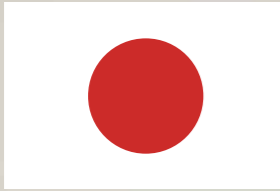




The 50th Anniversary of Japan-Singapore Diplomatic Relations

History of Friendship and Cooperation





Message from
the Minister for Foreign Affairs
of Japan

Minister for Foreign Affairs of Japan

Mr. Fumio Kishida

岸田文雄



May I offer my congratulations on the publication of “History of Friendship and Cooperation: The 50th Anniversary of Japan-Singapore Diplomatic Relations”, a brochure on the relationship between Japan and Singapore in the field of economic cooperation, in this very special year marking the 50th anniversary of the establishment of diplomatic relations between the two countries. This brochure reaffirms the crucial role of Japan’s ODA projects as the basis of our friendship today.

Japan has shared with Singapore two key elements of its creation of a modern economy through cooperation in the fields of productivity improvement and community policing in the 1980s. The first one, productivity enhancement represented by the term *Kaizen*, was one of the driving forces of Japan’s rapid economic growth; the other, *Koban*, was the system of local police boxes crucial for building a safe society with the involvement of the communities concerned.

Today Singapore can be regarded as a world leader in effectively deploying the resources of the private sector and forging a safe society. I am pleased that Japan has contributed to Singapore’s remarkable progress in this regard. I believe that the close bonds of friendship between us that continue to this day have been strengthened as a result of the cooperation of people from both countries in Singapore’s nation-building efforts.

Singapore long ago graduated from receiving ODA. Today we are jointly providing emerging countries with training courses in relevant technologies and systems developed in Japan and Singapore under the Japan-Singapore Partnership for the 21st Century Programme (JSPP21). Since 1994, our two countries have accepted more than 6,000 trainees.

Through these endeavors, our cooperation is having an impact all over the world. I trust that we can deepen our friendship through our further collaboration in placing what we have learned at the disposal of the international community.



Message from
the Minister for Foreign Affairs
of Singapore

Minister for Foreign Affairs of Singapore

Dr. Vivian Balakrishnan

Vivian Balakrishnan



Singapore and Japan celebrate 50 years of diplomatic relations this year. It has been an exemplary relationship, characterised by *shinrai* (trust) at the top political level and *kizuna* (bonds) between the peoples of Singapore and Japan.

During the early years of Singapore’s independence and development, Japan readily contributed foreign investment and knowledge transfer. Japan’s productivity know-how helped to kick start our own productivity movement. The Singapore Police Force’s adoption of Japan’s *Koban* community policing system fostered trust between the public and the police, which helped to keep our neighbourhoods safe. Japanese companies also established regional headquarters in Singapore, bringing jobs and technology.

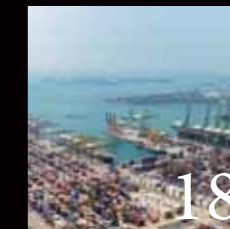
Today, Singapore is happy to collaborate with Japan to jointly support development in other countries under the Japan-Singapore Partnership Programme for the 21st Century (JSPP21). The JSPP21 is Singapore’s largest and most successful joint training programme with another country. Since 1994, Singapore and Japanese agencies have joined hands to build capacities in areas such as customs, maritime safety, climate change and food security. We have taken the JSPP21 to countries in Africa and beyond, while retaining a core focus on ASEAN.

On this happy occasion, I offer warm congratulations on the publication of this brochure. May the Japan-Singapore partnership, strengthened by the spirit of *shinrai* and *kizuna*, continue to enjoy many more good years.

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Chapter 01

Story of Productivity Development Project

Human Resources are a National Treasure

Singapore's First Prime Minister Lee Kuan Yew's Remarkable Insight into Japan

Japan and Singapore entered into diplomatic relations on April 26, 1966, shortly after Singapore became independent in 1965. This year marks the 50th anniversary.

During the 1960s, Prime Minister Lee observed how Japan, another island country without natural resources just like Singapore, had recovered from the war, reconstructed the country and grown into an economic power through its dynamism and spirit.

Lee considered Japan as the most successful island country development model, and took reference from Japan's rapid development to form his policies for Singapore, in spite of the difference

in the size of the two countries. His observation was keen. While Lee went through harsh experiences during World War II, he took a forward-looking and astute political analysis of post-war Japan, which allowed him to benefit from and gain a deeper understanding of Japan.

Part of his observation of the Japanese is written in Chapter 32 "Lessons from Japan" of his memoir "From Third World to First: The Singapore Story: 1965-2000" (Harper Collins Publishers, 2000). The following is an excerpt:

(1) Pride in their job and the desire to excel in their given roles, whether as cook, waiter, or chambermaid, makes

for high productivity, and in manufacturing, near-zero defect products.

(2) I learned from the Japanese the importance of increasing productivity through worker-manager cooperation, the real meaning of human resources development. (He seems to have learned from Japan that it is necessary to develop human resources when there are no other resources.)

(3) In order to compete worldwide, they set out to acquire the most advanced technology for their industries. What impressed me most was their emphasis on investing in the people who work these machines and manage the company.



Singapore

© Getty Images

The late Lee Kuan Yew, first Prime Minister of Singapore

The 50th anniversary of Japan-Singapore Diplomatic Relations Three Stories of International Cooperation

Commemorating the 50th anniversary of diplomatic relations between Japan and Singapore, and focusing on Japan's Official Development Assistance (ODA) for Singapore, this is an introduction of three international cooperation stories related to human resources development projects representing Singapore's national policy.

Moving into the 1980s, when Singapore's GDP increased, Japan's ODA program for Singapore focused on Technical Cooperation Projects prioritising human resource development. The 3 stories are related to the following projects: the Productivity Development Project (PDP), the Community Policing System (KOBAN) Project, and the Japan-Singapore Partnership Programme for the 21st Century (JSPP21).

The city-state of Singapore. The name is derived from a Sanskrit word with the meaning "lion town."



(4) The fundamental strength of any enterprise lay in its people. Hence, they invested in their workers who had life-long employment. (Although Lee tried to follow this approach, he had to give up because life-long employment was impossible in Singapore due to the presence of many large multinational companies.)

(5) Their group solidarity, discipline, industriousness, and willingness to sacrifice for their nation make them a formidable and productive force.

Prime Minister Lee visited Japan in May 1975, about 18 months after the oil crisis that shook the world, in order to learn comprehensive measures to save energy. Japan recovered from the oil crisis by the end of 1979, while many Western countries were unable to recover so quickly. That is how Japan became

the frontrunner of the world. Lee saw the process through which Japan rose up the ranks in the global economy by the incredible skills of Japanese engineers.

At the end of 1979 when Japan had recovered from the oil crisis, Professor Ezra Feivel Vogel of Harvard University studied the secret of Japan's success and published "Japan as Number One" as a lesson for the United States, which attracted attention from around the world.

Back in Singapore, labour-intensive policies were initially adopted in the 1960s to invite foreign industries before the country became independent. In the first half of the 1970s (after Singapore's independence), industrial policies for increasing exports continued. Measures to promote and facilitate the entry of foreign companies were given special priority.

Singapore's economic and industrial policies underwent a transition in the second half of the 1970s. Asian countries followed suit and competed in inviting labour-intensive industries, which forced Singapore to convert from the existing labour-intensive industries to knowledge-, technology-, and capital-intensive industrial policies, and development of human resource emerged as a major issue. Starting from the second half of the 1980s, Singapore shifted its national development policies to become a business hub that provided value-added services to support these global industries that established their regional headquarters in Singapore.

Lee continued to visit Tokyo frequently in order to uncover the secrets of Japan's success.

However, when the Wall Street Crash happened on October 29, 1929, it triggered a world economic crisis during his stay in the United States. He changed his mind. After returning to Japan in 1930, he became the chief editor of "Chugai Zaikai" published by the Chugai Shogyo Shimpo, a Japanese newspaper company. The activities of Goshi started there. He established the "Japan Association of Corporate Executives" in 1946. Then he established the "Japan Productivity Centre" in 1955, and he successively held the positions of managing director, secretary general, chairperson and honorary chairperson at this organisation. He passed away in October 1989.

Goshi advocated "3 principles of productivity," which Lee took note of. The 3 principles of productivity are: (1) maintenance and expansion of employment, (2) harmonious relationships and joint consultations between workers and managers, and (3) fair distribution of outcomes. From a different point of view, those three principles are also key elements of nation management.

(1) From the viewpoint of a head of state, maintenance and expansion of employment are linked with the issue of unemployment, an issue which could develop into a political problem and is deeply related to national stability.

(2) Harmonious relationships and joint consultations between workers and managers are also related to national stability. Once a labour dispute is raised, a demonstration by workers can develop into a riot. On the other hand, harmonious relationships are an important issue for improvement of national productivity and an important factor for developing the national economy.

(3) Fair distribution of outcomes enables countries to establish a fair society in terms of income distribution and also to prevent labour conflicts which would adversely affect further economic development.

Any of the above contains important issues for national governance and management. Goshi insisted that "humanity is the basis of productivity" all his life and emphasised economic development centering on human aspects. It was only natural for Lee, as a national leader who was keen to improve Singapore's labour

productivity and strengthen the economy, to pay attention to Goshi's opinions.

When Goshi established the Japan Productivity Centre, he dispatched different observation teams to the United States in order to modernise management of Japanese companies and improve productivity.

However, labour unions were worried that "improving productivity" might lead to firing workers. Therefore, Goshi announced the "3 principles of productivity" in order to improve productivity with the understanding of workers. The Productivity Movement in Japan did not progress smoothly at first.

While managers and workers jointly promoted the Productivity Movement, the knowhow learnt by the observation teams dispatched to the United States transformed. One example is quality control which was one of the important factors in the Productivity Movement.

In the United States, specialists were in charge of quality control. In Japan, however, quality control was considered to be part of management, and the policy was to involve top and middle-level departments in these operations, rather than just supervisors.

In the United States at the time, the



Mr. Kohei Goshi, founder of the Japan Productivity Centre (JPC)

vocational class system was thoroughly incorporated into the society, and it was a common idea that "workers are different from managers." However, in Japan, the American idea was not accepted because workers and managers had close relationships with each other.

What the measures to improve productivity learned from the US was thus transformed into Japanese-style management, eventually including improvement of living standards and labour quality, while being integrated with Japan's original values such as life-long employment and seniority systems.

In 1980, the University of Singapore

Lee Kuan Yew's Strategy

The Singaporean economy in the early 1980s shifted from a labour-intensive

system to a knowledge- and capital-intensive one through the application of

new technologies and knowledge. At the time, Lee emphasised development of human resources by focusing on technicians and experts in order to convert Singapore's economy and industry from a labour-intensive model and strengthen the country's international competitiveness.

