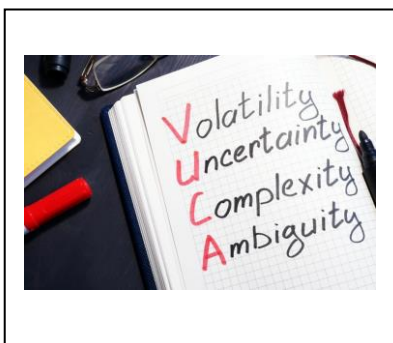


GOVERNANCE & LEADERSHIP

Tampines Meridian Junior College
JC2 General Paper
2024 Term 1



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An Overview •

Unit Title: Governance and Leadership		
Inquiry Question: Is good governance the key to solving all problems faced by a country?	Inquiry Question: Is democracy an effective form of government?	Inquiry Question: What makes a good leader?
Unit Strand: Governance	Unit Strand: Democracy	Unit Strand: Leadership
Conceptual Lens: Power & Competition		
Concepts: Governance, Values, Social Engineering, Privacy	Concepts: Governance, Democracy, Freedom, Order	Concepts: Governance, Leadership, Values
Topic: Principles of Governance, Public Policy	Topic: Rights, Political Participation, Disinformation Campaigns, Populism	Topic: Types of Leadership, Qualities of Leaders
Possible Generalisation:	Possible Generalisation:	Possible Generalisation:

Inquiry Question:

Is good governance the key to solving all problems faced by a country?

At the end of the lesson, students should be able to:

- ✓ Understand the effects of governance
- ✓ Understand the principles of good governance
- ✓ Understand the complexity of governance

• Governance •

Reading Set 1

Article 1: What Is Good Governance?

By the *United Nations Economic and Social Commission for Asia and the Pacific*

Introduction

Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" are undertaken. This article tries to explain, as simply as possible, what "governance" and "good governance" means.

Governance

The concept of "governance" is not new. It is as old as human civilization. **Simply put, "governance" means: the process of decision-making and the process by which decisions are implemented (or not implemented).** Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.

Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

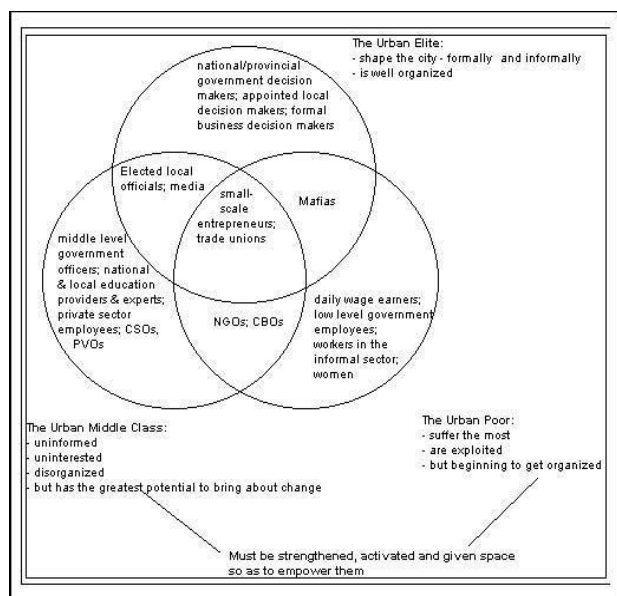


Figure 1: Urban Actors

The government is one of the actors in governance. Other actors involved in governance vary depending on the level of government that is under discussion:

- In **rural** areas, for example, other actors may include influential landlords, associations of peasant farmers, cooperatives, NGOs, research institutes, religious leaders, finance institutions political parties, the military etc.
- The situation in **urban** areas is much more complex. Figure 1 (on the left) provides the interconnections between actors involved in urban governance.
- At the **national** level, in addition to the above actors, media, lobbyists, international donors, multi-national corporations, etc. may play a role in decision-making or in influencing the decision-making process.

All actors other than government and the military are grouped together as part of the "civil society." In some countries in addition to the civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level.

Similarly, formal government structures are one means by which decisions are arrived at and implemented. At the national level, informal decision-making structures, such as "kitchen cabinets" or informal advisors may exist. In urban areas, organized crime syndicates such as the Mafia may

influence decision-making. In some rural areas, locally powerful families may make or influence decision-making. Such informal decision-making is often the result of corrupt practices.

Good Governance

Good governance has **9 major characteristics**. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

1. Participation

All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

2. Rule of law

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

3. Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

4. Responsiveness

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

5. Consensus-oriented

There are several actors and as many viewpoints in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved.

6. Equity and inclusiveness

A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.

7. Effectiveness and efficiency

Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

8. Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general, an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law.

9. Strategic vision

Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

Application: Is good governance the key to solving all problems faced by a country?



Scan the QR code to read articles referred to in the respective application sections. As you read, think about the questions in the table below and fill in your responses.

With reference to the area of public policy you read about:	Your response:
<ul style="list-style-type: none">• What are the effects of governance?• What are the principles of good governance that are exemplified or missing?• Do you think that the government has a right to intervene in that manner?	

Article 2: The Principles of Good Governance

By Professor Tommy Koh

In the development of a country, one of the most important factors is good governance. With good governance, a country, whether big or small, whether it has a large or small resource endowment, wherever it is located, can succeed. Without good governance, even countries with abundant natural resource will not succeed.

For example, if size and resources were decisive, Nigeria should be one of the most successful and richest countries in the world. In fact, the most successful countries in Africa are two small countries. In East Africa, it is Botswana, which is clean, well-governed and is similar in its economic performance to an Asian Tiger. A World Bank study shows that Botswana has achieved 8% growth rate annually over thirty years. In West Africa, Cape Verde is made up of a group of small islands with no natural resources. However, according to the World Bank and donor countries, it is the best performing West African country. In both cases, the critical factor is good governance. They have good leaders, clean governments and empowered peoples.



Good governance is a concept which, in my view, has helped Singapore to overcome many of its intrinsic challenges since it began its journey towards self-government in 1959 and independence in 1965. Singapore was a poor country and had a low per capita income. It was thought by many people that an independent Singapore would not be viable.

The first principle of good governance is **the principle of meritocracy**. It has no meaning if the people are not educated. If only a small number of people are educated and the rest are not, then meritocracy is an empty concept. Those who are educated and belong to the privileged class would do well while the rest would not. The number one priority of the Government of Singapore is education. There are no barriers to upward mobility in Singapore. You are judged by your ability and by your performance. Race, religion, class, family are irrelevant.

