



**Asia-Pacific
Economic Cooperation**

2010/EC/WKSP/005

Report on Workshop on Reforming the Regulatory System for Construction Permits

Submitted by: Singapore



JAPAN 2010

**Workshop on Reforming the Regulatory
System for Construction Permits
Singapore
18-22 October 2010**

END OF WORKSHOP REPORT

PURPOSE

This paper reports the development and delivery of the inaugural APEC EoDB Workshop on Reforming the Regulatory System for Construction Permits held in Singapore at the BCA Academy from October 18 - 22, 2010 and reviews the outcomes to determine if the objectives have been met and to make recommendations for future runs.

INTRODUCTION

2 This workshop was organised to share Singapore's experiences and knowledge in promoting reform in the area of construction permits, as part of an APEC EoDB Action Plan to accelerate regional economic integration and to improve the business environment on "behind the border" issues. The workshop was designed to promote awareness amongst APEC economies, especially amongst relevant practitioners, of specific regulatory strategies and innovations for re-engineering, emphasizing the following key points:

- the under-pinning strategic initiative to cultivate a pro-business economy in Singapore;
- the leadership to drive a multi-ministry collaboration platform to streamline and re-engineer processes;
- the initiative to facilitate an integrated seamless process for the application of construction permits through a common (public and private sector) IT platform; and
- the success factors in the implementation of the reformed system.

CURRICULUM & PEDAGOGY

3 Sessions helmed by resource persons from public agencies were designed and conducted along specific themes within the construction permitting process. The participants were guided to draw ideas from the Singapore model at some sessions and panel discussions. Dialogues were convened for them to share their perspectives, including challenges and impediments they face along with the topics being explored in the session. Participants grouped together during breakout sessions to think through some of the possible reforms that could be implemented in their own economies.

4 The curriculum examined the development of Construction and Real Estate Network(CORENET) and its implementation through 2 case studies, with the Singapore e-Government Leadership Centre (eGL) providing expertise to support a closer look at information technology application. Practitioners from the business sector were invited to provide insight into the process evolution and collaboration involved. As a further measure, learning journeys took participants away from the classroom to where the action is, providing visualisation of the workshop's content. The programme intent, its agenda and its participants are detailed in **Annex A**.

END OF WORKSHOP REPORT

PROCEEDINGS

Singapore Government and Land Use Planning (Sessions 1, 2 & 3)

10 These sessions provided an introduction to Singapore's system of government and approach to regulation, governance and business enterprise promotion. Presented by the Civil Service College, the Ministry of National Development and the Pro-Enterprise Panel(PEP), they highlighted the structure of and leadership in government and its rational and critical approach to resource utilisation. They also described the framework used to evaluate proposals and make changes to existing regulations to promote business initiatives coming from the private sector.

11 The participants found that the structure of government plays an important role in administering development and transforming the business environment. They learned about **collaboration between administrators and politicians and the cross-department efforts** that enabled the achievement of 'Whole-of-Government' objectives while balancing organizational goals. This in turn fostered the conditions for business initiatives to be nurtured. They also found interesting and useful the PEP rules review and when it decides to intervene on behalf of businesses.

12 The participants appreciated the **political stability** & the longevity of the ruling party in Singapore as a key success factor that provided a progressive backdrop for long term planning and implementation of many of our initiatives. As plans stayed on track over time, this supported the **investments by both government and businesses in extensive infrastructure and systemic changes** that provided the impetus for continuous improvements and reforms. This was further facilitated by a conscious and concerted program to promote change from a business and enterprise perspective.

13 In the Urban Redevelopment Authority (URA) presentation of Singapore's land use planning and development control regime, participants were drawn to how the URA **gauges the views of affected citizens and make land use decisions based on those views through an institutionalized public consultation process**. They were impressed with the intensive use of detailed master plans to evaluate development proposals and the use of separate outline submission, formal submission and plan lodgement schemes to maximize submission bandwidth while streamlining the approval process.

14 They found it interesting that the QP can lodge plans based on a set of criteria that are approved without further evaluation or waiting time. As for the visit to the City Gallery, the participants found themselves in the midst of Singapore's urban development and transformational outcomes and they felt that it gave them a good visualization of how good development control with detailed pre-planning worked positively for urban development.

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Singapore's Regulatory Regime and Processes (Sessions 4 & 5)

15 The Building and Construction Authority (BCA) presented the regulatory and licensing schemes with an overview of the legislative instruments and the professional stakeholder roles that support the building control system. This led on to the permitting requirements for the various stages of construction and the building life cycle, including those by parallel agencies like the Fire Safety & Shelter Department(FSSD), the National Environment Agency(NEA) and the Land Transport Authority(LTA) that look into building safety, fire safety, traffic impact, waste removal and environment.

16 The participants acclaim the level of **integration among regulatory agencies** in Singapore, despite not having a centralised, one-stop regulatory agency. They are also appreciative of the **central coordinating role that BCA plays** despite having no jurisdiction over the other regulatory agencies. Many countries do not have a similar entity as BCA and our system prompted them to rethink about the effectiveness of a centralised agency which does not facilitate parallel multi-department control of processes. They recognised the challenge involved in decentralising a regime that may be subject to multiple interpretation when translated across jurisdiction and felt that their economies would have to work steadily towards such a change, for it to succeed.

17 Some participants listed their key takeaway as how BCA involves and coordinates with all the agencies, in particular on the mode and method of communication involved. They learned how rules conflict between different agencies is resolved and how **periodic regular rules review can produce consensus or compromise amongst agencies**, which otherwise would have caused expensive and unproductive efforts to comply. They also learned about **factors that govern the self regulatory checks** adopted by various agencies as well as how agencies carry out enforcement to ensure QPs professionalism in the self checking.

18 Armed with an insight into Singapore's regulatory regime, participants took part in a breakout session to discuss in groups the regulatory regime in their countries, including licensing schemes, and areas they would like to see improvement. This resulted in a comparison table of regulatory requirements for professionals among APEC economies (**Annex B**). Their other findings were also shared to help each other identify areas that could be improved.

19 Senior representatives from the regulatory agencies participating in a panel discussion also helped the participants to see **BCA's role as gatekeeper and process enabler, who leads by focussing on common issues, upholding transparency and advocating a consultative approach in administering the building control system.**

END OF WORKSHOP REPORT

Construction and Real Estate Network(CORENET), Case Studies & Learning Journey (Session 6, 7, 8 & 10)

20 This began with a look at information technology (IT) and its applications in Singapore and how it can be further harnessed and leveraged. As participants learned about e-Government applications and the various online portals that citizens, businesses and government use to interface and carry out transactions, they also appreciated the cost and complexity of an integrating platform across agencies and over a geographically large & diverse area.

21 Some participants appreciated the importance of an economy-wide coordinating body to implement an integrative system for communication and sharing information. They pointed out that its greatest value is in **leveling the information collection and dissemination process, reducing duplication and improving transparency**. Participants also noted the measures that Singapore has taken for ensuring system integrity, infrastructure reliability and mitigating disruptions due to natural calamities.

