrock of the SCP's resilience-building courses, which started in 2021. They focus on two key areas: Supply Chain Resilience and Food Security.

These five pillars show that regardless of the challenge, the Singapore Cooperation Programme stands ready to help partners and friends from around the world.



A NEWSLETTER OF THE
SINGAPORE COOPERATION PROGRAMME

**FROM
SINGAPORE
TO THE WORLD**

Close to 150,000 officials representing over 180 countries, territories and intergovernmental organisations have been a part of the Singapore Cooperation Programme.



joining hands

Digital transformation can bring about massive improvements in sectors as diverse as defence and infrastructure. Since 2020, the Singapore Cooperation Programme has accelerated its suite of digital transformation programmes to include artificial intelligence and the digital economy.