The second principle of good governance is the principle of **racial and religious harmony**. Many multi-ethnic countries in the world have floundered because they are not able to maintain racial and religious harmony. Singapore is a secular state. There are many religions in the country. On certain State occasions, the ten major religions would be represented by one person each. Each representative would say a prayer or a blessing. Such occasions are a powerful symbol of religious harmony and unity. Furthermore, Singapore's Maintenance of Religious Harmony Act limits the freedom of speech in order to prohibit attacks on any religion. Buddhism and Hinduism are tolerant of other religions. However, monotheist religions are less tolerant because they believe passionately in their own religions. They believe that theirs is the only true religion. In the USA and some Western European countries, one can denigrate a religion and be protected by freedom of speech. Thus, Islam is not protected from being demonized in Europe. People can make fun of the Prophet and Islam, and the freedom of speech and freedom of the press would protect them. However, Singapore does not allow it. The Ministry of Home Affairs could issue a restraining order or prosecute those who violate the Maintenance of Religious Harmony Act. Maintaining racial and religious harmony is viewed as more important than the freedom of speech and freedom of the press.

The third principle of good governance is a **clean government**. How did Singapore succeed in its fight against corruption? Let me share two lessons with you. First, there cannot be clean government and corruption cannot be erased if the top leadership is not clean. Second, the leader's commitment to cleaning up corruption must be absolute. He must not make any exception. He has to be ruthless and he must never bend the rules. Singapore has a zero-tolerance policy against corruption. Ministers have been sent to jail for corruption. Senior civil servants have also been jailed for similar offences.

The fourth principle of good governance is **the rule of law**. There was a World Bank study which analysed the different factors influencing the prospect of countries in development. Of all factors, it ranked the rule of law as number one. Why is the rule of law so important? It is important for both domestic and external reasons. If political leaders wish to earn the trust of the people, one of the ways in which they can do it is to have a fair justice system in place. This would give ordinary people confidence that if they should ever go to court, they would be treated no differently than the powerful and rich people. There is only one law in Singapore, which does not distinguish between the rich and poor or between the powerful and the powerless. The rule of law is therefore very important domestically. Externally, if a country wants to be a financial centre or a favourite destination of foreign direct investment, it needs to provide investors and depositors with the confidence that their money is safe, that someone cannot cheat on them and get away with it, and that justice will not be denied. The rule of law is therefore very important both in terms of the country's economic competitiveness and in terms of building a bond of trust between the government and the people.

The fifth principle of good governance is **inclusiveness**. We compete in the world's market economy which rewards people differently in accordance with their ability, talent and education. At the moment, the Gini coefficient (a measure of inequality of income or wealth) is becoming progressively worse in Asia and we have become more unequal than America. Paradoxically, the two communist countries in Asia, China and Vietnam, are even more unequal than the rest of us.

Social equity is important. If an economy prospers, but the Gini coefficient is bad, the median income is low and the disparity of wealth is large, the society will not be cohesive and social harmony will be threatened. The philosophy of inclusive growth is therefore important. We need to build social equity into our growth strategy. Singapore is very "socialist", even though it refuses to be called a welfare State. The government subsidises education, housing, healthcare and public transportation. It has

now introduced the “Workfare”. For those who work, but have low income, the government gives a supplement to top up the monthly salary. About 30% of our workforce benefits from “Workfare”. The true nature of Singapore’s social-economic system is, therefore, a mixture of capitalism and socialism. Harmony would not be possible in Singapore given the growing disparity of wealth and income if the element of social equity is not built into the system.

The sixth and final principle of good governance is **care for the environment**. Former Prime Minister Lee Kuan Yew was one of the world’s green politicians. Since he came to power, he had a vision of creating a garden city in Singapore and started the process of cleaning the river and stopping people from throwing litter in the streets. He started a campaign to plant trees. He turned down investments which would pollute the environment. A clean environment is important as it provides a wholesome environment in which people can live. Singapore gives its people a relatively high environmental quality of life, which also makes a good impression when investors look at the country and see how green and clean it is. Singapore is now trying to move from a garden city to a city in a garden. Singapore is also seeking to be a leading global city and a liveable city.

Article 3: WP not opportunistic, populist since Govt adopted its policy ideas, PAP should change approach to Opposition: Pritam *(edited)*

BY [LOW YUJIN](#)

Published April 21, 2023, TodayOnline

SINGAPORE — If the Workers’ Party (WP) was only putting forward unrealistic and populist policies, the Government would not seriously consider them, Leader of Opposition Pritam Singh said. He then listed eight policy proposals that his party had suggested over the years that were later adopted by the ruling People’s Action Party (PAP). He also said that the Opposition’s requests for information are sometimes rejected on the grounds of national security or sensitivity, making it a challenge to propose alternative policies.

“In future, the PAP must not see calls for information as a Trojan horse for ulterior motives, or a red herring. When there are requests for detailed figures, the PAP must not turn defensive in response to the parliamentary opposition of the day, playing its role checking the government of the day,” he added.

Mr Singh was speaking in Parliament on Friday (April 21) during a debate on the President’s address and was rebutting a remark made by Deputy Prime Minister (DPM) Lawrence Wong on Monday. Mr Wong said then that he was looking forward to hearing “concrete alternatives from the Opposition and not just opportunistic or populist ideas”.

Mr Singh questioned why Mr Wong had brought up WP’s stance towards the Goods and Services Tax (GST) in his speech on Monday, saying that WP has not been arguing for the removal of the GST, but rather against its increase.

“The DPM would be acutely aware that this House was never debating the total removal of the GST in the last session of Parliament. Nor have we been doing so as long as the DPM has been in this house. This is a distraction and the PAP should be upfront about it.”

WP’S POLICY PROPOSALS THAT WERE ADOPTED

Highlighting eight policy proposals that his party had put forth in the past, Mr Singh, who heads WP, said that these ranged from the verification of educational qualifications of Employment Pass holders, penalising the non-selection of Build-to-Order (BTO) flats, and the pairing families with general practitioners (GPs).

The purpose of highlighting them was to “demolish this idea that the Workers Party has not put forward serious alternatives”, he added, and to show how they were adopted in some form by the Government.

On the verification of educational qualifications of Employment Pass holders, for example, it was in WP’s 2020 General Election manifesto where it had called for an assessment of the credentials of

Employment Pass applicants to be introduced. The manifesto said that all Employment Pass and S-Pass job applicants with university degrees and diplomas should be subject to mandatory educational credentials assessments, with the cost borne by the applicant. On March 1 this year, the Ministry of Manpower announced that companies in Singapore would need to verify the educational qualifications of Employment Pass applicants from Sept 1 this year.

In its 2015 General Election manifesto, WP argued for the pairing of families with GPs to encourage patients to remain with one family doctor who would be more familiar with their background and medical history. In October last year, Parliament debated the Healthier SG White Paper that, among other things, put forward the Government's proposal for a national health plan for residents to enrol with a family doctor or clinic, with flexibility provided for them to change their choice if need be.