22 The preceding session on IT led to the first case study on CORENET, a coordinated and integrated permitting system. Programme Director Mr Wong Wai Ching, who was a key architect of CORENET from inception to implementation, presented the rationales and considerations for the development of CORENET e-Submission system and explained its **central role in enabling a quantum leap in productivity and efficiency in construction permitting for Singapore**. He then facilitated small group discussions focusing on who, what and how to regulate and the role of professionals and the regulatory authorities.

23 The participants learned about Singapore's experience in administering a parallel system of building plans processing involving various government agencies and how BCA as the central coordinating agency helped identify critical paths in the processes and introduced business process re-engineering (BPR) to bring about significant improvement in the overall turnaround time in plan approval. They also learned that **potential bottlenecks in the approval process both pre- & post-construction must be dealt with**. In the process, some participants noted that Singapore's system provided for special clearances in cases of minor plan deviations as a means to speed up the permitting process. Also important was the use of pre-submission consultation to enhance communication and to expedite an earlier resolution between the submitting party and the approving agency(s). Economies keen to embark on an online system appreciated the coverage on pre-requisites for an integrated IT submission system.

24 The second case study on CORENET expanded on the challenges and considerations faced in making the industry transition from manual to electronic submission, including the assistance programs and incentives to encourage participation and adoption by the private sector. Presented by the then Project Manager of the CORENET project Mr Cheng Tai Fatt,

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the case study facilitated discussion on its implementation. Together with other members of the then-CORENET Implementation Committee, some of whom hailed from the private sector, a panel discussion also took place to share details of the collaborative experience.

25 During the small group discussions, participants related the lessons learnt with their economy's conditions to start thinking about what they could do and what they should look out for in an industry implementation of an integrated e-submission and approval system. Economies like Malaysia, Russia, Papua New Guinea, Indonesia & Vietnam shared their thoughts through short presentations. The participants highlighted that the key benefit of such an electronic system in their own economy is to **foster transparency in the process of plan submission, compliance and response timeframes**. They identified the need to offer assistance programs and incentives to design professionals and offices to **lower the stakeholders' cost of changing their practice and interfacing their system to the e-platform requirements**, especially the small players and one-man firms that face the greatest difficulty in picking up new skills and technology.

26 At the panel discussion, Singapore Institute of Architects'(SIA) Ms Rita Soh helped participants to see that industry associations (like SIA) could help small players by availing systems and resources so that the industry could upgrade as a whole. The participants also appreciated the significance of **building transparency in the regulations and enforcement** as a way to empower their construction professionals, citing that a 'low level of trust' in their own economies cause the regulatory regime to be overburdened and inefficient. Many suggested that such strengthening would both support a **public-private approach to new initiatives** that allows change implementation with stakeholder buy in as well as a giving rise to **self-regulatory instincts** that would lighten the regulatory role of agencies. Where parties see benefits in change, players will 'behave rationally'.

27 They noted from Singapore's current efforts that it continues to take steps to promote further standardization, particularly to interface submission plans between the offices of the various professionals. Participants learned that appropriate treatment of intellectual property and **legislation to address copyright issues arising from digital exchange will be needed** to provide assurance and confidence in the integrity of the system.

28 Many participants also noted Singapore's emphasis on **continuous training and upgrading** of human resources as a key success factor. Coupled with the confidence that the agencies has placed on the professionals and the **proactive engagement of professionals in the regulatory process adopted by the agencies**, the Singapore building permit system helps the industry players and stakeholders to collectively **progress and move in tandem with improvements made possible by CORENET e-Submission**.

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29 Finally, many of the participants received the message that **e-submission systems** and the use of information technology as an integrator platform has a huge potential to improve process streamlining and alignment. Nevertheless, they clearly understood that **standardisation of practices and conflict resolution across agencies and jurisdictions comes first** and is itself a continual improvement process supported by IT capabilities.

30 Participants were also taken on a learning journey to novaCITYNETS Pte Ltd, where they came face-to-face with the web-based applications that support G2G and G2B communications. This enabled the participants to directly interact with and learn firsthand from the vendors who built the online infrastructure and are therefore the most familiar with the system cost-benefits. Simulations were conducted to demonstrate the user effectiveness and the system interfaces involved, helping participants to visualise the efficiency of the CORENET system as described in the case studies.

Sharing by APEC Economies & World Bank (Session 9 & 11)

31 New Zealand's Deputy Chief Executive of the Building and Housing Department Mr David Kelly was invited to give a formal sharing session on his economy, which has done well in its dealing with construction permits despite not using an e-platform. He presented an alternative perspective of reforms taking place in an economy with a multi-tiered government (municipal, provincial, central) which some participants could relate to.

32 Through this session, participants were able to appreciate a different approach to re-engineering the permitting process without involving IT as part of the solution. It further brought home the message that both Singapore and New Zealand are common in their approach in targeting the professionalism of its industry players, the close involvement of technical agencies and the coordination between them. Several participants feedback that they are much clearer now that **it is the attention to getting the process right first that has enabled high performance in the two economies**, and then technology could be applied to harness the synergy and sharpen the competitive edge.

33 In this session, the World Bank's Team Lead for Dealing with Construction Permits Mr Alejandro Espinosa explained the indicators used in ranking the economies and shared the results and suggested the factors that may have influenced and determined where reforms have been more successful than in others. Some participants raised questions regarding the methodology and the statistics used to determine ranking. **It was noted that economies need to proactively facilitate the data collection by World Bank**, for example by helping to identify more respondents with whom it could engage. All the economies saw the ranking as a positive event and volunteered to be contacted to provide local parties to participate in the Doing Business survey for 'Dealing with Construction Permits'.

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34 Participants were taken on a tour of the BCA Gallery and the Zero Energy Building. Both facilities provided experiential learning and participants gained an appreciation of **BCA's role as promoter and champion of the construction industry over and above its regulator role**. They gained insight into the initiatives undertaken for industry development and the policies that BCA formulated to support a constantly evolving and adapting construction industry.

Closing Dialogue (Session 12)

35 CEO(BCA) Dr John Keung, together with BCA Board Member and industry stalwart Mr Lee Chuan Seng, rounded up the programme with a dialogue session with participants focused on their key learning points that they had obtained from the workshop. During this session, 6 economies Chile, Indonesia, Malaysia, the Philippines, Russia and Mexico presented their takeaway on the critical success factors in introducing reforms, on strategies that have been adopted in Singapore that may be applicable in their own economies and on their ideas of potential improvements that could be initiated for the short to medium term.

36 In the case of Chile, Mr Maximiliano Wild, Advisor to the Minister of Public Works concluded that for his economy, uniform criteria must be set down throughout the different authorities and localities and resources provided so that these bodies can process permits consistently. This will in turn require users to be made receptive to new technologies and procedures.

37 Indonesia's presenter Head of Investment and Promotion Board, Jakarta Province Mr Terman Siregar believed that building sector regulatory reforms through By Laws and Governor's Decree would be critical to success, as well as business process simplification, standardisation of technical requirements and procedures and a change in the stakeholders' mindset. They would like to adopt Singapore's decentralisation process at different technical agencies, develop an integrated e-submission system with particular consideration to Indonesia's bureaucratic culture and political sensitivity, factor in training of staff and engineers in both public and private sectors and come up with incentives to encourage industry's participation.