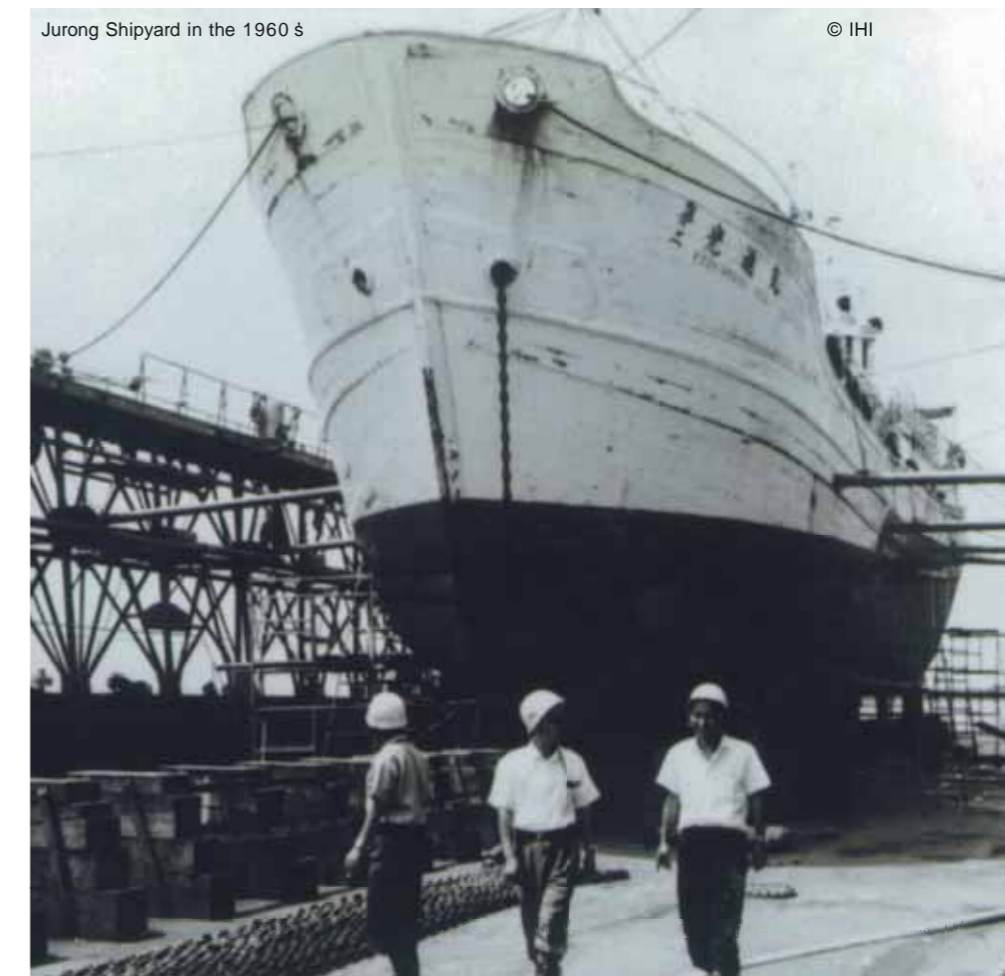
On the other hand, in 1981, the Government of Japan developed the policy to implement "the ASEAN Human Resources Development Project" in each country as part of its ASEAN diplomacy. Most ASEAN countries requested the establishment of a training centre for developing industrial human resources. However, Lee considered it as a golden opportunity and suggested that Japan assist Singapore to develop human resources with Japan's "Productivity Movement" as a model. He had planned and thought for some time that the key to Japan's economic development was its successful "Productivity Movement."

In June 1981, Prime Minister Lee met Mr. Kohei Goshi, the founder of the Japan Productivity Centre (JPC) who led Japan's Productivity Movement in its early stages.

Goshi was a Christian, and had wanted to be a pastor from a young age.



Jurong Industrial Estate, an area where there are many Japanese companies



Jurong Shipyard in the 1960s

© IHI

and Nanyang University were merged into the National University of Singapore, and the engineering school was improved. “Japan-Singapore Technical Institute” was constructed and “Japan-Singapore Training Centre” was expanded. Thus, a certain prospect emerged concerning improvement of workers’ technical skill.

However, with the tendency of “job hopping” spreading in Singapore, investing money and effort to hire and train staff turned out to be wasted efforts because they would leave for another job before long. The problem was troubling many managers.

Due to this trend, skilled workers were not being developed and the government’s welfare policies for workers were in jeopardy. Especially after 1979, when the wage increase policy was implemented, it became more necessary to improve the working attitude of young workers, which was a common issue shared by the government and labour union leaders.

Lee was trying to learn how Japan organised and motivated workers, making the best of modernised equipment and improved technical level, specifically Japan’s Productivity Movement.

He visited Japan frequently to observe its factories. In his memoirs “From Third World To First,” he wrote about his impressions when he visited the Yokohama factory of Ishikawajima-Harima

Heavy Industries (IHI) in 1967. The Singapore government founded Jurong Shipyard in 1963 through a merger with IHI, and the company is a historical heritage of Japan’s investment in Asia. In his memoirs, Lee wrote the following.

“The vice president, Dr. Shinto, was a stout, energetic, able man and an outstanding engineer. Like the other workers, he wore his company’s uniform. He wore rubber boots and a hard hat and provided me with the same before we toured the dockyard. ... Back in his office, over a working lunch, he explained the difference between British and Japanese managements.

Japanese executives and engineers start work on the factory floor. They had to understand the low-level workers before they can rise from the ranks to lead them effectively. The British dockyard executive sat in his carpeted office and did not visit the workers on the shop floor or in the dockyards. That was bad for morale and productivity.

Later that year, I visited Swan Hunter’s shipyards on the Tyneside. Sir John Hunter took me through his dockyard. The contrast was stark. Sir John wore a beautifully tailored suit with highly polished shoes. We drove up together in a Rolls Royce. When we walked through the greasy shop floor the muck stuck to our shoes. I had not noticed such grease at the IHI dockyards in Yokohama.”

That is how Lee experienced the Jap-

anese and British management styles on the spot. There were differences in the sense of unity and trust between workers and managers. He witnessed that the IHI factory was kept tidy and in order, free of oil stains and clutter. In other words, he experienced the thorough implementation of 5S and *kaizen*, sorting and straightening which is necessary for improving productivity.

Through these experiences, Lee confirmed his impression that: “Japanese workers are skilled in one job, loyal to the company, and have a sense of unity and excellent teamwork, which is increasing productivity. It is the secret of Japan’s strength.”

He was also introduced to the Japanese style of management in which those things were made possible by the concept that “workers are human and not things” and “a company belongs to employees including managers.” Based on these experiences, when the Government of Japan announced “the ASEAN Human Resources Development Project”, Lee earnestly requested that Japan share its knowledge on productivity development with Singapore, while other countries requested human resources development for industries focused on technicians. That is how Japan’s technical cooperation “Productivity Development Project (PDP)” for Singapore started in 1983.

Road to Productivity Movement

The Government of Singapore requested the Government of Japan carry out the Productivity Development Project (PDP), in which their productivity development knowledge and skills would be passed on to the National Productivity Board (NPB) based on the experiences of the Productivity Movement in Japan in order to establish the foundation for a productivity movement in Singapore. The time period for this project was seven years, from 1983 to 1990.

The achievements were as follows: (1) approximately 200 Singaporeans took part in training in Japan, (2) approximately 4,000 Singaporeans received training using materials devel-

oped in Singapore as part of the PDP, (3) 200 Japanese experts participated as lecturers, (4) Japanese experts and consultants from NPB provided more than 200 companies with guidance for productivity development, and (5) some 100 companies incorporated 5S with guidance from NPB. The project moved toward success through many twists and turns. While there are many factors for its success, Singapore had already started measures for productivity development in the 1960s, which had established a certain foundation for policy making. The idea of productivity already existed, although at that time it had been influenced by the West.

Therefore, it is not true that Singapore was introduced to the concept of productivity for the first time through Japan’s cooperation. The NPB was founded in 1972, 10 years before Japan’s technical cooperation started. The NPB was established in order to secure the quality and skills of workers who were invited based on the export-oriented development policy and were working for multi-national companies, and the board taught US-style productivity which was spreading in the West at that time.

As it is known, Singapore was formerly a British colony, and has been strongly influenced by Western practic-



Singapore’s port handles a world-class volume of container shipments.

es and perspectives. As a result, Singapore tend to focus on logic and rationality and prioritise results over processes. On the other hand, Japan’s Productivity Movement placed great significance on processes based on the idea that results should be achieved as long as the processes are duly improved. Therefore, there was initially a sense of resistance against the Japanese idea of productivity in many ways.

During this conflict, a savior appeared. It was Mr. Kiyohiko Sakurai, who served as the president of Jurong

Shipyard, which was established through the cooperative investment of the Singaporean government and IHI.

Based on the experience of managing Jurong Shipyard, he suggested what Singapore should learn from Japanese-style management and explained Japan’s virtues one by one to Singaporeans in an easy-to-understand manner. He made the following three points.

(1) Flexible thinking.

Mr. Sakurai often refers to Mt. Fuji as an example. The foot of Mt. Fuji is so vast that nobody can tell where the bor-

der of the mountain is. Likewise, Japanese workers do not distinguish the extent of their duties. On the other hand, Singaporean workers tend to clarify exactly what they are supposed to do because they were employed for specific job descriptions.

(2) Willingness (positive attitude).

Unlike Japanese workers, Singaporean workers followed given instructions precisely. In other words, Singaporean workers lack the willingness to do a little extra. A little extra means willingness, which is important for productivi-



Tourist attraction* Marina Bay Sands.”



ty development. It is necessary for a supervisor to be attentive so that the workers can enjoy a sense of achievement.

(3) Teamwork.

Each Singaporean worker is as excellent and quick as any Japanese worker with the same level of experience. However, when they were put into groups, there is a considerable difference between Japan and Singapore. In a Japanese group, when someone ran into trouble or someone finishes his/her task, they do not hesitate to help other members. (In his memoirs “From Third World to First,” Prime Minister Lee wrote the following. “One-to-one, many Chinese can match the Japanese, whether it is at Chinese chess or the game of *Go*. But in a group, especially a production team in a factory, they are difficult to beat.”)

A staff member of the NPB who had studied in England received Japan’s training during the PDP in 1985 and said: “When I was studying in England, my impression of the word ‘productivity’ was not good, because it felt like ‘as much work as possible with the same wage,’ and salary sounded like a cost factor that decreases productivity. The Japanese idea of improving labour rela-

tions by increasing added value and thereby expanding the entire profit had never existed in the Singaporean society. I was introduced to a totally new discovery: cooperation between workers and managers, not conflict.”

Another staff member of the NPB who participated in training in Japan in 1986 commented: “At that time, the Singaporean society had acquired information on the productivity of the Western style of management, so the Japanese concept of productivity did not necessarily spread as an innovative idea. I was ordered by the government to improve the quality of consultants, which was difficult because then there was no organisation to train consultants in Singapore. It was amazing that only Japan had a program to train consultants. The Japanese model was based on more practical ideas than the Western one.”

In Singapore from the 1980s through the early 90s, the Productivity Movement was the most active partly because of the government’s campaign. A professor of Singapore Management University says, “For Singaporeans who were then aiming at economic development, the Japanese model looked very attractive due to two points: worker-manager cooperation and continuous

training.” The same professor also shared some more critical reflections. “However, Japan was attractive for Singapore from the 1970s only up to the 80s.”

Because many Southeast Asian countries entered the manufacturing industry from around the mid-80s, an industry which was labour-intensive with low wages and low prices, Singapore was under pressure to differentiate itself from these countries.