Mr Singh said that WP will continue to raise alternative proposals and that it will be "glad to see the PAP implement policies we have suggested", even if PAP says that those ideas were already in its pipeline, or it merely adopts them "without attribution".

He also highlighted how a proposal he had put forth on making English a requirement for permanent residency and citizenship applications was "incorrectly understood as a divisive one". These criticisms, he said, "missed the key point" of the proposal, which was focused on integration.

HARD TO GET DATA

Earlier in the week, fellow WP member Leon Perera called for a "transparency of information" in order to facilitate "rational political discourse", to which Health Minister Ong Ye Kung said on Thursday that Mr Perera could submit a parliamentary question "to ask for specific data".

Illustrating how difficult it is for the Opposition to receive data, Mr Singh brought up the 2021 debate on the Comprehensive Economic Cooperation Agreement (Ceca) between Singapore and India as an example. He said that getting PAP to reveal information on the number of intra-corporate transferees from India who worked in Singapore on the introduction of Ceca was "like squeezing blood out of a stone".

Mr Singh said that parliamentary questions from WP on the issue had been brought up since 2016, but "forthright answers were not forthcoming".

"In the meantime, pressures and tensions on the ground built up as not a small number of Singaporeans became emotionally charged about Ceca."

WP had sought information from the Government, answers to which could have "shed light and reduce heat" before things reached a boiling point. He also said: "Sometimes, filing a parliamentary question does not guarantee receiving an adequate and substantive answer from the PAP Government, from which alternatives can germinate."

Article 4: A Wave of Scandals Is Testing the Singaporean Government's Ability to Take Criticism *(edited)*

By Koh Ewe, Time

August 2, 2023

Rough waves, politically speaking, have swept the shores of sunny Singapore over the last month, and sweating in the eye of the storm is Prime Minister Lee Hsien Loong.

Lee, the 71-year-old son of the country's late founding father Lee Kuan Yew whose People's Action Party (PAP) has ruled Singapore since even before its independence in 1965, spoke before parliament on Wednesday to address a slew of scandals that have rocked the city-state in recent weeks—and that have threatened to dent public confidence in a government that has cultivated a reputation for ethical and effective leadership.

Speaking before the country's lawmakers, the Prime Minister reflected on the controversies, from a clandestine affair between the former Speaker of the Parliament and a fellow MP—which coincided with the surfacing of a past affair between two opposition politicians—to a corruption probe against the country's transport minister to the conspicuous state-owned bungalows that house two other top ministers.

Lee acknowledged that the PAP has "taken a hit" from the scandals and clarified that he should have acted sooner in certain instances, such as addressing the affair among his own party's members, which he had known about for two years. Still, as public concerns mount, Lee's main message remained the same: that the PAP would be fully transparent and hold itself accountable for any wrongdoing in its ranks.

However, as the PAP works to regain trust, some observers point out that the government continues to struggle with handling public criticism in any other way than blanket refutation or legal retaliation.

Last week, after an *Economist* article questioned the independence of anti-graft probes by the Corrupt Practices Investigation Bureau, Singapore's High Commissioner to the United Kingdom Lim Thuan Kuan furiously rebutted the magazine's claims in a public letter to its editor.

In a place that already has little room for political dissent, this characteristically "thin-skinned" approach may serve to suppress unflattering discourse in the short run. But, experts warn, it may also amplify discontent simmering below the surface, which may one day actually threaten the PAP's grip on power.

"Instead of persuading people, what it does is it makes people feel that their sense of injustice, their sense of unfairness, is not taken seriously," Donald Low, a professor at Hong Kong University of Science and Technology who studies Singaporean governance, tells TIME. "Dissent doesn't go away. Dissent just gets channelled into voices or parties that are more populist."

A touchiness that goes back decades

"I think the PAP are finding themselves in rather uncharted territory," Terence Lee, a professor at Australia's Sheridan Institute who researches media and politics in Singapore, tells TIME about the recent wave of scandals. "Right now the strategy is to stop [the scandals] from being a topic in the news. I think they want it to go away. They want the media [and] they want people to stop talking about it." But the government is starting to see the limits, he says, of "their tried and tested methods" of achieving that.

In Singapore, authorities have long made clear that when it comes to dealing with critics, there is no such thing as overkill. Bloggers have been sued for sharing unproven allegations on social media and activists arrested for quiet lone protests. But sometimes, experts say, such ham-fisted attempts at controlling the narrative can ultimately backfire, drawing even more attention to the criticism or questions raised in the first place.

"The Singapore government has always been thin-skinned," Terence Lee says.

For decades, foreign publications have had their circulation in Singapore restricted—or what's locally known as "gazetted"—for unfavourable coverage. (This included TIME in 1986, after it rejected authorities' requests to publish a "correction" to an article on fraud charges against the leading opposition politician.) In 1993, the *Economist* was gazetted after authorities claimed that the magazine had denied them the right of reply by refusing to publish letters from Singapore's High Commissioner in London in full.

Media have also been penalized through other means. In 2006, the now-defunct magazine *Far Eastern Economic Review* published an article referencing Singapore's propensity for using libel threats against its critics, only to be promptly sued for defamation by Lee Hsien Loong and his father Lee Kuan Yew. And in 2010, the *New York Times* was seemingly pressured to publicly apologize for

breaching an agreement a writer had made with Singaporean leaders more than a decade earlier. He had promised authorities in 1994 to not suggest that Lee Hsien Loong had attained his position through nepotism, but he included the Lees in a 2010 list of Asian political dynasties.

The government's reactivity to bad press—which many times, experts say, merely echoes speculations and sentiments on the ground—has given rise to a culture where self-censorship looms over public discourse, where few dare to say what most may be thinking.

Modern-day cracking down on criticism—and its costs

“Attempting to monopolize the ‘truth’ is a longstanding PAP government strategy of maintaining political dominance and control,” says Kenneth Paul Tan, a politics professor at Hong Kong Baptist University. “In the past, it was more common to propagandize through the mainstream media, demand right of reply in foreign media, censor or ban inconvenient claims, and sue for libel. These days, with social media fracturing this monopoly, a new addition to this arsenal of thought control is POFMA.”

Initially touted as a fake news law for preventing misinformation during COVID, the Protection from Online Falsehoods and Manipulation Act (POFMA) has come under fire from critics who have noted how it has been used against the ruling party's political opponents.