38 He further listed the preparation of a report to the Governor of Jakarta and the Coordinating Minister for Economic Affairs, the holding of regular meetings with stakeholders to discuss reform and putting in a request for Singapore's assistance to provide system diagnostic expertise as key steps in their improvement plan for the shorter term. In the medium term, he and other representatives hoped to take this to Cabinet level and to obtain Presidential decrees to enact Doing Business reforms. They would then use Jakarta as a model for replicating to other regions.

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39 Ms Aminah Abd Rahman, Director at the Ministry of Housing and Local Government, Malaysia listed capacity, political will, industry readiness and mindset changes as critical success factors. She suggested that Malaysia may work on simplifying the approval process, instituting audit-based checking by local authority, emphasising professional responsibility and reviewing relevant laws and rules periodically. Through greater process transparency, an effort to break a 'silos mentality' and gradual stage-wise implementation, Malaysia could then take it through to digital submission adoption and system integration and coordination.

40 In the Philippines, Mr Rene Fajardo of the Construction Industry Authority (CIAP) suggested that they could look at engaging stakeholders, enabling technology and adopting enterprise driven ideas to conduct their reforms. He felt that fundamental laws in E-commerce and a strong industry partnership between government and private sector are pre-requisites. They would also look at how decentralised implementation based on centralised policy development could be instituted and work with the Commission on Information and Communication and Technology (CITC) to put an IT infrastructure in place. Top on their list would be the identification of performance key indicators (PKI) and the standardisation of plans and drawings and the operating systems (OS).

41 From Russia's Federal Ministry of Regional Development, Mr Ilya Sidorov summed up the need for political will to consolidate federal-regional-local authority and industry, the appointment of a responsible authority to execute this and a long term development plan in building control as key elements in reform. In looking at Singapore's model, he felt that Russia should also have an intellectual centre for this reform, mentioning the BCA Academy as a possible model, to educate and train the stakeholders. He also advocated stakeholder oriented reforms and a well-balanced sharing of duties between Qualified Persons(QP), Accredited Checkers and Authority. An institutionalised professional system, building control throughout its life cycle and the use of pre-submission consultations to improve plan communication are ideas that he would like to implement in Russia.

42 Ms Brenda Zayola Olvera, Director General of Regulatory Improvement with the Ministry of Economy, Mexico concluded that her economy must engage in a profound revision of policies, processes and laws if they are to embark on an electronic system for construction permitting. From the workshop, she gathered that the key success factors are culture and attitude change and finding a way to get all relevant stakeholders, including authorities, academia and the private sector to work together. Her ministry will continue the current work with the States and Capital Ministries for Urban Development towards better understanding of the benefits and building of a sharing culture amongst authorities and of a 'trusting system' with private sector players and to be ready for such an electronic-based system.

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43 Dr John Keung and Mr Lee Chuan Seng offered some strategies that may help APEC economies to kick start their reform process. Mr Lee suggested that **starting with the easier tasks** could help to bring more players on board as the industry is encouraged by early success, while **involving the private sector in a government task force** helps to build understanding and trust. He also mentioned that **further standardisation and process re-engineering towards full BIM implementation** would be Singapore’s way forward. Dr Keung emphasise the **important role of an industry champion**, a role that BCA takes on ranging from promoting training, coordinating standardisation and process review and improving public awareness and acceptance. In this role, BCA constantly **looks for areas that could be given resources to boost effectiveness**.

EVALUATION

44 The programme was well received and the participants gave an overall rating of 4.41 out of 5. Table 1 lists the ratings for the individual programme objectives and overall programme quality and administration, suggesting that quality and design intent has been achieved.

Table 1: Overall Programme Quantitative Ratings

Average rating for programme objectives (50%)		
Objective 1: Increased knowledge of regulatory strategies and innovations that can make the issuance of construction permits cheaper, faster and easier, and made more aware of success factors for the implementation of reforms	4.20	4.28
Objective 2: Better able to analyse permit issuance processes in own economy to identify possible areas for improvement	4.28	
Objective 3: Found useful reference on Singapore’s experience in re-engineering and reforming the regulatory system for construction permits for own economy through the detailed case studies provided at this workshop	4.36	
Overall satisfaction with quality of programme (40%) Satisfied with the learning format, range and depth of the topics and knowledge and expertise of the speakers		4.52
Programme administration and logistical support (10%)		4.60
Total Weighted Average		4.41

45 The participants also rated the individual sessions. The presentations by resource persons from various agencies and organisations invited to participate received at least a 70% agreement rating for being effective. The highest scores were received by the World Bank and Closing Dialogue sessions. Details of these ratings can be found in Annex C.

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46 Participants were generally participative in the sessions, exhibiting keenness to know the critical factors and policies behind strategies while also asking about details on processes and procedures. They further provided extensive feedback on what they picked up and elaborating in some instances how these prompted them to think deeper and come up with ideas they may apply in their own economies.

RECOMMENDATION

47 The value proposition of the workshop is the clear demonstration of an effective regulatory framework supported by players and processes and enabled by technology. It further adds value by fostering thought and interactive discussion with learned practitioners and counterparts from other economies. From the participants' feedback, the workshop has scored well in all areas, including content, pedagogy and organisation. The mix of lectures, case studies, discussions and learning journeys garnered praise from participants, who were also impressed that the workshop's principal resource persons Mr Wong Wai Ching and Mr Cheng Tai Fatt were the system designers and implementers themselves. Moving forward, it would be useful to conduct subsequent runs and invite participants from other departments of these economies as well as other economies that did not send any delegates this time.

OTHER IMPROVEMENTS

48 There were potential operational improvements like facilitating learning summary sessions at the end of each day and providing question and answer opportunities offline for participants who are less forthcoming due to language or habit. Some participants suggested that the organisers could arrange for all in the group to stay at one hotel or location to facilitate more participant interaction or networking and have asked for contact details to be furnished so that they could get in touch with their counterparts in future. As there was a significant number of Muslim participants, prayer rooms would be a desired bonus.

CONCLUSION

49 Under the second phase of the EoDB Action Plan for further capacity building, Singapore would contact the various economies that are interested in further capacity building in specific areas.

APEC Ease of Doing Business Workshop on Reforming the Regulatory System for Construction Permits

SINGAPORE
18-22 Oct 2010

WORKSHOP OVERVIEW

As part of the APEC Ease of Doing Business (EODB) initiative, this workshop is conducted by the Building & Construction Authority, Singapore, in conjunction with partner agencies involved in the regulatory process, to share Singapore's experience and successful reforms for processing construction permits.

The workshop shares an overview of the present regulatory framework with detailed case studies of our experience in re-engineering and reforming the system to drive an effective and efficient building regulatory system.

This workshop is jointly organized and sponsored by APEC, the Singapore Ministry of Trade and Industry and Ministry of Foreign Affairs.

PEDAGOGY & OBJECTIVES

Sessions are designed along specific themes to directly encourage participants to draw ideas arising from the Singapore model and its documented reform process; as well as best practices from other APEC economies.

To complement ideas arising from the Singapore model, participants from economies are invited to share their perspectives including challenges and impediments they face along the lines of the topics that are being explored in each session.