Therefore, the Government of Singapore shifted from labour-intensive industries to high value-added industries and the service industries, concentrating on highly technological innovation and financing and encouraging labour-intensive industries to transfer overseas. As a result, foreign manufacturers of home appliances and PC assembly companies started to move their labour-intensive departments to neighbouring countries.

On the other hand, the Government of Singapore invited many researchers from overseas and offered preferential treatment for developing the latest technologies in fields such as biotechnology, medicine and semiconductors. Therefore, the concept of productivity development at the blue-collar level gradually faded, and innovation was more priori-

tised than Japanese-style management.

From the late 1990s to the 2000s, venture capital was considered important as a source of funding. It became possible for Singaporeans working for multinational companies to improve the

Mr. Teng Theng Dar, former CEO of the Singapore Business Federation, who is knowledgeable about corporate management commented recently that “Singapore is still troubled by the issue of productivity.”

According to him, Singapore’s productivity has been on the decline in recent years especially in construction, retail and service sectors. Although it was once successfully promoted and improvements made in 80s and 90s, it has since hit the wall for further breakthrough. He pointed out the following. “Instead of mere cost cutting exercise, we must work harder to reshape and re-make business model and introduce new business processes. We should also adopt ICT solutions and new technologies to step up to the next level with enhanced customer service capabilities, but the pace and progress made thus far have been disappointingly slow.”

Mr. Low Choo Tuck, Principal Consultant of Productivity Associates and an External Principal Consultant of Singapore Productivity Association (SPA), also said, “Singapore is currently faced with a problem of low productivity. The challenge is finding a way to keep Singaporean companies interested in productivity”.

“In Singapore, interest in productivity grew from around 1982 and continued to grow until around 2002. People understood more about productivity because the Government of Singapore was deeply involved with productivity. The Government of Japan supported Singapore’s productivity as part of international cooperation through the Japan International Cooperation Agency (JICA). The Government of Singapore actively disseminated information about productivity through promotion and public relations. However, these efforts gradually declined since 2002, and the

skills they acquired. Local companies started to acquire technologies of multinational companies that were oriented toward technological innovation and startup businesses in the fields of information technology, biotechnology and

Latest Trends

recognition rate of productivity has dropped.”

“After the government developed the policy to reduce foreign workers, the labour shortage has become more serious and interest in productivity is rising again. Approximately 1.38 million workers from Bangladesh, India, Philippines and other countries are currently working in Singapore, which accounts for about one third of Singapore’s workforce.” “However, the productivity of foreign workers especially in the construction sector is low. Although Singapore still needs their presence, the Government of Singapore is currently trying to restrict acceptance of foreign workers through its policy. As a result, companies in the retail, food processing, restaurant, and hotel sectors are faced with labour shortages. In this situation, methods for improving productivity are getting attention once again.”

The Singapore government is currently renewing its understanding of the importance of productivity. For example, the “Committee for Skills, Innovation and Productivity” was formed in May 2016 with participation from the government, companies, and labour unions. The Committee aims to develop skills for the future and focuses on skills, innovation and productivity to drive economic growth.

On the other hand, Mr. Low Hock Meng, the Executive Director of SPA, says, “The main challenges facing Singapore is the shortage of manpower and high business costs. Our approach is to leverage on innovation to find better and more productive ways of optimally using the manpower and resources we have.” According to Mr. Low, in accordance with the philosophy of the Toyota way, this can mean using two aligned approaches to *Kaizen* - one is to achieve *Kaizen* in processes, and the other is

life science.

Thus, Research and Development (R&D) was expanded through Singapore’s own capacities. This trend is sometimes referred to as value creation.

Kaizen via equipment or technology. “Methods for improving the efficiency of work processes go back to the origins of the Toyota way. However, as *Kaizen* is a fundamental philosophy, it is also important to step up and use technology, especially to make breakthroughs.”

Singapore’s manufacturing sector has continued to account for 20-22% of GDP since the 1990s, while the financial, restaurant, and other sectors account for more than 70%. The Singapore government considers that the productivity is low among small and medium enterprises (SMEs) that are engaged in restaurant, food, and beverage (F&B) business, as well as construction and retailing, and the problem of how to improve the productivity of many SMEs is a major issue for Singapore. As SMEs in Singapore account for 90% of businesses in all industries, it is expected that even a small improvement of the productivity of SMEs will influence the Singaporean economy immensely. While the Government of Japan is also greatly interested in the issue of productivity of SMEs, it appears that the *Kaizen* measures are now more active in Singapore.

The Government of Singapore has so far developed many specialists knowledgeable in productivity who have proceeded to Asian countries as management consultants, transferring their knowledge. Singapore is apparently now moving ahead of Japan regarding the issue of productivity development. With high levels of logic and adaptability, developing a new productivity movement in difficult areas such as food & beverage and hotel businesses, Singapore is about to open up new possibilities. It seems that Prime Minister Lee’s faith in nation building is still very much alive.

Orchard Street, known as Singapore’s largest shopping street





Police officers standing in front of the Toa Payoh NPP

© Ministry of Information and the Art Collection, courtesy of National Archives of Singapore



Police Officers Striving for High Standard of Safety and Security

The Ang Mo Kio South Neighbourhood Police Centre (NPC) is located in a clean and green northern suburb of Singapore, set amidst high-rise housing estates. At its Police service counter, a few friendly police officers were talking and engaging residents visiting the NPC for various consultations. Words of appreciation from residents are displayed on a poster on the wall, showing their gratitude to the police for solving all sorts of community problems, ranging from disputes, noise pollution, etc. This scene is typical of the good relationships between the NPC police officers and the community.

As the name implies, ‘community policing’ is, in essence, a collaboration between the police and the community. The former logo design of both Neighbourhood Police Post (NPP) and NPC was a graphic representation of a police officer flanked by two members of the public. Their arms are linked, symbolising mutual cooperation between the police and the community.

The Singapore Police Force (SPF) has come a long way in their community policing journey. Behind the history of its evolution to what it is today, a large number of police officers have been working hard with professionalism and passion, in order to ‘create the safest community’.

Before the 1980s, the SPF had 8 divisional police stations, with each station exercising jurisdiction over its respective area. The officers would conduct car patrols, which led to little direct contact with the residents within their divisions. Facing the challenges of rising crime rates at the time, the SPF reached the conclusion that building a close police-community partnership was critical for the prevention of crimes, and embarked on the journey of police reform.

On ‘Police Day’, June 3rd 1983, the opening ceremony of the first NPP was held in the Khe Bong constituency within the Toa Payoh Police Division. The ceremony’s attendees included Mr. Chua Sian Chin, Minister for Home Affairs and Mr. Goh Yong Hong, Commis-

sioner of Police as well as SPF officials, community leaders and local residents. Many Japanese guests attended the ceremony, headed by Mr. Sadatoshi Suzuki, Deputy Commissioner General of the National Police Agency along with related parties from the Embassy of Japan and JICA.

In his speech, Minister for Home Affairs Chua expressed his determination for the success of Police’s new initiative, saying: “Today is the day to be remembered, and it is the day on which a new era of community policing inspired by the Japanese *Koban* system has started in Singapore. Today is the first day of a radical change for the police to be ‘the one rendering services to the public’ and this has a historical significance for the SPF. The key to the success of NPP lies in the ties of trust and cooperation between the police and the public, and we are fully committed to building a community policing system that integrates with the local communities.”

The SPF before this was seen as somewhat aloof from the public, and police officers were then known as ‘bearers of bad news’. On the opening day of NPP, young police officers clad in dark blue uniform patrolled with a brisk stride around the housing estate and talked to everyone, seeking their cooperation to fight crime, and telling them: “The police officer is not just a law enforcer, but from now on will be instead a trusted member of the community.”

This opening ceremony was widely covered by the local media and the news was reported positively. The Straits Times covered this news with a headline ‘Mr. Smile is here’, showing the external facade of the Khe Bong NPP and the image of a police officer patrolling the housing estate with a smile on his face.

Although most of the residents were in favour of the new system, the inauguration of NPP was also met with skepticism from some residents. To them, community policing was an alien concept; however, the understanding that ‘the intention of NPP was to create good

relationships between the police and the residents’ gradually spread among the people. Back then, the increasing crime rate due to rapid urbanisation had affected the sense of security among local residents. Gradually people started to trust the police as they sensed the passion of police officers who were really trying hard to build up ‘a community where the residents can live with peace of mind’.

With an eventual roll-out of 91 NPPs nationwide by 1991, the SPF was enabled to achieve many of its objectives and also tried to constantly improve the system. In response to a change in the social environment, the NPP system was transformed into NPC system, in order to deal with new challenges. One challenge of the NPP system was the strain on resources deriving from a large number of police officers needed to provide round-the-clock service by working in three 8-hour shifts, and the inability to undertake other police functions beyond taking police reports and localised patrols.

The NPCs were intended as a one-stop service point that could provide more police services, such as criminal investigation, liaison with communities and faster response. 7 NPCs were established in 1997 and the number has increased to 35 in 2016. Each NPC is operated on two 12-hour shifts with approx. 100 personnel and with NPPs (one person per NPP) under the purview of each NPC. In 2012, the NPC system was further enhanced. To foster close community links, a new system named ‘Community Policing System (COPS)’ was formulated. COPS is an enhanced transformation which covers frontline policing in four areas, namely its systems, technology, people and partnerships. COPS is a new innovation of policing in order to respond to the changes in the social environment, and the system was streamlined to be more efficient by using the latest technology, particularly computers, closed-circuit televisions (CCTVs) and patrol cars with integrated command and communication functions.

Chapter 02

Story of Community Policing in Singapore

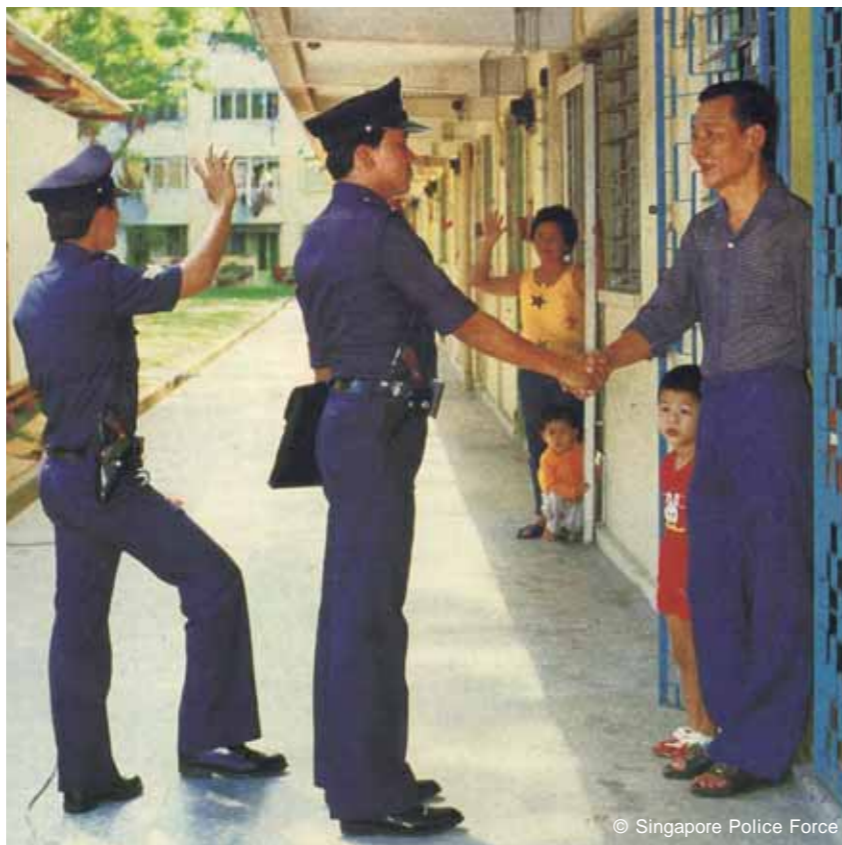
Public Safety is the Key to the Country’s Development

Among ASEAN countries, Singapore has achieved remarkable economic development. Being Asia’s financial center, a trading base, and also home to many global corporation’s head offices, foreign investments to Singapore are increasing. It is also focusing on becoming a tourism-oriented country, being ranked as the 7th most attractive city for tourists in the world, according to MasterCard Global Destination Cities Index. In the Livable Country Ranking in 2015 published by the InterNations, Singapore was ranked number one with many expatriates stating its public safety and peacefulness as key factors behind the ranking.