Most recently, Lee Hsien Yang, the Prime Minister's estranged younger brother, has found himself battling legal threats from Singaporean authorities over a Facebook post on July 23 that outlined a list of alleged abuses of power and betrayals of public trust. In the post, he referenced Ridout Road—the prime housing district where Law Minister K. Shanmugam and Foreign Affairs Minister Vivian Balakrishnan live, which has now become metonymic with the political saga that centered on the exorbitant state-owned bungalows they rent.

Lee Hsien Yang was quickly POFMA'd: Authorities asked him to put up a correction notice on Facebook saying that several of his claims were untrue. He complied, but added that he stood by his words. He was also slapped with lawyer letters from the two ministers demanding an apology, the retraction of his allegations, and damages (which the ministers said would be donated to charity).

Lee Hsien Yang isn't alone. Last month, local online magazine *Jom* had to issue correction notices under POFMA on an article about Ridout Road that authorities said failed to include important details of the senior minister's speech in parliament. *Jom* disagreed with the POFMA order in a statement and encouraged readers to come to their own decision on the fairness of their claims.

According to Tan, these types of nitpicking reactions to public discourse could fan the flames of distrust and resentment. “As Singaporeans become increasingly skeptical of the ruling elite, the selective use of POFMA and other censorious instruments against politically inconvenient claims can lead to an unintended consequence,” says Tan. “People may come to see any efforts to achieve factual accuracy as desperate attempts to cover up or modify a basic truth.”

The issuance of POFMA orders and rebuttals have also, ironically, given scandals more airtime and the government's critics more publicity. “When you POFMA someone, it draws attention to what the person said in the first place,” says Terence Lee.

It also reinforces the image of the PAP as a delicate bunch, says Low, the Hong Kong-based academic.

Application: Is Singapore well-governed?

Consider the different perspectives below:

Personal: <ul style="list-style-type: none">• Do you feel a sense of belonging to Singapore?• How has Singapore's governance benefitted or disadvantaged you?	Generally accepted views (Read Article 2): <ul style="list-style-type: none">• What are the commonly acknowledged strengths and criticisms of the SG government/ political system?
Others (Read Article 3): <ul style="list-style-type: none">• What are the attitudes, views, experiences, and feelings of others regarding the way Singapore is governed? (Consider: opposition parties, political dissidents)• Why are these perspectives different from or similar to yours?	Other countries/cultures (Read Article 4): <ul style="list-style-type: none">• How do people from other countries view Singapore?• What are some similarities and differences in governance?• What are their views in relation to aspects of public policy (eg. healthcare, education, environmental economic, social welfare policies)?

Drawing Generalisations

Craft a generalisation to reflect the aims of good governance. Take into account the articles and discussion in the application sections.

Good governance aims to

Further Discussion Questions:

1. 'People, not the government, should decide how to organise their lives.' Is this a fair comment? (2004 – Q5)
2. 'What an individual eats or drinks should not be the concern of the state.' What is your view? (2021-Q7))
3. How far should a state have a right to monitor the actions of people within its borders? (2007-Q4)

Inquiry Questions:

Is democracy an effective form of government?

At the end of this section, students should be able to:

- ✓ Understand the implications of freedom and order on society
- ✓ Evaluate the effectiveness of democracy as a form of government.

• Democracy •

Reading Set 2

Democracy in its ideal form poses difficulty, as the rights of individuals still need to be balanced with order in society. Nevertheless, a democratic government remains valued for its consideration of individual rights, freedom and interests.

When compared to other political systems such as totalitarianism, socialism and communism, all of which have been criticised for their extreme, draconian ways and practical failure, democracy which allows for people's interests to be represented, is deemed most humane and acceptable. Democracy in its varied applications in different nations is not perfect but it is valued because it accords respect to the individual, gives people a voice and allows for checks and balances to prevent absolute power.

Scan the QR code



or go to <https://1nk.dev/SOpHE>

to watch a short video on Democracy: An Introduction.



Scan the QR code or go to <http://surl.li/pggkq> to learn more about the other forms of government

"It has been said that democracy is the worst form of Government except all those other forms that have been tried from time to time; but there is the broad feeling in our country that the people should rule, and that public opinion expressed by all constitutional means, should shape, guide, and control the actions of Ministers who are their servants and not their masters." - Winston Churchill

Read articles 1 to 3 on how democracy upholds rights and freedom.

Article 1: Why is Democracy the Best Form of Government? 10 Reasons

Scholarly, Edeh Samuel Chukwuemeka ACMC

The phrase "**democracy**" comes from two Greek words: "**demos**" (people) and "**kratia**" (ruling by or government). Democracy literally means "**people's government**." "**Government of the people, by the people, for the people**," as Abraham Lincoln put it. Democracy is a form of government in which inhabitants of a country exercise power through elected officials, direct voting, or a combination of the two in most circumstances.

"Democracy is the worst form of government save for all those other systems that have been tried from time to time," Winston Churchill famously declared. Democracy has repeatedly demonstrated that it is the finest form of government, despite its flaws. Democracy is the bedrock of human liberty and economic success in many Western countries. Most thriving nations in the globe, such as the United States of America, the United Kingdom, and Germany, use this form of governance. Apart from its successes in many countries, the failures of its adversarial systems, particularly autocracy and tyranny, in various parts of the world further the desire for democracy.

Below are some reasons that support the notion that Democracy is the best form of government

1. Power decentralization: Historically, concentrating too much power in the hands of a single person has had disastrous consequences. In a democracy, there is no centralized power that can dictate what the people can and can't do. Every decision is determined by the popular vote, and the people wield the power. In this way, abuse of power is prevented and the people can hold their government accountable.

2. It promotes equality: Everyone is equal before the law, and everyone has the right to vote. This is one of democracy's foundational principles. The framework of democracy gives each vote equal weight during an election. When a person registers for this process, they have the right to vote without being scrutinized and express an opinion regardless of their social or economic status. Anything "yes" or "no" counts as one, whether you are wealthy or poor, own land or don't, or express your gender in a certain way.

3. The rights and interests of the people are protected: All government structures are subject to manipulation when individuals wield positions of power. In authoritarian regimes, examples of mass brutalization of populations, extrajudicial killings, and other forms of injustice are prevalent. However, in a democracy, such news is rarely heard because citizens are the majority and they hold power. Democracies make it impossible for elected politicians to ignore the needs of the broader public. It pushes them to represent the requirements of each community so that everyone has an equal chance to achieve their goals. As a result, the people's rights and interests are safeguarded and enabled in an acceptable manner and according to the laws governing the land.

4. It establishes legitimacy: Because voters choose who will be in control and how policies are created, democracy generates a suitable political structure for every person. A democratic government is genuine, authentic, and acceptable since it comes into power through popular vote and in line with legal conditions. This is critical because it provides citizens with a sense of belonging and responsibility, as well as the confidence to objectively oppose unfavourable government decisions through recalls and protests.