The Panel discussions, dialogues and exchange within the workshop environment is intended to spur each attending participant to take a critical look at their own regulatory system and from this, realize the potential for further improvements.

Case studies and breakout sessions are intended to prompt participants to think through some of the possible reforms that could be implemented in their own economies.

Learning journeys are supplementary sessions to provide a concrete context for participants to further frame discussions through live demonstrations and experience of the Singapore context

CURRICULUM

Against the backdrop of the regulatory regime, the curriculum provides a framework to identify potentials for reform through an examination of the following:

- *The regulatory philosophy behind current processes*
- *Strategies to foster inter-agency collaboration*
- *Involvement of public and private sector stakeholders in pushing for reforms*
- *Strategies to assist front-line agencies and industry users during transition and implementation phases*
- *The use of information technology as a platform to integrate systems and reduce cost*

PARTICIPANTS

Directors, Heads of Department and Senior Officers from APEC economies, including government line agencies in charge of regulating construction permits, and who can provide the leadership to steer reform processes.

PROGRAMME DETAILS

Date: 18-22 October 2010
Venue: BCA Academy of the Built Environment
200 Braddell Road
Singapore 579700

The workshop is conducted in English.

Conducted by:

Jointly organised and sponsored by:

Conducted by



BUILDING AND CONSTRUCTION AUTHORITY

www.bca.gov.sg

The Building and Construction Authority (BCA) of Singapore champions the development of an excellent built environment for Singapore.

BCA's mission is to shape a safe, high quality, sustainable and friendly built environment, as these are four key elements where BCA has a significant influence. In doing so, it aims to differentiate Singapore's built environment from those of other cities and contribute to a better quality of life for everyone in Singapore. Hence, its vision is to have "the best built environment for Singapore, our distinctive global city".

Together with its education and research arm, the BCA Academy of the Built Environment, BCA works closely with its industry partners to develop skills and expertise that help shape the best built environment for Singapore.



BCA ACADEMY

www.bcaa.edu.sg

The BCA Academy of the Built Environment is the education and research arm of the Building and Construction Authority (BCA), Singapore. Founded in 1984 as the Construction Industry Training Centre (CITC), its main role was the training of craft workers for the rapidly growing construction industry. In 1994, the Centre was renamed as the Construction Industry Training Institute (CITI) and was moved to its purpose-built campus at Braddell Road. CITI was restructured and transformed to become the BCA Academy in 2007. Whilst the training of craftsmen for the construction industry remains a key focus, the BCA Academy now takes on the new challenge to equip professionals, managers, executives and technicians with the knowledge, skills and competency to operate effectively in a technologically advanced and modern built environment sector.

Today, the BCA Academy is possibly the only institution in the world that provides a full range of training and education programmes tailored to meet the diverse needs of the building industry at all levels.

Strategic Partner



eGL

www.egl.sg

eGL is a centre set up within the Institute of Systems Science, in partnership with the Infocomm Development Authority of Singapore and the Lee Kuan Yew School of Public Policy, National University of Singapore.

eGL's mission is to help government leaders innovate and transform through e-Government education and consulting. eGL's mission is to inspire leaders through e-Government and ICT education -- to share the knowledge and lessons learnt in Singapore e-Government and ICT with foreign government participants to help them accelerate the achievement of the development goals of their respective countries.

eGL draws its knowledge from the Singapore government's more than 27 years of effort in computerization and e-Government implementation. Globally, Singapore is recognised as one of the leaders in the field of e-Government.

Ministry



MINISTRY OF DEVELOPMENT

www.mnd.gov.sg

The Ministry of National Development (MND), the key government agency responsible for land use planning and infrastructure development, aims to transform Singapore into an endearing home and a distinctive global city.

It achieves this vision by guiding Singapore's land use planning, urban redevelopment and building conservation; providing affordable and quality public housing solutions; developing an efficient construction industry; providing and managing parks, open spaces and the conservation of nature areas; maintaining a high standard of primary food safety and animal and plant health; as well as protecting consumer interest by raising the professionalism in the real estate agent industry.

Agencies



CIVIL SERVICE COLLEGE SINGAPORE

www.cscollege.gov.sg

The Civil Service College (CSC) is the learning and developmental centre for the Singapore Public Service. Entrusted with the mission to develop people for a first class Public Service, CSC is clearly distinguished as the provider for a comprehensive one-stop learning experience.

The College provides a full and integrated range of people and organisational development services and consultancies, whilst instituting public sector values, and leveraging on sharing of knowledge and best practices across organisations, sectors and geographical boundaries.



INFOCOMM DEVELOPMENT AUTHORITY OF SINGAPORE

www.ida.gov.sg

As the Chief Information Officer for the Singapore Government, IDA is responsible for masterplanning, project-managing and implementing various infocomm systems and capabilities for the Government. It oversees IT standards, policies, guidelines and procedures for the Government, and manages the infocomm security of critical infocomm infrastructure. IDA also works with other public agencies to increase the reach and richness of e-Government services.



LAND TRANSPORT AUTHORITY

www.lta.gov.sg

The Land Transport Authority (LTA) is a statutory board under the Ministry of Transport, that spearheads land transport developments in Singapore. LTA plans the long-term transport needs of Singapore, taking care of those who drive as well as those who take public transport. The ultimate goal - a smooth and seamless journey for all.



NATIONAL ENVIRONMENT AGENCY

www.nea.gov.sg

The National Environment Agency (NEA) is the leading public organization responsible for improving and sustaining a clean and green environment in Singapore. The NEA develops and spearheads environmental initiatives and programmes through its partnership with the People, Public and Private sectors. NEA is committed to motivating every individual to take up environmental ownership and to care for the environment as a way of life.

By protecting Singapore's resources from pollution, maintaining a high level of public health and providing timely meteorological information, the NEA endeavours to ensure sustainable development and a quality living environment for present and future generations.

Agencies



PRO-ENTERPRISE PANEL

www.ace.org.sg

The Pro-Enterprise Panel (PEP) was established to actively solicit feedback on rules and regulations that hinder businesses and stifle entrepreneurship. The PEP ensures that government rules and regulations remain relevant and supportive of a pro-business environment.

The Pro-Enterprise Panel is chaired by the Head of Civil Service and comprises business champions from the private sector and senior civil servants. With the majority of the members from the private sector, the Panel ensures that sufficient consideration is given from a business perspective in the evaluation process.



SINGAPORE CIVIL DEFENCE FORCE

www.scdf.gov.sg

The Singapore Civil Defence Force (SCDF) is a uniformed organisation under the purview of the Ministry of Home Affairs. Its mission is to protect and save lives and property for a safe and secure Singapore. SCDF's main roles are to provide firefighting, rescue and emergency ambulance services, as well as to formulate, implement and enforce regulations on fire safety and civil defence shelters matters. SCDF responds to a wide range of civil disasters and incidents involving hazardous materials, unconventional threats and mass casualty situations. It also train and prepare the population in emergency preparedness.