Singapore as a young country faced various problems at the time of independence, and undertook an arduous road of nation building to achieve today’s prosperous society. The concept of community policing was modelled after the Japanese *Koban* system. This chapter introduces the ‘Story of Community Policing’ that has brought about public safety, which is the key to the country’s development.

At the same time, the residents also realised that they, too, were responsible for their own safety. People started to take the lead among their neighbourhoods. For instance, Resident's Committee (RC), Citizen's Consultative Committee (CCC) and Community Centre Management Committee (CCMC) helped to organise events to promote crime prevention awareness among their communities. The National Crime Prevention Council also played a major role in raising the awareness of local communities towards crime prevention. Mr. Kazuo Sugino, a former member of the National Crime Prevention Council and Special Advisor of the Japanese Association in Singapore, mentioned that: "The Japanese community and other expatriate communities enjoy a high standard of security here, they feel free and comfortable moving around in Singapore. The high standard of safety and security increased foreign investment and enhanced economic effect."

With the concept that the police should be part of the community, the SPF focused its direction to collaborate with local residents, with the NPCs striving to work in, with and through the community. They have kept up commu-



© Singapore Police Force

Close communication with community members

nity partnerships, fostering strong ties with volunteer organisations such as Neighbourhood Watch Groups and Citizens on Patrol Groups. With these persistent innovations, the SPF has trans-

formed the Japanese *Koban* model into a system that best fits the customs and culture of their country, giving rise to the current COPS.



© Ministry of Information and the Art Collection, courtesy of National Archives of Singapore

Helping a girl who lost her way

ered into a room where seven or eight future leaders were sitting around a table. I soon discovered that this was to be a round-table discussion about Japan. Lee, who had just returned from Japan,

conducted the meeting like an old school teacher teaching how things worked in Japan. Then he would turn to me and ask, "Professor Vogel, what do you think?" I was supposed to add refine-

ments to his opinions and statements. Lee was particularly interested in two aspects of the Japanese system. One was the *Koban* system. The other aspect was labor relations." Like this, Lee was learning about the police reform as well as the measures to improve social security and at the same time, he was appealing to the future leaders for the need to learn from Japan.

Emeritus Senior Minister Goh Chok Tong, who attended the launch of COPS in April 2015, took the opportunity to highlight the late Prime Minister Lee's contributions to developing the SPF. He said it was Lee who suggested that the SPF adopt a system similar to the Japanese *Koban* system – small neighbourhood police stations located throughout Japan - that allow officers to be in touch with the community. The late Prime Minister was aware that mutual trust between the police and the community leads to a good social security, and that those tiny *Koban* across Japan played an important role for this. Mr. Goh quoted the words of Lee: "The police should be part of the community... the police officers should be out walking around, befriending the community members and therefore, getting the support from the community."

Strong Leadership of Prime Minister Lee Kuan Yew

It was Singapore's first Prime Minister Lee Kuan Yew who set the motion for transformation of the community police system, in order to build a safe and prosperous country. Lee placed a great emphasis on stabilising society, in order to develop Singapore. Lee succeeded in attracting many foreign investors and tourists to Singapore, and developed



Mr. Tee Tua Ba, Retired Commissioner of Police

Singapore into a safe and rich country. The words of Lee said upon his retirement – "All I can say is, I did my best to develop Singapore into a great country. What people think of it, I have to leave to them." – indicated his extraordinary determination.

In 1980, the 'Learn from Japan' Campaign was started under the order from Lee. This drive was intended for Singapore to learn from the Japanese corporate system to achieve a higher economic competitiveness, but police reform based on the Japanese *Koban* as a model was also indispensable to create a stable society.

Mr. Tee Tua Ba, Retired Commissioner of Police, who visited Japan as one of the visiting members with then Minister for Home Affairs Chua, recalls: "Prime Minister Lee read Profes-

sor Ezra F. Vogel's best seller 'Japan as Number One' and learned about 'the role of *Koban* in ensuring safety in Japan'. Lee had already taken particular note of Japanese social systems and the disciplined manner of Japanese people, assuming that the secret of Japan's economic prosperity lies in its technology and safety, and at this point, he became acutely aware of the need to learn about the *Koban* system from Japan." The dialogue between Lee and Professor Vogel is mentioned as follows in the book of Professor Vogel which was published later.

"Prime Minister Lee invited me to come to Singapore. However, I was not quite sure exactly what he expected of me in Singapore. One evening was a real high point for me. At this invitation I arrived at his residence and was ush-

Visit to Japan - Learning the Importance of *Koban*

Following an order by Prime Minister Lee, a party of 9 members including Minister for Home Affairs Chua and the SPF officials visited Japan in October 1981. The aim of the delegation was to visit Japan's police organisations to study how the police officers worked, and also to observe community-police partnership. Hosted by the National Police Agency of Japan and related parties, the SPF delegation showed considerable interest in the *Koban* system as well as the crime prevention system. Following these consultations, the delegation focused on the importance of 'Japanese *Koban*' and eventually witnessed the actual *Koban* activities through an on-site visit.

Mr. Goh Liang Kwang, Retired Deputy Commissioner of Police, who joined the delegation back in 1981 as Director

of Strategic Planning Department of SPF, and who was tasked to study the future of policing strategy, reflects: "It meant a great deal that the passive attitudes of police officers turned into proactive approach after the *Koban* system was introduced. Our visit to Japan made us realise the importance of leadership as well as the 'soft perspectives' such as mindsets and attitudes towards the people in the community. We reached the conclusion that a good partnership with the community would deter crimes and thus we focused on the prevention, other than clamping down on crimes. We also learnt that it is important for leadership to be exercised from both the police and the community in making the NPP system a success."

Witnessing the police officers of *Koban* interacting with local people on a

daily basis and being favourably accepted by the public during the visit to Japan, the SPF officials realised that a good partnership with the public creates trust in the police, resulting in a safe community. While reforming the police organisation and the mindsets of police officers in Singapore, they concluded



Mr. Goh Liang Kwang, Retired Deputy Commissioner of Police



Police officers maintaining security at the Ang Mo Kio South NPC

that ‘*Koban* system’ is necessary to build a good partnership with the people in the community.

Mr. Tee, Retired Commissioner of Police, talks about his visit to Japan. “We learnt a lot through candid discussions with the senior officials of the National Police Agency of Japan, and the on-site visit to one of the *Kobans*. The police officers working at the *Koban* were closer to the public and they are even called ‘*Omawari san* (Mr. Walk-about)’. The *Koban* system was a big signal to us to transform the existing policing system to be community-centered. We also met Dr. David Bayley, Professor of the State University of New York and we had an opportunity to exchange opinions with him. Professor Bayley conducted research about daily activities of the Japanese police officers, and published a book titled ‘*Forces of Order: Police Behavior in Japan and the United States*’ and we attended a thought-provoking talk from an objective standpoint. Our visit to Japan was very fruitful.”



Mr. Tan Ngo Chew, Retired Assistant Commissioner of Police

The National Police Agency of Japan readily agreed to the request from Singapore for technical cooperation. However, since it was the first time to provide cooperation on the *Koban* system to a foreign country, sometimes the staff were unsure about how to proceed, but they tried to show sincerity by providing quick responses. One month after the Singaporean delegation returned to their country, a study team of 3 members (National Police Agency’s officials) was dispatched to Singapore and a constructive and straightforward discussion was conducted by both parties. The earnest attitude of Singapore was indicated by Minister for Home Affairs Chua and Commissioner of Police Goh attending this meeting.

Mr. Masahito Kanetaka, former Commissioner General of the National Police Agency, who was dispatched as a member of the study team and involved in formulating the project, summarises the success factors as follows. “The first success factor was the strong enthusiasm and leadership on the Singaporean side. This project started from Prime Minister Lee Kuan Yew’s word of command, ‘Learn from Japan and enhance safety!’. It was highly effective in setting a clear goal for the project, and continuously promoting it in a top-down way. As for the other success factors, the necessary budget was allocated, there was a basis of trust and cooperation from the residents to the police, and Singapore aimed at adapting the *Koban* system to fit the customs and culture of the country.”

Even though nations may be different, the duties of police officer have a lot in common, contributing to public safety. The enthusiastic and sincere attitudes of both Japanese and Singaporean sides allowed them to work harmoniously together, and once the cooperation was initiated, good results were produced shortly. The specific cooperation included the visit of the SPF officials to Japan in order to observe actual *Koban* activities. Meetings were held regarding the introduction of the *Koban* system, and practical training was conducted at the National Police Academy and other places.

“The duties at the Japanese *Kobans* included a lot of services for residents and I was impressed with the dedication of police officers in serving the residents. Through firsthand observations of *Koban* police officers befriending the community members and being accepted by them, I became convinced that the *Koban* system is the best system for the police to be a bridge with the local people.”, describes Mr. Tan Ngo Chew, Retired Assistant Commissioner of Police, who joined the training in Japan at that time. “The public perception of NPP officers underwent a radical change, from one that is ‘feared’ by the public to one that is friendly and approachable.” Mr. Tan greatly contributed to the implementation of the NPP system which led to improved police-community relations. He received the Order of the Rising Sun from the Japanese Government in 2006 for his outstanding achievement in introducing the *Koban* system in Singapore.

gapore.

In light of the lessons learned from the Japanese experts, the SPF strived to train young police officers by holding 3-day intensive courses to re-orientate

their attitudes and behavior towards serving the community. The earnest and highly motivated Singaporean police officers studied hard, and worked hand-in-hand with local communities to prevent

and deter crime. They devoted themselves to building up mutual trust by patrolling on bicycles and visiting households.

Impact of the *Koban* System Spreading to Many Other Countries

The SPF adopted the *Koban* model and improved it to fit the situation of their country. In keeping with the philosophy of community policing, they have accumulated much practical wisdom through their grass-roots outreach. Under such circumstances, the ‘International Seminar on the *Koban* System’ was started in 1995 and co-hosted by Japan and Singapore, based on the requests from neighbouring countries. This seminar has since been conducted annually in Singapore for police officers and other officials of neighbouring countries, and has become the main ‘platform’ where interested parties can exchange views in a candid manner. In this seminar, participants learn how the *Koban* and the community policing system function in Japan and Singapore, and how Singapore adapted the *Koban* system. This seminar has enjoyed a good reputation among international Police Forces, because participants can gain practical knowledge through firsthand experiences and develop their capacity. Through this seminar, the importance of community policing activities has come to be recognised in many other countries.