5. It fosters a sound decision-making process: In a democracy, the decision-making process is thoroughly vetted and scrutinized. When a bill is introduced in the legislature, for example, it must go through extensive debate and public hearings before becoming a bill, and it must also receive executive approval before becoming law. Even if it passes into law but is later shown to be illegal due to procedural faults, the courts have the authority to declare the statute null and void and of no effect.

6. It reduces conflict and wars: Democracy is the most statistically significant factor in reducing inter-and intra-state conflict. This is most likely because war, in whatever form, is politically unpopular because it costs human lives, therefore democracies are compelled to avoid it at all costs. Civil wars are less likely in democracies because democratic governments act as a safety valve for dissatisfied citizens; whereas citizens in democracies can express their dissatisfaction through free speech or voting, citizens in autocracies have no choice but to resort to violence if they want governmental change due to a lack of political power.

7. High level of freedom: Individual liberty is abundant in a democratic society. People in democracies are typically free to do whatever they choose as long as they do not harm others or break local laws. As a result, people can freely express themselves through speech, cultural or religious values, and so on. In dictatorships, on the other hand, freedom is severely limited since tyrants frequently oppose individual liberty because they fear revolt if citizens become too informed of what is happening in their country. The democratic structures provide the common people with the opportunity to pursue any outcome they desire. As a result, growth and stability are fostered across the board.

8. It increases civic engagement since it gives people a chance to become personally involved with their government: In a democracy, the people and their voices control the government, therefore each person can choose his or her fate. People have the right to vote

according to their moral convictions. Every ballot is a chance to express one's unique viewpoint. Unless there is a strong moral objection to the result, the vote matters in a democracy, whether or not that voice is heard by the majority.

9. It ensures smooth transition of power: In democratic countries, the transition from one political leader to the next is usually relatively seamless and trouble-free. This makes it possible to sustain a country's political and social stability. Other political regimes, on the other hand, frequently assassinate or chase away political leaders through revolutions, resulting in a vacuum of political authority and significant degrees of instability in the respective country.

10. It is a flexible system of government: Democracy is a dynamic process that develops and evolves, and it can take numerous forms. Democracy's strength is its ability to adapt over time. Because of its flexible nature, it aids the government in adapting to changing viewpoints.

Article 2: The Importance of Democracy: Why is Democracy Important to The End of the World and How Does It Help Maintain A Just And Free Society?

Chatham House, 14 April 2021

To explain the importance of democracy some fundamental questions need to be answered: What exactly is meant when people say 'democracy'? Why is it assumed democracy should be the preferred form of government in the world? How does it compare to other models for political organisation? And why is there such a widespread perception that democracy is under threat?

When talking about the importance of democracy it is important to define it accurately. Democracy is popular sovereignty – in Abraham Lincoln's words, 'government of the people, by the people, for the people'. At its heart is the concept of the population choosing a government through regular, free, and fair elections.

In Europe and the English-speaking world, it is often assumed democracy naturally takes the form of liberal democracy – popular sovereignty but limited by a constitution which guarantees individual freedoms (such as speech) and rights (such as to a fair trial). Crucially these essential freedoms are not subject to a democratic vote.

In fact, democracy does not necessarily have to be liberal. Certain nations today have illiberal democracies where voting continues but liberal characteristics, such as an independent judiciary and free press, have been compromised.

Defenders of liberal democracy say this actually makes these societies inherently undemocratic, as stripping away liberal guarantees leads to intimidation and coercion by the state, undermining elections. The guarantees of liberal democracy are intended to ensure no ethnic, geographic, class, or business interest dominates or exploits others to an unreasonable degree, and that there is fair and universal consent gained for government policies.

Arguably the importance of liberal democracy is two-fold: no other system of government guarantees the right to free expression of political preference; and no other system promotes progress through peaceful competition between different interests and ideas.

This question is being asked a lot more as democracy is threatened by various forces around the world. Some question the value of the popular vote when it leads to seismic shifts such as Brexit, and the election of demagogues who threaten liberal values. Even the American system, for a long time the exemplar of democratic freedoms, seems so polarised that it is in danger of becoming impotent, its ability to endure technological, demographic, and cultural change in doubt. Meanwhile, over the last 30-50 years, a more technocratic, uniform form of politics has taken hold in the European Union (EU), where democracy is arguably less responsive to citizens and large elements of the population feel excluded from the process of government. More recently, non-democratic, authoritarian governments such as China have been praised for enduring the COVID-19 pandemic better than democracies, because they are better able to compel specific behaviour from citizens without concern for individual liberties, or dissent from a free press.

All this may question the need for democracy. But most authoritarian systems are hampered by structural weaknesses: large, disenfranchised minority groups foster a sense of injustice; reliance on 'strongmen' figures makes the transfer of power potentially violent; and vested interests are protected from popular demands for change.

Liberal democracy, in theory at least, provides a mechanism for some form of rule by proportionate representation, with citizens empowered to bring about change through participation and persuade the powerful to act for the greater good.

But democracy is a process, not a state. Democracy has endured in part due to its ability to accommodate change from below through expansion of voting rights, and greater protection of civil liberties. By contrast authoritarianism is, by its nature, centralized and limiting of free thought and expression. It can accomplish rapid change, but only ordained from above. Perhaps what has been witnessed in democracies since 2016 signals a need for further renewal and evolution of democratic systems. Because the more averse to change democracies become, the more likely it is they will wither.

Thinkers such as Amartya Sen argue democratic values are essential to successful development, pointing out no substantial famine has ever occurred in an independent and democratic country with a relatively free press. He cites the example of India, where the last famine in 1943 took place under British colonial rule.

This perception of a link between democracy and development has ebbed and flowed over the last century, as communism rose and fell and the economic balance of the world shifted from West to East. In the 1930s, 1940s, and 1950s communism seemed capable of lifting millions of people out of poverty while building vast new industries, winning wars, and delivering cutting edge science. But towards the end of the Cold War, the Soviet Union had stagnated and communism seemed doomed to stifle innovation and growth. The idea that democracy and economic success go together has been thrown into doubt by the success of China's authoritarian capitalism, known as the 'Beijing consensus', which has developed a way to attain both military and economic superpower status, while restricting individual freedoms at home. The jury is still out on how China's story will develop. Only fifty years ago the country was in a state of near civil war during the cultural revolution. The more important question is whether other nations will strengthen or weaken their democracies in response.

Importance of democracy in a free and just society

Historically, many thinkers argued democracy can only be detrimental to a free and just society, characterizing rule by the majority as inherently unstable, irrational, and a threat to private property. Plato's Republic rejects democracy and instead proposes the idea of rule by 'philosopher kings'. Tocqueville and others warned of the 'tyranny of the majority' democracy might bring.