URBAN REDEVELOPMENT AUTHORITY

www.ura.gov.sg

The Urban Redevelopment Authority (URA) is Singapore's national land use planning authority. URA prepares long term strategic plans, as well as detailed local area plans, for physical development, and then co-ordinates and guides efforts to bring these plans to reality. Prudent land use planning has enabled Singapore to enjoy strong economic growth and social cohesion, and ensures that sufficient land is safeguarded to support continued economic progress and future development.

Organisations



**THE INSTITUTION
OF ENGINEERS
SINGAPORE**

INSTITUTION OF ENGINEERS, SINGAPORE

www.ies.org.sg

The Institution of Engineers, Singapore was formally established on July 1966 as the national society of engineers in Singapore. IES is the premier engineering Institution in Singapore and is called upon by the Government to provide feedback on professional engineering matters.

IES is well represented among the faculty members of the major engineering institutions of higher learning in Singapore. Through close collaboration with the local universities and polytechnics, IES organizes courses, seminars and talks for engineers and IES members to advance the continuous development of engineers.

The Institution maintains close links with professional organizations of engineers regionally and throughout the world. These include organisations in Australia, China, Japan, United Kingdom and the United States. The Institution also represents Singapore in the ASEAN Federation of Engineering Organizations (AFEO) and the Federation of Engineering Institutions of Asia and the Pacific (FEIAP) in promoting goodwill and fellowship among all engineers in ASEAN and the Asia-Pacific region.



SINGAPORE INSTITUTE OF ARCHITECTS

www.sia.org.sg

The Singapore Institute of Architects is a professional organisation established in 1961 with the objective to promote the architectural profession and the built environment in Singapore. The Institute is the sole representative for the architectural profession in Singapore. Its mission is to champion excellence in architecture and the built environment.



CPG CORPORATION

www.cpgcorp.com.sg

CPG Corporation (CPG Corp) is one of the leading development professionals in the Asia-Pacific region providing a full spectrum of building and infrastructure development and management services. Since 1833, we have contributed to the development and management of distinguished landmarks in Singapore. Some of our notable projects include the Singapore Changi Airport, Gardens by the Bay, Khoo Teck Puat Hospital, National Museum of Singapore, the campus of Nanyang Technological University and the Tuas and Woodlands Checkpoints.

Leveraging on our strong track record and established Singapore brand name, CPG Corp today has over 15 overseas offices and has expanded its portfolio to over 20 countries outside Singapore, with China, India and ASEAN as our key markets.



novaCITYNETS PTE LTD

www.novacitynets.com

novaCITYNETS is incorporated and founded in Singapore and is a leading provider of ready-to-deploy application software and services for the e-Government and Healthcare industry (via sister company novaHEALTH). Its PAVOTM Collaborative Framework is built with essential features and e-Business components to serve as the underlying platform for every e-government and enterprise systems, as well as, for its vertical application suites. With a sound technical knowledge and in-depth understanding of the e-Government and Healthcare industry, its customers benefit from value-adding solutions and services that are designed to meet their business objectives and enhance their competitiveness.

Our list of successful implementations of mission critical systems include CORENET e-Submission System for the Singapore government, Integrated Submission and Processing system for the Building & Construction Authority of Singapore to process Building and Construction related permits, the Integrated City Management System for PutraJaya City Council in Malaysia and Singapore's 1st Paperless Hospital Information System for the National Skin Centre.

Jointly organised and sponsored by



ASIA-PACIFIC ECONOMIC COOPERATION

www.apec.org

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SINGAPORE COOPERATION PROGRAMME

www.scp.gov.sg

Singapore has provided technical assistance to other developing countries since the 1960s. As a country whose only resource is its people, Singapore believes that human resource development is vital for economic and social progress. Singapore itself has benefited from training provided by other countries and international organisations. Through the Singapore Cooperation Programme (SCP), Singapore can contribute to the development of other developing countries.

In 1992, the SCP was established, bringing together under one framework the various technical assistance programmes offered by Singapore. Through the SCP, the range and number of training programmes have increased to meet the needs of developing countries. Since 1994, Singapore has sponsored training courses and study visits for over 69,000 officials from 169 countries. The SCP is managed by the Technical Cooperation Directorate of the Singapore Ministry of Foreign Affairs.



MINISTRY OF TRADE AND INDUSTRY, SINGAPORE

www.mti.gov.sg

The mission of the Ministry of Trade and Industry is to promote economic growth and create jobs so as to achieve higher standards of living. The Ministry does this by facilitating the development of industry sectors, protecting Singapore's international trade interests, and providing a good understanding of the state of and outlook for the economy for policy formulation and refinement. The Ministry's vision is to transform Singapore into a leading global city of talent, enterprise and innovation.

APEC Ease of Doing Business Workshop on
**Reforming the Regulatory System
for Construction Permits**

SINGAPORE
18-22 Oct 2010

Workshop Agenda



DAY

1

18 OCT
MON

TIME	OUTLINE
8:30 – 9:00	Registration
9:00 – 10:15	<p>Opening Session</p> <ul style="list-style-type: none"> Welcome Address by the Building & Construction Authority Dr John Keung, Chief Executive Officer Address by the Ministry of Foreign Affairs, Singapore Mr Koh Tin Fook, Director, Technical Cooperation Directorate Address by the Ministry of Trade and Industry, Singapore Mr Tan Kok Kong, Senior Economist, Foreign Economic Policy Division Video Presentation of the Singapore Cooperation Programme Group Photo Taking Welcome Tea Reception
10:15 – 10:45	Introductions and Programme Overview
10:45 – 11:45	<p>Session 1: Regulatory & Structural Environment of Singapore</p> <p>1) SET UP OF THE SINGAPORE GOVERNMENT</p> <ul style="list-style-type: none"> The structure and operating framework of the Singapore Government. An overview of the role of leadership, governance and the whole-of-government approach. Statutory Boards as autonomous government bodies established by a Special Act of Parliament to perform specific roles. The function and role of the Ministry of National Development in guiding landuse planning & control of developments in Singapore. <p>Resource Persons:</p> <p>Civil Service College (CSC) Iva Aminuddin, Snr Manager, ASEAN & South Asia Desk, Civil Service College International</p> <p>Ministry of National Development (MND) Cheng Hsing Yao, Deputy Exec Director, Centre for Liveable Cities</p> <p>Forum: Singapore Style Public Sector The uniqueness of the Singapore Civil Service, considered to be one of the most efficient and least corrupt in the world. A key aspect of this model is increased autonomy given to the ministries, departments and agencies, and along with that, greater discipline required of them in the management of their functions including the need to maintain sustained competitive advantages.</p>
11:45 – 12:30	<p>Session 2: Creating a Pro-Enterprise and Pro-Business Environment in Singapore</p> <p>1) THE PRO-ENTERPRISE PANEL (PEP)</p> <ul style="list-style-type: none"> Public Service 21 movement to ensure that government rules and regulations remain relevant and are supportive of a pro-business environment. Singapore Public Service's commitment to anticipate, welcome and execute change. Facilitates the cutting of red-tape to reduce processes or regulations that may potentially impede business operations. <p>Resource Person:</p> <p>Pro-Enterprise Panel (PEP) Tan Lui Hai, Deputy Director, Entrepreneurship, Research and Enterprise Division</p> <p>Forum: Creating A Pro-Business Environment Facilitating a climate that is conducive for all businesses to thrive and fulfill their potential. This includes business transactions regulated under processes that do not fall neatly under any single government agency.</p>
12:30 – 13:30	LUNCH
13:30 – 17:00	<p>Session 3: Statutory Planning & Development Control</p> <p>1) FRAMEWORK OF PLANNING & DEVELOPMENT CONTROL IN SINGAPORE</p> <ul style="list-style-type: none"> URA's role / mission and the Statutory Planning Framework The Concept Plan The Master Plan <p>2) PLANNING APPROVAL FOR DEVELOPMENT PROJECTS</p> <ul style="list-style-type: none"> Objectives of Development Control Framework for Development Control The process in obtaining planning approval Planning decisions and appeals Outcomes and performance <p>Resource Person:</p> <p>Urban Redevelopment Authority (URA) Chin Koon Fun, Deputy Director (Enforcement & IT Support), Development Control Group</p>
	TEA BREAK
	<p>3) LEARNING JOURNEY TO THE MARINA BAY CITY GALLERY</p> <p>The city gallery showcases the story of Singapore's urban transformation and the development of Marina Bay. The key highlight is an innovative city model offering a bird's eye view of key landmarks in Marina Bay.</p>