During one of the seminars, a Com-

manding Officer of NPC commented, “Before NPP or NPC was established, the police would only respond when a report was made by the residents. After its establishment, the community and the police have built a relationship of mutual trust, due to the constant activities for serving the residents. The responding priority of the police changed from ‘coping with’ the crimes/accidents to ‘preventing’ them, and the crime rate has gradually decreased. This proves that both NPP and NPC are functioning well.”

In December 2014, a commemorative International Seminar for the 20th year took place with the participation of 35 police officers, the largest number so far, from ASEAN countries, Oceania and Africa. Mr. Kanetaka, former Commissioner General of the National Police Agency (then Deputy Commissioner General), gave a keynote lecture. In this lecture, he explained the history and characteristics of Japanese *Koban*/police substations, along with some anecdotes from the time when the *Koban* system was introduced in Singapore. He also told the police officers attending this seminar that it was important to let the system take root with some adjust-

ments to fit the culture and customs of each country, and to deepen dialogues with local communities, as Singapore had done.

More than 480 police officers and other officials from 35 countries have attended this seminar over the past 20 years. The community policing system of Singapore, which evolved from the *Koban* model, is now an inspiration to its neighbouring countries.

A Cambodian ex-participant shared his takeaway after attending this seminar. “For the Cambodian Police, lessons and practical wisdom gained from the seminar in Singapore are highly beneficial. Especially, it is extremely important that the police should gain trust from the public, while changing the mindsets of police officers, and make efforts to maintain a smooth communication with the community members. I am convinced that these precious points should be shared among the police officers in Cambodia. And someday, I wish to build up the best *Koban* system for Cambodia.” On the signboard of the small police substation in central Phnom Penh, Cambodia’s capital city, the word ‘*KOBAN*’ can be found together with a translation in Cambodian.

Towards Further Evolution of Community Policing

Since 1983 when the first NPP was established, the population of Singapore has more than doubled from 2.68 million to 5.58 million. However, the number of crimes is lower now than ever before, and the crime rate per 100,000 population has steadily decreased by almost half compared to 1983. High standards of safety and security are reliably maintained. This crime rate demonstrates the reliability of the police services. Singapore is one of the safest

countries in the world, getting increasing attention from foreign investors and tourists. The good police-community partnership has become the foundation for promoting high standards of safety and security.

The critical success factor of Singapore’s Community Policing is that the Singapore Police Force managed to transform the original model into a system that best suited the situation of Singapore, while keeping up constant inno-

vation under the strong leadership of the top management. The SPF has also built up a police organisation with a high sense of mission and professionalism. The seeds of the community policing system may have been sown by the Japanese *Koban* model, but it was the SPF officers who watered and fertilised it, and their pioneering mindsets as well as hard work eventually saw it bloom successfully.



© Getty Images

Singapore is a passageway to the whole world through the Straits of Malacca and Singapore.

Chapter 03

Story of Human Resource Development for the 21st Century Moving Toward a True Partnership between Japan and Singapore

Since Singapore became independent from the Federation of Malaya in 1965, Singapore's policy has centered on "human resource development." As it was especially urgent to develop excellent bureaucrats to lead the country, selection of individuals groomed to become top civil servants was emphasized through a system that identified excellence and future prospects at an early stage and offered them educational programs. Staff members who have studied overseas with government-sponsored programs are currently contributing to the country's development.

While the Government of Singapore encouraged mastery of the native language of each ethnic group as it respected cultural diversity and wanted each group to establish its identity, the government also established the English language as the administrative language, to encourage greater inter-racial communication and understanding, as well as to allow Singapore to communicate effectively with the global business world. Thus, human resource development has not only been implemented continuously in Singapore, but Singapore today also partners foreign developed countries to develop capacity for other third countries. One of the major measures taken is the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), a bilateral cooperation between Japan and Singapore.

"Maritime Safety" is Imperative for Singapore's Development

A "Maritime Safety Management Course" is regularly organised as part of JSPP21. The course that Japan Coast Guard (JCG) and Singapore Maritime Port Authority (MPA) have jointly conducted is a testament to the strong cooperation between both countries in contributing to greater navigational safety in this region. Several crucial shipping lanes traverse through this region, in particular the Straits of Malacca and Singapore, one of the world's busiest shipping lanes which is crucial to facilitating Europe-Asia trade. Since Singapore is a maritime nation, it is easily affected by maritime affairs such as marine pollution occurring in the neighboring countries. Therefore, maritime safety management by ASEAN countries is not just someone else's problem. Captain. Irinjalakuda G. Sangameswar,

Senior Assistant Director (Training Standards) of MPA explains:

"Cooperation with the Japan maritime authorities has been long-standing taking into consideration the increasing size in ships navigating through the Straits of Malacca and Singapore and the need to enhance navigational safety. Japan has huge responsibilities and pos-

sesses the expertise to manage its long coastline. In carrying out its roles, JCG has gathered extensive experience in determining the needs and maintenance of various aids to navigation, and good search and rescue operations. These are areas that Singapore and Japan can share our experience with and complement each other."



Captain. Sangameswar (left) lecturing on the basics of maritime safety management

Mr. Hideki Noguchi, Deputy Director at International Affairs and Technical Development Office, Administration and Planning Division of the Maritime Traffic Department at JCG, participated in the course as a lecturer. He gave the following comments. “The Straits of Malacca and Singapore is an important shipping lane for Japan as well as for the rest of ASEAN. In order to maintain the traffic safety of the strait, cooperation from the ASEAN countries is imperative. The movement to protect maritime safety is active and involves cooperation of the ASEAN countries through joint patrol and joint training for handling oil spill accidents, as well as rescue training for maritime accident. This course is very significant because it connects people and

strengthens the interrelationships among ASEAN countries.”

In addition to the ASEAN countries, Timor Leste, India and Sri Lanka participated in the Maritime Safety Management course held from 11 to 15 July 2016. There was an opportunity to interview Commander Maricor R. Solvia, a participant from the Philippines Coast Guard. She also participated in technical cooperation training in Japan related to maritime traffic which was implemented by the Japan International Cooperation Agency (JICA), during which she met Mr. Noguchi, who was also a lecturer for the course. Ms. Solvia said, “It was very important that I could meet Mr. Noguchi



Visiting the Integrated Simulation Centre as part of the Maritime Safety Management Course

again and, in addition, build relationships with those who are engaged in maritime safety in Timor Leste and Sri Lanka. Because capacity building for the Vessel Traffic Service (VTS) using radar and other technologies will be more important in my country, the Philippines, in the future, I would like to share the experiences of Japan and Singapore and take advantage of opportunities like this.”

report on what they had learned in Japan and make recommendations on follow-up actions in Singapore. The reports are then shared with related parties, which would consider whether or not to take up the recommendations. If the issue is within the purview of one ministry, e.g., the *Koban* (Community Policing) system, the ministry will plan for its implementation once it is approved. On issues that concern more than one ministry, discussions are held among the relevant ministers to decide how best to implement the recommendations. Singapore shares its knowledge and experience in policy making as part of JSPP21.”

Under JSPP21, anti-corruption programs have been implemented in African countries and Afghanistan. In Afghanistan, it was announced during the Kabul meeting in 2007 that Japan and Singapore would jointly assist in strengthening the government’s anti-corruption effort by implementing appropriate measures. The “Seminar on Anti-Corruption for Afghanistan: Experiences of Singapore and Japan” was implemented using the framework of JSPP21 because Singapore has experience successfully enacting anti-corruption measures. Mr. Ma said, “Every country has anti-corruption laws. What is important, however, is how the laws

are enforced. There is also the issue of the country’s capacity to enforce those laws. We have learned how to enforce the anti-corruption law from other coun-

tries and we are happy to share our experience with others.” Singapore’s Anti-Corruption Law was strengthened in 1986, reflecting the lessons learned

from a minister’s corruption case, and would not be effective without the high skill levels of Singapore’s government officials.

Moving forward Together with the ASEAN Members

JSPP21 is implemented also as a means of keeping pace and contributing to ASEAN initiatives. Especially in 2000 when Singapore was the ASEAN Chair, then Prime Minister Goh Chok Tong endeavored as the chairperson to establish the “Initiative for ASEAN Integration (IAI)” as a framework for mutual assistance among ASEAN countries. Singapore has also dedicated much of its capacity-building efforts for Cambodia, Laos, Myanmar, and Vietnam (CLMV) in the following years.

The IAI is intended to narrow the gap in the level of economic development between CLMV and ASEAN’s founding members including Singapore, Thailand and Malaysia. Ambassador-at-Large Ong Keng Yong, who used to serve as the Secretary-General of ASEAN, gave the following comments referring to a case of assistance based on the initiative. “Since the second half of the 1990’s, ASEAN has been focusing on education, technical training and capacity building in the countries where economic development is slow, and Sin-

gapore has been playing a major role in these efforts, and has spent almost 150 million dollars so far. For example, Singapore has established training centers in Vientiane, Phnom Penh, Hanoi and Yangon, and is making efforts to promote training programs and activities for CLMV with cooperation from its friend, Japan.” Also, according to Ambassador-at-Large Professor Tommy Koh, “Former Prime Minister Lee Kuan Yew knew that the unity of ASEAN would be lost unless the gap between the original members and the newcomers are narrow. However, ASEAN lacks the concept of ‘grant aid,’ as in the case of post-war reconstruction by the European Community (EC), and can’t accept such financial cooperation for political reasons. Therefore, Singapore, Thailand, Malaysia and Indonesia came up with the practical idea of providing as much technical cooperation as possible to the new members.”

Civil servants’ ability to manage projects is also important. Ambassador Ong said, “As a member of the family called



Mr. Ong Keng Yong, Ambassador-at-Large

ASEAN, Singapore has expressed extremely honest opinions to the rest of the ASEAN countries. For example, concerning the East-West Economic Corridor project, we commented: the project itself is good, but it wouldn’t be completed in time if you fail to manage the project well, partly due to the budget constraints. You need planners as well as technicians who can manage the site. However, Singapore can help such countries because we are good at project management.” ASEAN seems to always exist in his heart.

“Good Governance” is the Key to Country Management

What was taught at the Civil Service College (CSC) which played the core role in the course related to governance area in JSPP21 training? According to Mr. David Ma, an experienced lecturer at CSC, “We are teaching Singapore’s very unique way of doing things in the College.” In Singapore, “Everyone has a role to play in the policy making process. Public officers implement policies after achieving consensus among the stakeholders. Public officers therefore need to be highly knowledgeable and skilled to make the correct judgement and to interact with the stakeholders. That is why we allocate to each and every public officer at least 100 hours of learning a year.”

In addition, Singapore has adopted the “Whole of Government Approach”

in dealing with national issues in six strategic areas, such as sustainable economic growth, social security, and effective government. Mr. Ma said, “Traditionally, people think of economic growth as the responsibility only of the Ministry of Trade and Industry and the Ministry of Finance. With the whole-of-government approach, other agencies, such as the Ministry of Health, the Ministry of Education and even the Housing & Development Board have a role to play as well. The reason is simple: a healthy and educated worker is a more productive worker. They help to develop a more competitive workforce. The Housing & Development Board has introduced the Home Office Scheme to facilitate the formation of small businesses. Public officers are working

across ministries to achieve the desired outcomes in the six areas.”