The Founding Fathers of the United States of America were acutely aware of this perceived threat and designed the constitution and electoral college to constrain popularly elected leaders with the liberal rights guaranteed by the constitution.

Recent events have led some commentators to conclude that the system is broken. But when we question its merits and seek out its flaws, we should be acutely aware that we live in societies that permit us to criticise, and that this is in itself a crucial right. We should also question what our alternatives would be.

We might imagine the landscape in an authoritarian or dictatorship state: would we expect to receive a fairer trial? To find more balanced information on the internet? To see minority rights more protected? Would a settlement of World War Two imposed by fascist victors, rather than democracies, have created a more just and free peace?

It is most likely that democracy needs to be further deepened, by reinvigorating the rights and guarantees enshrined in liberal democracy and making it more responsive and accountable however we can. Looking at the alternatives it is fair to conclude that people living in democracies have no alternative.

Article 3: #MeToo, one year on

A movement sparked by an alleged rapist could be the most powerful force for equality since women's suffrage

Economist, Sep 27th 2018

A YEAR ago Harvey Weinstein was exposed as a sexual predator. Until then his treatment of women was an open secret among some of the film industry's publicists, lawyers and journalists. Mr Weinstein had been protected by an unspoken assumption that in some situations powerful men can set their own rules. Over the past year that assumption has unravelled with welcome speed. In every walk of life powerful men have been forced out, and not just in America. Now Brett Kavanaugh may be denied a seat on America's highest court following a series of accusations that he committed sexual assaults decades ago as a student. What began on the casting couch has made its way to the Supreme Court bench.

That is progress. And yet the fate of the #MeToo movement still hangs in the balance in America, the country where it began and where it has had the greatest effect. To see why, only look at the case of Mr Kavanaugh—who, as we went to press, was due to give testimony to the Senate Judiciary Committee along with Christine Blasey Ford, his main accuser. The good news is that the appetite for change is profound; the bad news is that men's predation of women risks becoming yet one more battlefield in America's all-consuming culture wars.

Thanks to #MeToo, women's testimony is at last being taken more seriously. For too long, when a woman spoke out against a man, the suspicion was turned back on her. In 1991 when Anita Hill accused Clarence Thomas, now a Supreme Court judge, of sexual harassment, his defenders smeared her as "a little bit nutty and a little bit slutty". The machine backing Mr Kavanaugh is equally determined. However, it has refrained from questioning either Ms Blasey Ford's sanity or her morals. In 2018 voters would find that unacceptable.

Abuse by men is being taken more seriously, too. Mr Weinstein allegedly committed dozens of sexual assaults, including rape. The contrast between his brutality and his impunity shook the world out of its complacency. This week Bill Cosby, once America's highest-paid actor, was jailed for being a sexually violent predator. But women in colleges and workplaces all over America are harmed by abuse that falls short of rape. Thanks to #MeToo, this is more likely to be punished. Most defences of Mr Kavanaugh have focused on his presumed innocence; 30 years ago they would have insisted that the drunken fumbblings of a 17-year-old are a fuss about nothing.

These shifts reflect a broad social change. Before the elections of 2016, 920 women sought the advice of EMILY's List, which promotes the candidacy of pro-choice Democratic women. Since Donald Trump was elected president, it has been contacted by 42,000. Outside politics, companies are keen for their staff and their customers to think that they buy in to #MeToo.

One worry is that there may be a gap between corporate rhetoric and reality. Another is uncertainty about what counts as proof. That is largely because evidence of an instance of abuse often consists of something that happened behind a closed door, sometimes long ago.

Striking a balance between accuser and accused is hard. Ms Blasey Ford has the right to be heard, yet so does Mr Kavanaugh. Mr Kavanaugh's reputation is at stake, but so is the Supreme Court's. In weighing these competing claims, the burden of proof must be reasonable. Mr Kavanaugh is not facing a trial that could cost him his liberty, but interviewing for a job. The standard of proof should be correspondingly lower. Neither the court nor natural justice is served by haste.

Also a problem is the grey zone inhabited by men who have not been convicted in court, but are judged guilty by parts of society. Just now, every case is freighted with precedent-setting significance, perhaps because attitudes are in flux. This month Ian Buruma was forced out as editor of the *New York Review of Books* after publishing an essay by an alleged abuser which failed to acknowledge the harm he had done. Mr Buruma did not deserve to go and, were values more settled, his critics might have been content with an angry letter to the editor. #MeToo needs a path towards atonement or absolution.

And #MeToo has become bound up with partisanship. According to polling earlier this year by Pew, 39% of Republican women think it is a problem that men get away with sexual harassment and assault, compared with 66% of Democratic women; 21% of Republican men think it is a problem that women are

not believed, compared with 56% of Democratic men. Mr Kavanaugh, however his nomination turns out, is likely to deepen that divide—if only because Republican zeal to rush his confirmation is further evidence that the party puts power first. That was clear when it backed Mr Trump, despite his boasts of forcing himself on women and allegations of sexual misconduct by at least 19 accusers. Under Bill Clinton, who was also accused of sexual assault, the Democrats were not so very different. They now offer less protection.

If #MeToo in America becomes a Democrats-only movement, it will be set back. Some men will excuse their behaviour on the ground that it is hysteria whipped up by the left to get at Republicans. Those questions about proof, fairness and rehabilitation will become even harder to resolve.

Think ahead

It takes a decade or more for patterns of social behaviour to change. #MeToo is just one year old. It is not about sex so much as about power—how power is distributed, and how people are held accountable when power is abused. Inevitably, therefore, #MeToo will morph into discussions about the absence of senior women from companies and gaps in average earnings between male and female workers. One protection against abuse is for junior women to work in an environment that other women help create and sustain.

Conservatives often lament the role Hollywood plays in undermining morality. With #MeToo, Tinseltown has inadvertently fostered a movement for equality. It could turn out to be the most powerful force for a fairer settlement between men and women since women's suffrage.

Consider:

Do you agree that a democratic system is the best system to live in? Is democracy the best system for protecting your welfare and your rights?

We have seen how a democratic system of government enabled people to live better lives. However, democracy is not without issues. Find out more in Articles 4 & 5.

Article 4: Why government shutdowns seem to only happen in the US

By Robin Levinson King & Anthony Zurcher, BBC News, Nov 23

The US government has shutdown ten times over the past 40-plus years. Meanwhile, in other countries, governments keep functioning, even in the midst of wars and constitutional crises. So why does this uniquely American phenomenon keep happening?