DAY

2

19 OCT
TUE

TIME	OUTLINE
9:00 – 12:00	<p>Session 4: The Building Control System</p> <p>1) REGULATORY FRAMEWORK & LICENSING SCHEMES</p> <ul style="list-style-type: none"> • Legislative Instruments <ul style="list-style-type: none"> - The enactment and development of the Building Control Act - Requirements under the Building Control Act & Regulations • An overview of the Registration & Licensing Schemes, including the requirements for Qualified Professionals <ul style="list-style-type: none"> - Requirements for stakeholders of the industry (Design professionals, Builders, supervision personnel and specialist areas) - Complemented by a peer review system (Accredited Checker) <p>TEA BREAK</p> <p>2) SUBMISSION OVERVIEW & OPERATING ENVIRONMENT</p> <ul style="list-style-type: none"> • Pre-Construction Stage <ul style="list-style-type: none"> - Building Plan approval - Structural Plan approval - Joint meeting with Technical Departments & professional bodies for unresolved issues - Application for waiver • Construction Stage <ul style="list-style-type: none"> - Permit to carry out works - Construction control measures • Post-construction <ul style="list-style-type: none"> - Occupation on completion – Temporary Occupation Permit & Certificate of Statutory Completion - Usage & maintenance <p>Briefing Officers: Building & Construction Authority (BCA)</p> <p>1) Choong Teck Min, Snr Exec Engineer, Building Plan & Management Division 2) Tan Cheong Ee, Snr Exec Engineer, Building Plan & Management Division 3) Lee Hing Cheng, Snr Exec Engineer, Building Engineer Division</p>
12:00 – 13:30	WELCOME LUNCH
13:30 – 17:00	<p>Session 5 : Building Control Processes</p> <p>1) PARALLEL AGENCIES IN BUILDING CONTROL</p> <ul style="list-style-type: none"> • Regulatory measures in fire safety • Provision of basic amenities – drainage, sewerage & solid waste disposal • Ingress, egress & traffic impact studies <p>Resource Persons: Singapore Civil Defence Force (SCDF) Heng Chai Liang, Assistant Director, Fire Safety & Shelter Department</p> <p>National Environment Agency (NEA) Lee Aik Beng, Snr Engineer, Central Building Plan Unit</p> <p>Land Transport Authority (LTA) Mohamed Saddiq Md Nor, Deputy Manager, Development & Building Control</p> <p>TEA BREAK</p> <p>2) BREAKOUT DISCUSSION SESSION: <u>FRAMEWORK & PROCEDURES FOR REGULATORY APPROVALS</u> Participants will be divided into groups, and would discuss the following themes. Each group is then allocated certain time to lead discussions under their respective topics:</p> <ul style="list-style-type: none"> • Regulatory Instruments & mandatory requirements for building control • Process Flow for Construction Permit approvals <p>This would be followed by an overview discussion on the regulatory regime that governs the development, design, construction, operations and maintenance of building and infrastructure in Singapore. The various registration and licensing schemes put in place to regulate the various stakeholders will also be covered.</p> <p>Panelists: Building & Construction Authority (BCA) Chin Chi Leong Director, Building Plan & Management [Panel Chair] Andris Leong, Deputy Director, Policy & Regulations</p> <p>Fire Safety & Department (FSSD) Heng Chai Liang, Assistant Director, Fire Safety & Shelter Department</p> <p>National Environment Agency (NEA) Anselm Gonsalves, Chief Engineer, Environmental Protection Division</p> <p>Land Transport Authority (LTA) Quek Teck Beng, Deputy Director, Development & Building Control</p>

Regulatory Reform and the use of a Common Platform to Streamline Processes

DAY
3

20 OCT
WED

TIME	OUTLINE
9:00 – 12:30	<p>Session 6: Information Technology Enablers</p> <p>1) SINGAPORE E-GOVERNMENT JOURNEY</p> <ul style="list-style-type: none"> • About Singapore & IDA • Some significant projects • Singapore's e-Government Journey • Key Success Factors <p>TEA BREAK</p> <p>2) E-GOVERNMENT INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Key Enablers - Infrastructure - Inforcomm Literacy - Capability Development - Stakeholder Conversion & Adoption - Governance <p>Forum: IT as an enabler in an era of tech savvy populations The discussion will cover the core fundamentals of a successful e-Government framework; namely, sound policies, clear objectives and strategic planning with holistic implementation strategies.</p> <p>Resource Persons: Singapore e-Government Leadership Centre (eGL), Joseph Teo, Centre Director</p> <p>Infocomm Development Authority (IDA) Ong Lih Ling, Director, GCIO Service Management and Capability Development</p>
12:30 – 13:30	LUNCH
13:30 – 17:00	<p>Session 7: Case Study 1: CORENET Development</p> <p>1) Construction Real Estate Network (CORENET)</p> <ul style="list-style-type: none"> • The development of the Construction & Real Estate Network [CORENET] to achieve quantum leap in turnaround time and productivity. • Challenges, considerations & key decisions: <ul style="list-style-type: none"> - Business process re-engineering for Agency's internal workflow alignment of process between Agency's - Linking the public & private sector organizations through e-Submission <p>Resource Persons: Building & Construction Authority (BCA) Wong Wai Ching, Deputy Managing Director, BCA Academy</p> <p>Singapore e-Government Leadership Centre (eGL) Joseph Teo, Centre Director</p> <p>TEA BREAK</p> <p>BREAKOUT SESSION: CREATING A CO-ORDINATED APPROVAL SYSTEM Participants will be divided into groups, and would discuss the following questions. Each group is then allocated certain time to lead discussions under their respective topics:</p> <ul style="list-style-type: none"> • Impediments /constraints to the creation of a co-ordinated approval system • Process re-engineering <p>Participants to present their topics followed by an overview discussion the rationale behind the policies and approaches taken to implement CORENET within the public sector agencies. It would discuss the role of CORENET in achieving a quantum leap in productivity and efficiency by leveraging on a common and integrated platform.</p> <p>Panelists: Building & Construction Authority (BCA) Wong Wai Ching, Deputy Managing Director, BCA Academy [Panel Chair] Cheng Tai Fatt, Director, Corporate Services Dr Tan Kee Wee, Deputy Director, Information Technology</p> <p>Singapore e-Government Leadership Centre (eGL) Joseph Teo, Centre Director</p>