Singapore is also a keen learner. Its officers regularly visit other governments to learn of new things to do or new ways of doing things. Many of them have gone to Japan. Mr. Ma continued, “On return to Singapore, the officers would put up a



Maritime Safety Management course in 2015. The course has been run continually for more than 10 years.

Training to Satisfy Needs

JSPP, the predecessor of JSPP21, started in 1994 as part of the “South-South Cooperation.” At first, the cost borne by the Singapore side was kept low, but after JSPP21 was launched in 1997, the training cost was split fifty-fifty between Japan and Singapore in order to establish a true partnership.

Mr. Chng Tze Chia, Deputy Director of the Technical Cooperation Directorate (TCD), Ministry of Foreign Affairs, described the past development of JSPP21 as follows. “JSPP21 has accepted more than 6,000 trainees so far. It was started earlier than partnership programs with other countries, and the scale is the second largest next to the

IMF among Singapore’s third country training partners. While the IMF has as many as 7,000-8,000 trainees, the characteristics of JSPP21 are broadness and diversity of training courses. The IMF programs deal with finance and international rules, while JSPP21 offers Japan’s soft power including trade promotion and sustainable development.”



The course introducing AEO (one of the modern customs systems in use today) to CLMV is still being run.

On the other hand, areas covered by JSPP21 have changed over time. At first, there were many programs on infrastructure, which then shifted to public policies, then to environmental issues more recently. Mr. Chng said, “We take into account seriously the needs of the recipient countries. For the CLMV partners, we have focused on economic development and urban policies, and our recent main themes include urban planning, the environment, and managing water resources.”

Programs have recently been developed for Africa as well. Concerning cooperation with African countries, Mr. Koh Tin Fook, former Director of the Technical Cooperation Directorate, Ministry of Foreign Affairs gave the following comments. “Japan knows more about African countries and understands more about their requests. Singapore trusted the views of Japanese government on African issues.” According to him, “We appreciate that Japan has invited us as a partner for its training programs for Africa. While Singapore and African countries have stable relationships in many areas, Japan has close ties and understands Africa well. African countries are connected with each other as many share the similar historical background and many speak English or French as their working language. Looking forward, it is important to strengthen the cooperative relationships among Africa, Japan and Singapore.”

The implementation system of JSPP21 is also unique. Mr. Koh said, “Although many donor countries struggle to analyze and understand the needs



Government officials from African countries gathered in Singapore for the Customs Modernization Course.

and requests of recipient countries, JSPP21 has a highly transparent and systematic process to do so. This is partly attributed to both Singapore and Japan practising ‘good governance.’ It enables us to identify training needs, select target countries, and determine how to implement training courses and programs.” He added, “We review whether the course is beneficial for the trainees each time after the course is completed. If the training didn’t achieve the expected results, the content and course structure is improved through thorough discussion between Singapore and Japan. Singapore and Japan have strengths, knowledge and experience in many areas that should be transferred to other countries. As parts of the world are still developing, the two countries should continue such cooperation in order to offer appropriate benefits to recipient countries in the future.”

Another characteristic aspect of the implementation is that leaders of Japan and Singapore are showing strong leadership in the JSPP21 system. Mr. Koh refers to the “*Koban* (Community Policing) course” as an example, “For each

Koban course, representatives from the Singapore government attend the opening ceremony regularly, which shows that the course is given emphasis by the Singapore government and that political leadership plays a role in the cooperation between Japan and Singapore.” Having said that, he added, “I was fortunate to work with Japan in 2006-2011 when Mr. George Yeo was Foreign Minister. Mr. Yeo was a leader who had strategic ideas, and greatly supported our partnerships with Japan and other countries.” The leaders of the Japanese government also consider JSPP21 to have a great deal of significance. During the foreign ministers’ meeting between Japan and Singapore held on April 26, 2016, Foreign Minister Fumio Kishida commented that JSPP21 is an “effective framework for our two countries to cooperate in measures for important issues in both local and international societies.” From those viewpoints, Japan tries to dispatch Japanese lecturers for all courses so that the training sessions can meet the diverse needs of developing countries by sharing Japan’s experience and knowledge.



Disaster Risk Reduction and Management course run by the Civil Defence Academy of Singapore

Learning and Applying the Japan Model

In what areas is the Japan model currently being applied in Singapore? Ambassador Tommy Koh said, “Cooperation areas led by the government include the *Koban* (Community Policing) system and the Productivity Development Project, but Singapore was also greatly affected by private investment from Japan.” Former Prime Minister Lee took reference from many countries’ experience including the United States and Europe, instead of sticking to one model. However, he was particularly impressed with Japan, and he was aware that Singapore had to leave its war memories behind and pursue a forward-looking relationship with Japan.

Singapore aimed for technological improvement through private investment from foreign countries immediately after it became independent, in accordance to Lee’s intentions, and Japanese companies played a very important role in Singapore’s early stages of industrialisation. Ambassador Koh described the role of private investment from Japan as follows. “The Singaporean economy in the 1960s relied totally on trading, and only very small enterprises existed. Therefore, it was obvious to the Singaporean government that it was impossible to create sufficient jobs without developing the manufacturing industry. In this situation, some pioneering companies from Japan made investments and

played an important role in Singapore’s industrialisation, which also contributed to founding schools and developing education and training.” He added, “When Singapore became independent, the People’s Action Party (PAP) requested advanced countries help to train the people and invest in the economy instead of asking for financial assistance as other developing countries did. It was a very realistic approach, and the Japanese government found it favorable. That’s why the policy has been successful until today.”

Not limiting himself to merely the level of policymaking, Lee also observed up close the finer aspects of Japanese culture and society. Ambassador-at-Large Bilahari Kausikan described Lee as a unique person. He added, “He was a representative of the generation of Singaporeans who grew up under British control following the colony rules and authority, and also experienced World War II and the time of occupation. It was a hard time, but he was always looking ahead. He visited Japan many times, and as a result, he admired the character and unity of the Japanese people. Unlike Japan, a country with a long history, it has been only 50 years since Singapore was founded, and there are a variety of different races in Singapore, so it is naturally impossible to copy Japan completely. However, the

character and unity of the Japanese which motivated them to reconstruct the country affected him and inspired him to ‘look ahead and never look back.’”

JSPP21 has great diplomatic significance. Ambassador Koh pointed out, “We want to gain the friendship and goodwill of other countries and trainees by helping them.” Ambassador Kausikan said, “The basic idea is ‘partnership’. Prime Minister Lee’s spirit of ‘Let’s work together’ is still alive there.” He continued, “It is very possible for Singapore and Japan to continue this program in the future through continued dialogue and opinion exchange as long as they are willing to.” As in the proverb “Give a man a fish and you feed him for a day. Teach him how to fish and you feed him for a lifetime,” JSPP21 is developing technical cooperation under this exact philosophy.



Professor Tommy Koh, Ambassador-at-Large



Customs Modernization Course for African countries



Mr. Bilahari Kausikan, Ambassador-at-Large

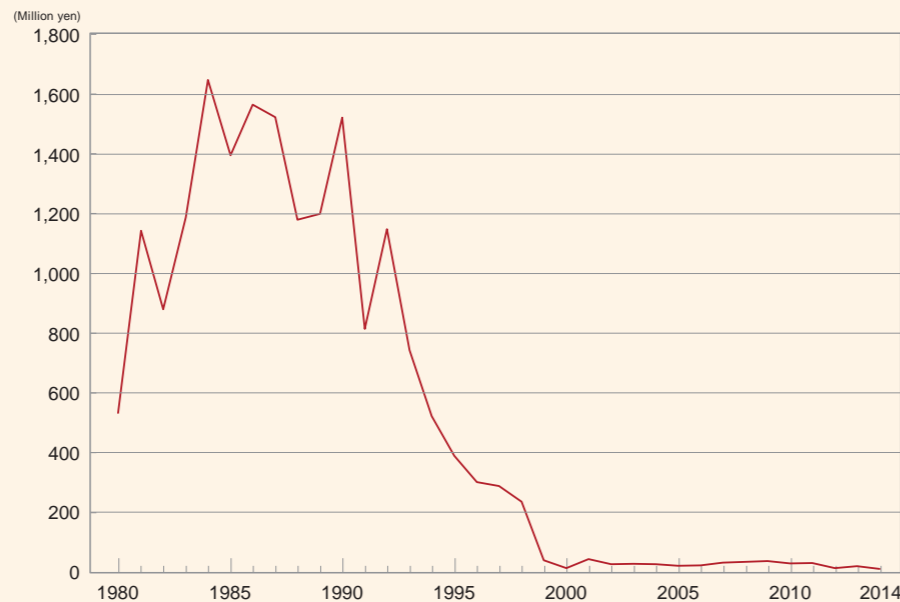
Japan's ODA Data for Singapore



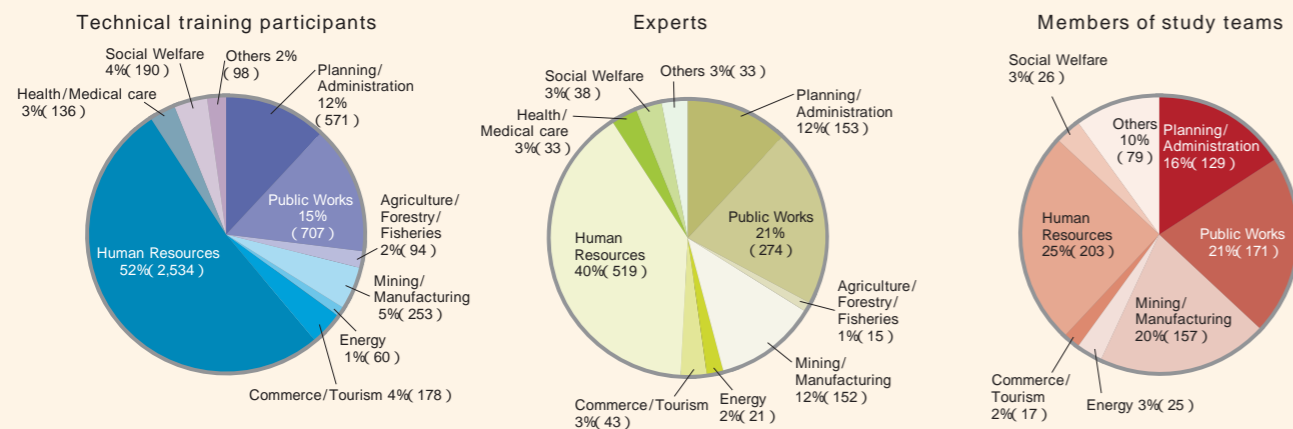
Note
 Population: 5,540,000
 Area: 719 km²
 GDP: 292.7 billion dollars
 (2015)

Main industries:
 Manufacturing (electronics, chemicals, biochemical, etc.), financial services, etc.