For most of the world, a government shutdown is very bad news - the result of revolution, invasion or disaster. That leaders of one of the most powerful nations on Earth willingly provoked a crisis that suspends public services and decreases economic growth is surprising to many. In a last-minute deal in September, Congress managed to avoid a shutdown by passing a stop-gap spending bill that kept the government running for another 45 days. But that means the politicians have to go back to the bargaining table, and the country could be facing another shutdown yet again, once the funding runs out.

So why does this keep happening? America's federal system of government allows different branches of government to be controlled by different parties. It was a structure devised by the nation's founders to encourage compromise and deliberation, but lately it has had the opposite effect. That's because in 1980, the Attorney General under President Jimmy Carter's administration issued a narrow interpretation of the 1884 Anti-Deficiency Act. The 19th Century spending law banned the government from entering into contracts without congressional approval; for almost a century, if there was a gap in budgets, the government had allowed necessary spending to continue. But after 1980, the government took a much stricter view: no budget, no spending. That interpretation has set the US apart from other non-parliamentary democracies, such as Brazil, where a strong executive branch has the ability to keep the lights on during a budget impasse.

The first US shutdown occurred shortly after in 1981, when President Ronald Reagan vetoed a funding bill, and lasted for a few days. Since then, there's been at least ten others that led to a stop in services, lasting anywhere from half-a-day to over a month. The last one, from 21 December 2018 to 25 January 2019, was the longest on record. While some essential services did continue to run, like social security and the military, hundreds of thousands of federal workers were not paid. At the time, the White House estimated that the shutdown reduced GDP growth by 0.1 percentage points for every week the salary stoppage went on.

Elsewhere in the world, such shutdowns are practically impossible. The parliamentary system used by most European democracies ensures that the executive and legislature are controlled by the same party or coalition. Conceivably, a parliament could refuse to pass a budget proposed by the prime minister, but such an action would likely trigger a new election - not a stoppage in services like national parks, tax refunds and food assistance programmes.

That's exactly what happened in Canada in 2011, when opposition parties rejected the budget proposed by then-Prime Minister Stephen Harper's Conservative Party, which had a minority of seats in parliament. The House of Commons then passed a motion of no-confidence, triggering an election. Meanwhile, the government's services ticked away. Even in Belgium, which did not have an elected government in power for 589 days between 2010-2011, the trains kept running. More recently, Ireland managed to keep everything running from 2016-2020 under a minority government with a confidence-and-supply system, which is when parties not in power agree to support spending bills and confidence votes.

But this type of cooperation has become increasingly rare in the US, where warring political parties seem all-too willing to use the day-to-day functioning of the government as a bargaining chip to extract demands from the other side. The most recent near-shutdown, for example, was the result of a minority of hardline conservative Republican members of Congress demanding deep spending cuts that centrists in their own party and Democrats would not support. A deal was finally reached on 30 September, but with a huge caveat: no additional funding for the Ukraine war. With the clock ticking on the 45-day stop-gap funding, it remains to be seen what kind of new deal will be reached - if one can be reached at all.

Article 5: What is populism, and what does the term actually mean?

David Molloy, BBC News, 2018

What do Donald Trump, Jeremy Corbyn, and Rodrigo Duterte have in common? Despite their differences, each man has been labelled a populist. Populism is on the rise - especially among Europe's right, and in the US, where it helped crown Mr Trump. Italy's populist Five Star Movement and anti-immigrant League parties have emerged as two major players in the latest elections - the most recent of several such results in Europe.

The pure people: In political science, populism is the idea that society is separated into two groups at odds with one another - "the pure people" and "the corrupt elite", according to Cas Mudde, author of *Populism: A Very Short Introduction*. The term is often used as a kind of shorthand political insult. Britain's Labour leader, Jeremy Corbyn, has been accused of populism over his party's slogan "for the many, not the few" - but that's not quite the same thing. The word "is generally misused, especially in a European context," according to Benjamin Moffitt, author of *The Global Rise of Populism*. The true populist leader claims to represent the unified "will of the people". He stands in opposition to an enemy, often embodied

by the current system - aiming to "drain the swamp" or tackle the "liberal elite". "It generally attaches itself to the right in a European context... but that's not an iron rule," Dr Moffitt said.

Rise of the Right: Populist parties can be anywhere on the political spectrum. In Latin America, there was Venezuela's late President Chávez. In Spain, there is the Podemos party, and in Greece the label has also been applied to Syriza. All these are on the left. But "most successful populists today are on the right, particularly the radical right," Prof Mudde said. Politicians "like Marine Le Pen in France, Viktor Orbán in Hungary, and Donald Trump in the US, combine populism with [anti-immigrant] nativism and authoritarianism," he added.

Commentators - from Time magazine to the President of the European Commission - have been warning about the rise of right-wing populism for years. But in reality, it's nothing new. "Political scientists have been catching on to this for the last 25-30 years," Dr Moffitt says - but admits "there's been an acceleration." Experts point to both societal changes like multiculturalism and globalism, and more concrete crises as behind the rise of populist parties in Europe. Martin Bull, Director of the European Consortium of Political Research (ECPR), says the emergence of populist parties in Europe could be seen in the early 2000s - but they remained small for several years. The swell in support seemed to happen "from 2008 - and particularly in 2011, when the banking crisis turned into a sovereign debt crisis", he said. It was a rare occasion when an elite class - the wealthy bankers - could be identified as more or less directly responsible for a crisis which affected the majority of society.

'I am the people': In his book *The Global Rise of Populism*, Dr Moffitt argues that there are other traits associated with the typical populist leader. One is "bad manners", or behaving in a way that's not typical of politicians - a tactic employed by President Trump and the Philippines' President Duterte. The other, he says, is "perpetuating a state of crisis" - and always seeming to be on the offensive. "A populist leader who gets into power is 'forced' to be in a permanent campaign to convince his people that he is not establishment - and never will be," according to Prof Nadia Urbinati from Columbia University. She argues that populist content is "made of negatives" - whether it is anti-politics, anti-intellectualism, or anti-elite. Here lies one of the populism's strengths - it is versatile. It is "extraordinarily powerful because it can adapt to all situations," she said.

Another common thread among populist leaders is they tend to dislike the "complicated democratic systems" of modern government - preferring direct democracy like referendums instead, according to Prof Bull. That also ties in to its links to authoritarianism, he argues - a lack of trust in the established system gives rise to "strongman" leaders. "Ultimately, the leader makes the decision in a way that just isn't possible in traditional democracies," he says. That sentiment is perhaps best embodied by the late left-wing Venezuelan President Hugo Chávez, who once said: "I am not an individual - I am the people". Such thinking "can lead to people thinking they're infallible," Dr Moffitt said. "It restructures the political space in a new and scary way". After all, if you're not with "the people" - then you must be against us.