Transforming the Building Industry

DAY
4

21 OCT
THUR

TIME	OUTLINE
9:00 – 12:30	<p>Session 8: Case Study 2 - Implementation of CORENET at Industry Level</p> <p>1) STAKEHOLDER ENGAGEMENT & INDUSTRY READINESS</p> <ul style="list-style-type: none"> Challenges, consideration & programs to help the industry transition from manual submission to electronic submission <ul style="list-style-type: none"> - Participation of the industry at the initiation of the Project Life Cycle - Standardisation of codes to facilitate exchange of information - Training programs to build up capability - Incentives and/or disincentives to encourage early adoption <p>Resource Person: Building & Construction Authority (BCA) Cheng Tai Fatt, Director, Corporate Services</p> <p>Case Discussion: Creating a co-ordinated approval system</p>
	<p>TEA BREAK</p>
	<p>Panel Discussion: Stakeholder participation in CORENET implementation Panellists will share their perspectives on the collaboration between the public sector agencies and industry partners in pushing for changes in the application and approval process. It will also touch on the effectiveness of the various initiatives and schemes that were put in place to transform the building industry.</p> <p>Panelists: Building & Construction Authority (BCA) Cheng Tai Fatt, Director, Corporate Services [Panel Chair] Dr Tan Kee Wee, Deputy Director, Information Technology</p> <p>Singapore Institute of Architects Rita Soh, (then CORENET Implementation Comm [CIC] member)</p> <p>CPG Consultants Pte Ltd Kok King Min (then CIC member)</p> <p>Resource Person: Singapore e-Government Leadership Centre (eGL) Joseph Teo, Centre Director</p>
12:30 – 13:30	<p>LUNCH</p>
13:30 – 17:00	<p>Session 9: Transforming the Building Industry - Sharing by APEC Economies</p> <p>1) Presentation by New Zealand - Balancing Federal & Provincial Needs Mr David Kelly, Deputy Chief Executive, Building Quality, Department of Building and Housing, New Zealand</p> <p>2) Open sharing by participants</p>
	<p>TEA BREAK</p>
	<p>3) Learning Journey to the BCA Gallery</p>

DAY
5

22 OCT
FRI

TIME	OUTLINE
9:00 – 12:30	<p>Session 10: Learning Journey 2 - novaCITYNETS Pte Ltd</p> <p>1) SIMULATION OF CORENET SUBMISSION PROCESS</p> <ul style="list-style-type: none"> • novaCITYNETS is an e-Government solutions provider with an extensive portfolio of projects including e-Submission systems, e-PlanCheck systems, Property Valuation and Land Management for local and international Government agencies. • The Learning Journey would provide a demonstration of an e-Government collaborative framework, a web-based application that improves G2G and G2B communications. The framework covers the application processes, submissions through the internet, evaluation through automated work processes and decision making through decision support systems. <p>Resource Persons : novaCITYNETS Pte Ltd Steven Chan, Group Chief Exec Officer Raymond Tan, Chief Exec Officer</p> <p>Singapore e-Government Leadership Centre (eGL) Joseph Teo, Centre Director</p>
12:30 – 13:30	LUNCH
13:30 – 15:00	<p>Session 11 : World Bank's Perspective on Statutory Reform</p> <p>Presentation by World Bank Mr Alejandro Espinosa Team Lead for 'Dealing with Construction Permits'</p> <p>1) STATUTORY REFORM: <u>SUCCESS & IMPEDING FACTORS</u></p> <ul style="list-style-type: none"> • Explanation of the 'Dealing with Constructions Permits' indicator/sub-indicators, and why these indicators were chosen. • Sharing on reforms that have been implemented in various economies (including references to economies in different developmental stages, as well as raise examples of both wide-ranging long-term reforms, and more focused shorter-term efforts that economies can take as a first step to improving their performance). • World Bank's observations on which reforms have appeared to be more successful, and what factors contributed to this success. • Discussion on reforms that might have been less successful, and why this was so (appreciate if you could avoid referring to specific APEC member economies here). • Economic benefits that have been enjoyed by economies that have engaged in 'Dealing with Construction Permits' reforms. <p>2) LEARNING CONSOLIDATION & PREPARATION FOR SESSION 12</p>
15:00 – 16:00	<p>Session 12 : Closing Dialogue</p> <p>1) NEEDS & TRANSFORMERS – DEVELOPMENT OF COMPETITIVE ADVANTAGES</p> <ul style="list-style-type: none"> • To round up the programme, participants will engage in a dialogue session with senior Government leader/s to discuss about the approach for strategic initiatives at the higher level. The session is intended to provide insights of the decision-making and policy formulation processes leading to new heights in public service. <p>To initiate discussions, participants will be divided into groups, and would present and share key learning points through the following themes:</p> <ul style="list-style-type: none"> • Governance & System Integrity • Industry Participation • Technology
16:00 – 17:00	CERTIFICATE PRESENTATION AND TEA RECEPTION

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Regulations and Requirements for Professionals in participating Economies

Mexico Indonesia Malaysia Peru Philipines Russia Vietnam Brunei Chinese Taipei Papua New Guinea Thailand Singapore

Architect

Responsibility

- plan submission
- lead consultant
- certifier

Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
N	Y	Y	Y	N	N	Y	Y	Y	Y	Y	Y

Y for companies

Licensing

- governed by Board/gov
- individually licensed
- firm / company

Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
Y	Y	Y	Y	Y	N	Y	Y	Y	N	Y	Y
Y	Y	Y	N	Y	Y	Y	Y	Y	N	Y	Y

Reg. Requirement

- board examination
- professional education
- prof. association
- insurance

Y/N	N	Y	Y	Y	Y	Y	N	Y	Y	Y	Y
Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
N	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y
Y	N	N	N	Y/N	Y	N	N	N	Y	Y/N	Y