Technical Cooperation Disbursement by Fiscal Year



Composition of Number of Personnel by Sector



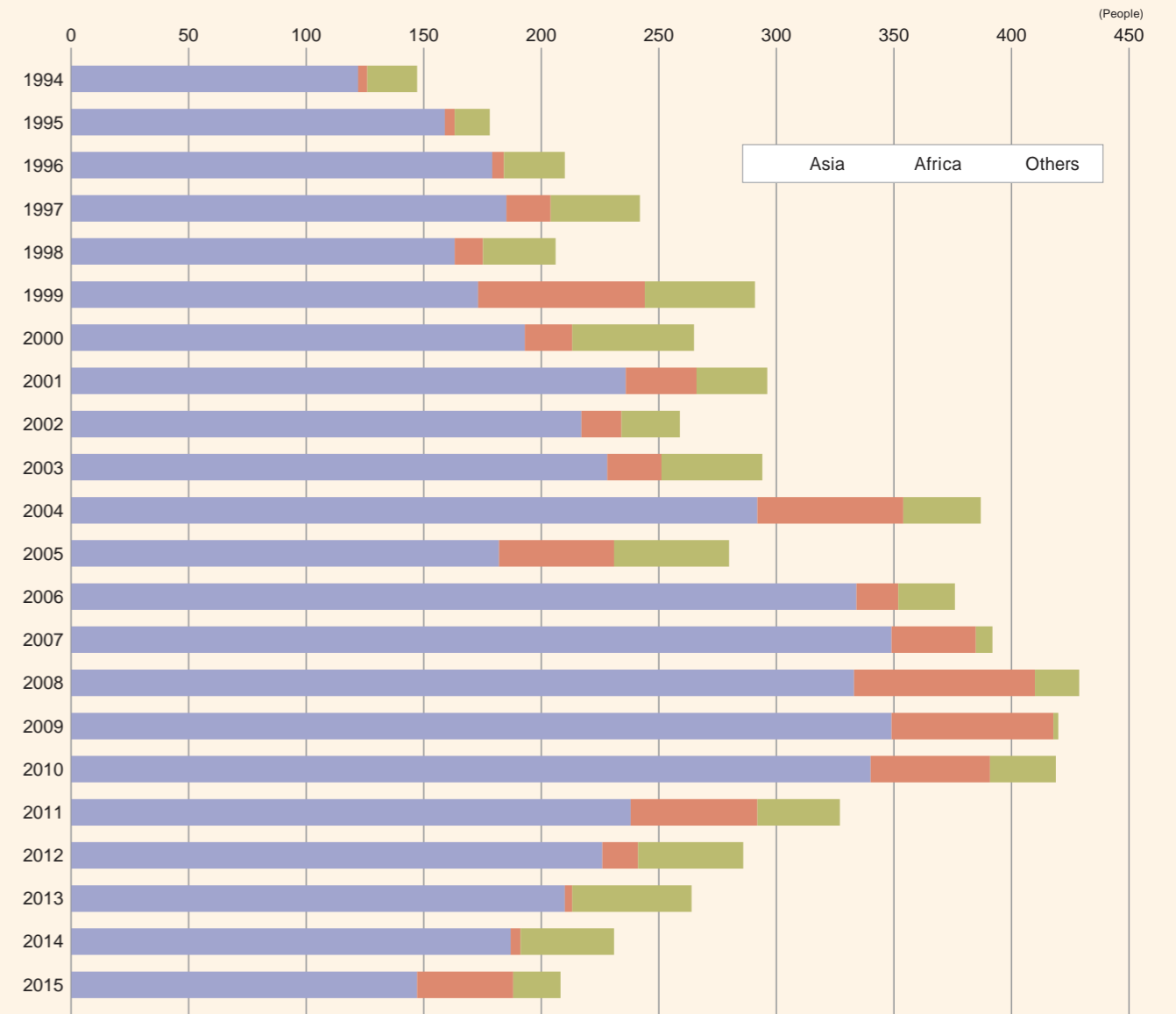
From ODA Recipient to Sharing Its Developing Story

Singapore achieved high economic growth and its Gross Domestic Product (GDP) per capita is now over 52,000 dollars (as of 2015). Its economy has grown 15 times bigger over the past 30 years and the country has become the center of financial services in Asia. This is a result of the active economic restructuring led by the Singapore government which has been occurring behind the scenes.

Singapore was one of the developing countries in Asia when it gained its independence from the Federation of Malaya in 1965. It successfully attracted foreign capital in the 1970s and became the first semi-developed country in Asia which centered on labour-intensive industries, such as the garment industry. Starting in the 1980s, strong political leaders such as the well-known Lee Kuan Yew and Goh Chok Tong promoted high value-added industries which combined knowledge, technology, and capital. Japan's cooperation with these initiatives began in 1966.

When Etsusaburo Shiina, the Minister of Foreign Affairs at that time, visited Singapore in October 1966, grant aid of 2.94 billion yen and a Japanese ODA loan of 2.94 billion yen were approved in a joint agreement between the Foreign Ministers of both countries. The Exchange of Notes (E/N) was then signed by both governments in September 1967 for the former and October 1970 for the latter. During this three-year period from 1970 to 1972, projects for the construction of satellite communications earth station and new ship yard were conducted using the funds

Trends in Number of Training Participants in JSPP21



from the Japanese ODA loan. From 1979 to 1982, Japanese language LL system and musical equipment were also supplied to the Ministry of Education, Ministry of Culture, and National University of Singapore as a form of cultural grant aid.

After Singapore's rapid economic development in the 1980s, cooperation between the two countries became mainly technical cooperation. Experts were dispatched in 1981 to promote the Japanese *Koban* (Community Policing) system. The Productivity Development Project also started in 1983 and contributed

greatly to the growth and development of the manufacturing industry in Singapore.

In May 1993, the Japan-Singapore Partnership Programme (JSPP) was signed at the Japan-Singapore Summit Meeting. It was launched in April 1994, as part of Singapore's efforts to begin sharing its development experiences with the world.

In January 1996, Singapore graduated from the list of aid recipients designated by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD), and

Japan's economic assistance to Singapore ended. Since then, Singapore has been conducting the Singapore Cooperation Programme (SCP) which provides technical cooperation to developing countries around the world, especially in ASEAN (Association of South-East Asian Nations), in the form of independent training, as well as training conducted in cooperation with senior donors and international organisations. The country has received about 100,000 trainees from 170 countries in Asia, Oceania, Africa, Central and East Europe and Middle East so far.

Outline of Japan's ODA Project

ODA for Singapore started in the form of Grant Aid and ODA Loan and was mainly conducted in the form of Technical Cooperation in the 1980s. Here are some of the noteworthy, unique projects conducted throughout its history.

ODA Loan Project

The Project for Satellite Communications Earth Station

In order to respond to the increasing demand for international communication, a satellite communications earth station was built on Sentosa Island in southern Singapore and used for international communication such as satellite telegraph, telephone, and television transmission and reception. Its communication covered countries west of Singapore as well. The construction was completed in October 1971.

Construction costs for one parabolic antenna (diameter of about 30m) and related facilities made use of loan funds.

The loan for the second phase of the project named "the Project of

Second Antenna for Satellite Earth Station" was granted in 1973 in order to respond to the further increase in demand for communication, and its communication area was expanded to the United States and the Far East. The loan covered the second parabolic antenna and related facilities as well as an additional microwave communication facility. The construction was completed in July 1974.

Technical Cooperation Project

Japan-Singapore Institute of Software Technology (JSIST)

Training of computer technicians was a big challenge for Singapore as it aimed to develop high value-added industries. Singapore had only 850 software technicians in 1980, and their development was an ur-

gent issue.

Japan-Singapore Institute of Software Technology Project aimed to train high school graduate-level programmers, university graduate-level system analysts, system programmers and teachers of software technology, and contribute to the development of the computer industry in Singapore. During the 10 years of cooperation from 1980 to 1990, 1,400 students graduated from JSIST and many of them work in the computer industry today. Training related to software technology was also conducted in Singapore and Japan during the period of cooperation, and JSIST project produced great results.

JSIST is now an affiliate of Singapore Polytechnic and continues to contribute to the development of human resources in the field of telecommunications in Singapore.

Emergency Relief

JICA established a warehouse for emergency relief supplies in Singapore in 1987. Supplies stored in the warehouse such as tents, sleeping pads, plastic sheets, blankets, plastic containers, water purifiers, and purifying agents have been transported to many disaster-stricken areas so far.

Procurement, storage, and appropriate management of relief supplies are all necessary in advance to transport and provide them quickly, securely and in large quantities. Singapore, the hub of air transport for Asia and Oceania, was thus selected to host the warehouse. The stored emergency relief supplies were used effectively following the 2008 cyclone in Myanmar, the 2009 earthquake in Indonesia, and also Typhoon Haiyan which struck the Philippines in 2013.



Emergency relief supplies in warehouse

Volunteer Program

Joint dispatch of volunteers was conducted under the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), a program launched as part of a joint agreement between the Ministry of Foreign Affairs of Singapore and JICA in April 2010.

Japan Overseas Cooperation Volunteers (JOCV) and volunteers from Singapore were dispatched to Gia Thanh Commune, Phu Tho Province, in northern Vietnam, and worked together to make "Non," Vietnam's traditional leaf hats, and a local specialty of the area. The goal of this project was improving the livelihood of the locals.

Singaporean volunteers mainly worked on improving the design and JOCV volunteers were mainly involved in market development to establish it as a souvenir product for tourists in cities like Hanoi.

JAPAN'S ODA for Singapore

GRANT AID

(hundred million yen)

Year	Project	Amount
1983	Productivity Development Project	8.1
1984	Productivity Development Project	4.0
1985	Productivity Development Project	13.27

ODA LOAN

(hundred million yen)

Year	Project	Amount
1970	The Project of Satellite Communications Earth Station	3.92
1970	The Project of New Ship Yard Construction	25.48
1971	The Project of Second Antenna for Satellite Earth Station	8.00
1972	The Project of Thermal Power Plant Construction in Senoko	90.00

TECHNICAL COOPERATION (Main)

(hundred million yen)

Year	Project	Amount
1966	Prototype Production & Training Centre	3.79
1977	Japan-Singapore Training Centre	12.79
1980	Japan Singapore Institute of Software Technology (Phase1,2)	25.24
1982	Japan-Singapore Technical Institute	11.79
1983	Productivity Development Project	17.71
1987	ASEAN Project on Prevention of Corrosion in Structures	4.63
1988	Project-type Technical Cooperation on Japan-Singapore AI Centre	5.67

CULTURAL GRANT ASSISTANCE

(hundred million yen)

Year	Item	Recipient	Amount
1979	Equipment for language laboratory system	Ministry of Education	0.17
1980	Equipment for language laboratory system	National University of Singapore	0.20
1981	Musical equipment	Ministry of Education	0.30
1981	Equipment for Preservation of Cultural Assets	Ministry of Culture	0.45
1982	Musical Equipment	Ministry of Culture	0.35
1982	Audio-Visual Equipment	Art Resource Centre of the Ministry of Culture	0.40
1983	Transmission Electron Microscope	National University of Singapore	0.50
1983	Equipment for Electronics Exhibition	Singapore Science Centre	0.50
1984	Equipment for Electronics Exhibition	Singapore Science Centre	0.50
1984	Sound Studio Equipment for the Use of the Singapore Broadcasting Corporation	Singapore Broadcasting Corporation	0.50
1985	Sports Equipment for the Use of the Singapore Sports Council	Singapore Sports Council	0.50
1987	Audio-Visual Equipment for the Use of the Language Centre	Ministry of Education	0.46
1988	Equipment for Astronomical Observatory	Singapore Science Centre	0.48
1988	Lighting Equipment	Kallang Theatre	0.49



Contributing to Industrial Human Resource Development

Developing Human Resources for Over 50 Years

Japan's Official Development Assistance (ODA) has contributed to the development of human resources in Singapore through the Japan International Cooperation Agency (JICA). However, The Overseas Human Resources and Industry Development Association (HIDA) has also used ODA to promote the development of human resources for industries in cooperation with Japanese private companies.

The Association for Overseas Technical Scholarship (AOTS), HIDA's predecessor, has trained a total of 380,000 people for over 50 years since its establishment in 1959. For example, in its training program in Japan, youth from developing countries are invited for on-site training at Japanese private companies. It thus passes on Japan's excellent technology, especially in the manufacturing industry, as well as knowledge and know-how of Japanese production and quality management.

Starting in 1977, AOTS also conducts overseas training and dispatches Japanese instructors to de-

veloping countries. In addition to the regular overseas training programs in the trainees' country, it also puts efforts into the third-country type training programs which are held in a country other than that of the trainees.

AOTS has been conducting training for human resources for industry in Singapore since its establishment as well. Between 1959 and 1996, it received a total of 2,657 trainees in Japan. They were mainly hosted by companies in the field of industrial machinery, shipbuilding, automobiles and telecommunications equipment, such as Ishikawajima-Harima Heavy Industries (IHI) which received trainees from Jurong Shipyard, a company jointly established by Japan and Singapore in 1963.

Japanese instructors were also dispatched to Singapore for overseas training between 1985 and 2002, and they trained 362 people.

Meanwhile, Singapore developed the most rapidly among ASEAN countries and graduated from the

list of ODA-recipient countries in 1996. Due to these circumstances, third-country type training programs were conducted actively from the mid-1990s to 2009, at which time training in Japan and regular overseas training came to an end. Starting at this time, human resources from ASEAN and other developing countries are being invited to Singapore, and 1,246 people have been trained so far. Like in JSPP21, Singapore is considered not as a recipient country but as an equal partner, and has contributed to the development of human resources in other developing countries.

In 2012, AOTS merged with the Japan Overseas Development Corporation (JODC), specialized in dispatching experts to developing countries, and became HIDA. Dispatch of experts to Singapore is now rare except in special cases. However, HIDA develops human resources as a part of non-ODA programs and receives small numbers of trainees from Singapore.

Promoting South-South Cooperation through the Alumni Network

In addition to the aforementioned training programs, HIDA is characterized by HIDA-AOTS alumni societies which are managed independently by the returned trainees in each country and conduct various activities. 71 alumni societies currently exist in 43 countries and organise friendship activities between members, as well as cultural exchange, human resource development and industrial promotion activities.

HIDA-AOTS alumni societies in each country also work together to promote South-South cooperation. In 1993, a fund was established to

promote trainee exchange programs between each alumni society, and this is currently managed under the name of WNF Fund (World Network of Friendship). It collects donation from alumni members, HIDA staff and other external parties and the total capital now amounts to 120 million yen. These funds are used for annual trainee exchange programs in various fields. HIDA-AOTS alumni societies thus play an important role in supporting the "human connectivity" that HIDA aims for.

AOTS Alumni Society of Singapore was founded in 1989, and has about

2,600 members. It has been actively organising activities such as training on production management for ASEAN countries and Japanese *Kaizen* Management Seminar for working adults and students by Japanese instructors. As an organisation that strengthens the partnership between Japan and Singapore, AOTS Alumni Society of Singapore is expected to continuously contribute to the development of other developing countries in the future. (Photo: The Convention of Federation of Southeast Asian AOTS Alumni Societies was held in Singapore, 2004.)

Total Number of Singaporean Participants of AOTS Training Program

Type of Program	Term	Total Number of Participants
Training Programs in Japan	1959 ~ 1996	2657
Regular Overseas Training Programs	1985 ~ 2002	362
Third-Country Type Training Programs	1994 ~ 2009	1246

Main Activities of AOTS Alumni Society of Singapore

- Participating in the Conventions of HIDA-AOTS Alumni Societies, and Federation of Southeast Asian HIDA-AOTS Alumni Societies (FOSAAS)
- Arranging exchanges of trainees and experts with other Alumni Societies (WNF Program)
- Japanese Management Seminar (several times since 2007)
- Japan Tour
- Annual Gathering
- Awarded the Japan Foreign Minister's Commendation for the Year of 2011
- Participating in Japan's Regional Revitalization Program, etc

Profile of HIDA (The Overseas Human Resources and Industry Development Association)

- **Activities** Training and experts dispatch programs for human resources development in developing countries
- **Scale of Operation (As of FY 2016)**
 - Approximately JPY 9.5 billion.
 - Training Programs in Japan: 200 courses and 3,720 participants
 - Overseas Training Programs: 50 courses and 1,620 participants
 - Experts Dispatch programs: 210 experts
 - Internship Program: 100
- **Total number of participants / experts / interns (1959 ~ 2015)**
 - Training Programs in Japan: 182,185
 - Overseas Training Programs: 197,486
 - Experts Dispatch Programs: 8,418
 - Internship Program: 1,011

Feedback from Ex-Participants



Working with Japanese Engineers on Road Planning and Design Projects



Dean, LTA Academy
Director, Future Mobility and Industry Development of Land Transport Authority, Singapore
JICA Ex-Participant
Mr. Looi Teik Soon

When I was an engineer of road planning and design at the former Public Works Department of the Ministry of National Development, I participated in a training session conducted by the Japan International Cooperation Agency (JICA) in Japan in 1987. During the training, I was able to not only gain knowledge of Japan's advanced engineering but also get to know trainees who were engaged in road planning and design in other Asian countries, such as Malaysia and Indonesia. It was memorable for me to learn road planning and design from many different perspectives. I was also amazed by Japan's developed townscape and thought that it was the ideal future state for Asia.

Due to these experiences, I participated as an engineer in "Singapore Urban Transport Improvement Study", which was conducted by JICA in 1987, and examined the introduction of new transportation systems. I also took part in "the Feasibility Study of Selected Expressways" conducted by JICA in 1990. The Government of Singapore later built the expressway on its own based on this study and its introduction has produced great results.

The most precious experience for me, however, was working together with Japanese engineers on these 2 projects. I was impressed by their willingness to not only teach us about their technology but also work and learn with us. I was also amazed by their meticulous calculations and attention to detail.

Time passed by and Singapore is now a leading country in Asia. Several countries also achieved economic growth and the situation in Asia is totally different from what it was 20-30 years ago. I believe that Japan, a country which has a strong background in transport infrastructure technology, can contribute to improving the urban traffic in Asia today by cooperating with Singapore, a country which currently leads other Asian cities as a city-state.



Contributing to Industries as a Quality Management Expert Based on the Training Experiences



Managing Director, JQ Management Pte Ltd
President, AOTS Alumni Society of Singapore
Mr. Johnson Tan Swan San

My first training session in Japan was more than 30 years ago. As I was recruited as a senior management staff member at Yamaha Manufacturing (Singapore) Pte Ltd in 1979, I came to Japan for training jointly organised by "Association for Overseas Technical Scholarship"(AOTS), which is currently known as "Overseas Human Resources and Industry Development Association"(HIDA) and Nippon Gakki Co. (Japan) for a period of six months. I was given the opportunity to acquire a wide spectrum of practical knowledge of quality management. I was then sponsored by Yamaha Manufacturing (Singapore) Pte Ltd to participate in a practical training in Yamaha, Japan in 1982. I am always amazed by the way Japanese companies conducting their quality management approach in such a systematic and meticulous manner.

After I became a Quality Management Consultant engaged by JQ Management Pte Ltd in 1991, I further enhanced my quality knowledge and know-how gained in Japan through practical involvement through consultancy projects. As a result, I have been recognised as an industry expert in quality assurance and quality management by various international organisations. I was awarded Fellow-Chartered Quality Professional, Chartered Quality Institute (F-CQP CQI, UK) in 2008. I also took part in developing training course materials in early 2016 which are being used to train quality experts who wish to be qualified as CQI-IRCA Registered "ISO 9001:2015 Auditor / Lead Auditor". I am now the CQI-IRCA Certified "ISO 9001:2015 Lead Tutor".

It is important to continue to provide such training opportunities to the next younger generation. Being the Present of the AOTS Alumni Society of Singapore, I wish to promote the future development of youth human resources as a whole together with the other members of the Alumni Society. I would like to continue to encourage Singaporean youth to study in Japan and then contribute their knowledge and skills to their industries in Singapore.

History of Cooperation between Japan and Singapore

Year	Relations between Japan and Singapore
1965	• Independence of Singapore. Recognition of Singapore by Japan
1966	• Establishment of diplomatic relations between Japan and Singapore • Confirmation of grant aid and loan assistance of 5.88 billion yen to Singapore in the joint agreement between Ministers of Foreign Affairs of Japan and Singapore
1967	• Conclusion of the Japan-Singapore Air Transport Agreement
1969	• Opening of the Singapore office of the Overseas Technical Cooperation Agency (OTCA), JICA's predecessor • Establishment of the Japanese Chamber of Commerce and Industry, Singapore (JCCI)
1971	• Signing of the loan agreement for the Japanese ODA Loan project "The Project of Satellite Communications Earth Station"
1973	• Signing of the loan agreement for "The Project of Second Antenna for Satellite Earth Station"
1977	• Start of extensive cooperation with the Singapore Petrochemical Project by the Japanese government and petrochemical industry • Decision made by the Overseas Economic Cooperation Fund (OECF) to invest in Japan-Singapore Petrochemicals Co., Ltd.
1978	• Opening of the Japan-Singapore Training Centre
1980	• Opening of the Japan-Singapore Institute for Software Technology (JSIST)
1981	• Announcement of the ASEAN Human Resources Development Project by Zenko Suzuki, prime minister at that time • Start of technical cooperation for the establishment of the <i>Koban</i> (Community Policing) system
1983	• Start of the Singapore Productivity Development Project (PDP)
1990	• Opening of the Japan-Singapore AI Centre (JSAIC)
1994	• Start of the Japan-Singapore Partnership Programme (JSPP)
1996	• Graduation of Singapore from the list of developing countries issued by the Organisation for Economic Co-operation and Development (OECD)
1997	• Start of the Japan-Singapore Partnership Programme for the 21st Century (JSPP21) • Dispatch of the Japan Disaster Relief Team experts to the oil spill site in Singapore
1998	• End of Japan's ODA to Singapore (except for Third-Country Training)
2001	• Renewal of the JSPP21 agreement
2002	• The Japan-Singapore Economic Partnership Agreement (JSEPA) comes into effect.
2006	• The Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia (ReCAAP) comes into effect. Establishment of the Information Sharing Centre (ISC) in Singapore by Japan
2009	• Closing of the JICA Singapore Office
2009	• Opening of the Japan Creative Centre (JCC), the communication hub of Japanese culture for Southeast Asia, in Singapore
2016	• Granting of Grand Cordon of the Order of the Paulownia Flowers to first Prime Minister Lee Kuan Yew, the founding father of Singapore