Engineers

Responsibility

- plan submission
- lead consultant
- certifier

Y		Y	Y	Y	N		Y	Y	Y	Y	Y
Y		Y	not sure	Y	N		Y	Y	Y	Y	Y
Y		Y	Y	Y	N		Y	Y	Y	Y	Y

Licensing

- governed by Board/gov
- individually licensed
- firm / company

Y		Y	Y	Y	N		Y	Y	Y	Y	Y
Y		Y	Y	Y	N		not sure	Y	N	Y	Y
Y		Y	N	Y	Y		Y	Y	N	Y	Y

Reg. Requirement

- board examination
- professional education
- prof. association
- insurance

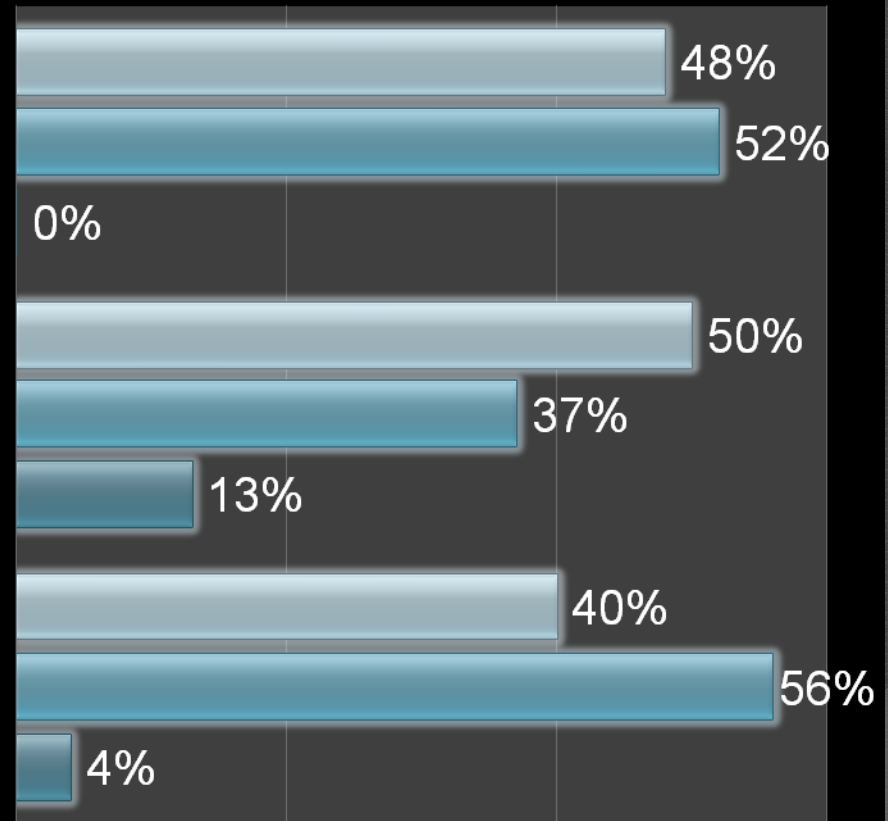
Y/N		Y	Y	Y	Y		N	Y	Y	Y	Y
Y		Y	Y	Y	Y		Y	Y	N	Y	Y
N		Y	Y	Y	Y		Y	Y	N	N	Y
Y		N	Y	Y	Y		N	N	Y	Y/N	Y

Meeting Learning Objectives – Participants response

Increased my knowledge of regulatory strategies and innovations for construction permit reform, and the success factors in implementation

Helped me to better analyse permit issuance processes in home economy and identify possible areas for improvement

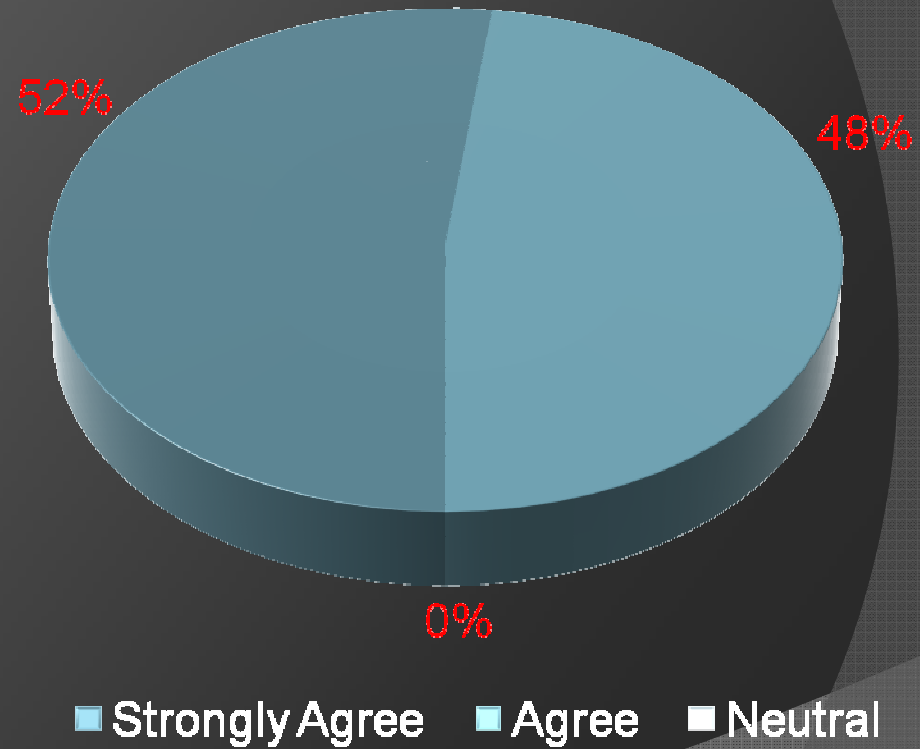
Detailed case studies on re-engineering and reforming served as useful reference for my economy



■ Strongly Agree ■ Agree ■ Neutral

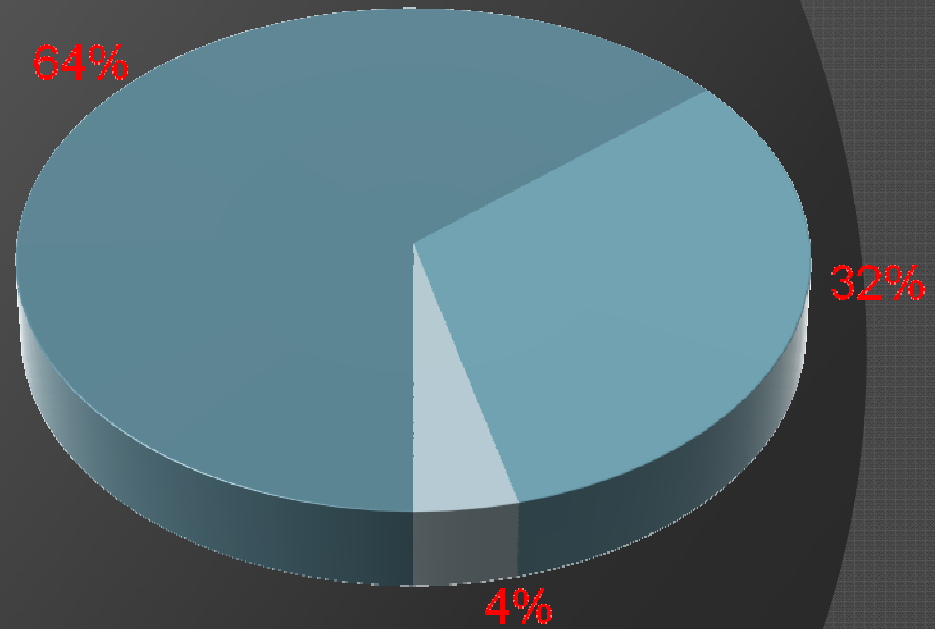
Meeting Quality – Participants response

Satisfied with the overall quality of the workshop:
Format and Mix,
Range and
Depth, Speaker
Expertise



Providing Support – Participants response

Satisfied with the administration and logistical support for the workshop



■ Strongly Agree ■ Agree ■ Neutral

Effectiveness of Presentation – Participants Response