That is why populist leaders are often viewed with suspicion - and why the term is often used as a type of insult for a politician who promises too much. It's what Prof Bull says is called "irresponsible bidding". "In order to garner support, they're quicker than the establishment party to make offers, or to promise to change things... that on closer inspection may not turn out to be feasible," he said. "You might question how good that is for democracy," he added.

More articles on the challenges facing democracy and what needs to be done	
 <i>Interrogating the Future of Digital Democracies, Observer Research Foundation</i>	 <i>Why we need to reinvent democracy for the long-term, BBC</i>

Application: Is democracy an effective form of government?



Scan the QR code to watch the video titled "Democracy is still the best form of government". Consider how **freedom** and **order** in democracy leads to a thriving society or a dysfunctional one.

Thriving Society	
+ Benefits of focusing on freedom	+ Benefits of focusing on order
Freedom	Order
- Downsides of over-focusing on freedom to the neglect of order	- Downsides of over-focusing on order to the neglect of freedom
Dysfunctional Society	



Scan the QR code to read articles on freedom and order in democracy. As you read, think about which is more important: freedom or order? Are they mutually exclusive or can they co-exist? Continue to fill in the table above as you read.

Drawing Generalisations

After reading the articles and considering the benefits and downsides of freedom and order in democracy, what generalisations about democracy can you make?

Democracy is most effective when

Further Discussion Questions

1. Consider the view that efficient government is more important than democracy. (2011 – Q3)
2. 'In a free society, there should be no restrictions on freedom of speech.' Discuss. (2020 – Q11)
3. 'In times of crisis, governments should aim for compliance rather than consensus.' Discuss. (SAJC2021PEQ12)

Inquiry Question:

What makes a good leader?

At the end of the lesson, students should be able to:

- ✓ Define the qualities of a good leader
- ✓ Understand the impact of good leadership on a country

• Leadership •

Reading Set 3

Article 1: What is a leader?

The Oxford Dictionary defines a leader as one who leads or commands a group, organisation or country. A leader affects the behaviour of followers in a situation and as such, the concept of leadership must be understood in relation to followers. While the qualities of good leadership may vary from person to person according to differences in the area of operation and expertise, there are some common traits of **good leadership** which remain the hallmark of most leaders.

Charisma

Charisma is an abstract and a powerful personal quality of a leader that attracts and impresses other people, sometimes even to the point of hypnosis to toe the prevalent political and religious line. Political leaders endowed with this 'x-factor' include Martin Luther King (1929-1968), who was seen as the preeminent leader of the African-American civil rights movement in the 1960s, galvanising millions of disenfranchised Afro-Americans to stand up against the racial discrimination they faced in their everyday lives.



Persuasion and Oratory Skills



Charismatic leaders are very often extraordinary orators. They not only attract the people through the content of their speech but are also able to convince through a strong delivery. Former British Prime Minister Winston Churchill was considered a great speaker who rallied the entire nation during World War II against the German forces with the sheer power of his oratory. Despite a strong speech impediment, and a predilection for large amounts of alcohol that slurred his words still further, Churchill's speeches are well-remembered and celebrated.

Intelligence & Good Judgement

Good leaders have to be good decision-makers too. Such individuals have strong analytical ability, take strategic decisions, have the ability to formulate solutions to difficult problems, adapt to changing situations and create well-thought-out plans for the future. Former Singapore Prime Minister Lee Kuan Yew is widely recognised as the founding father of modern Singapore, transforming her from a relatively underdeveloped colonial outpost with no natural resources into a First World Asian Tiger.



Determination and Drive



Leaders with determination and drive often tend to wholeheartedly pursue their goals, work long hours, are ambitious, and often are very competitive with others. Steve Jobs, former CEO of Apple, is one famous example of a driven CEO who worked relentlessly to build Apple into one of the world's greatest consumer electronics companies. Sadly, he suffered from a rare form of pancreatic cancer and passed away in 2011.

Integrity

Such individuals are truthful, trustworthy, principled, consistent, dependent, loyal, and not deceptive. Leaders with integrity often share these values with their followers, as this trait is mainly an ethics issue. It is often said that these leaders keep their word and are honest and open with their followers. It must be noted that depending on the organisations they lead, not all leaders aspire to have integrity nor need to have integrity to lead effectively.

Adaptability

Adaptability is a key leadership trait that good leaders have to possess in today's ever-changing world. Since beginning his pontificate six years ago, Pope Francis has kept wide-spread popularity throughout the world. Unlike his predecessors, he has proven capable of bringing people together and making his faith look credible. He initiated significant economic reforms at the Vatican, published a report condemning unbridled capitalism, and fuelled an evolving discussion on being more tolerant of divorce and homosexuality in the Church—uncomfortable issues the Church has refused to discuss for years.



Just as there are individuals who exemplify good leadership, there are leaders who exemplify the traits of **poor leadership**.

Dictatorial Rule and Human Rights Abuses:

Bashar al-Assad: The Arab Spring that has rid Tunisia, Egypt, Yemen and Libya of their dictators spread to Syria too in March 2011. However, the government, led by President Bashar al-Assad responded with heavy-handed force, not ceasing to open fire on demonstrators. As the crackdown dragged on, thousands of soldiers and high-powered government leaders defected to the opposition, and the country degenerated into a full-fledged civil war. Al-Assad has had no qualms sending tanks and missiles into restive cities to quell the revolution, and there have been reports of massacres in villages by Syrian security forces and even a suspected chemical weapons attack on the outskirts of Damascus which killed hundreds. As of December 2019, it is estimated that the civil war has killed at least 380,000 and led to more than 6 million refugees fleeing to neighbouring countries.



Incompetence:



Nicolas Maduro: The current President of Venezuela is currently the world's most embattled political leader. Venezuelans take to the streets daily to violently protest his incompetent government amid crippling food and medicine shortages—74 percent of Venezuelans have lost an average of 19 pounds over the past year, and roughly 80 percent of basic medicines are unavailable. Maduro has the misfortune of presiding over a country whose economy is almost wholly dependent on oil (over 95 percent of export revenues come from it) at a time of low oil-prices, a problem compounded by severe financial mismanagement over many years. His bumbling attempts to quash dissent, epitomized by his recent attempt to abolish the National Assembly, retreated at the popular backlash. Maduro also lacks the political charisma of his predecessor, the still-revered Hugo Chavez. So far, Maduro has used a combination of police forces, the National Guard and armed militias to contain the protests.

Corruption

Najib Razak: Malaysia's ex-Prime Minister Najib Razak, who took over the premiership in 2009, established in the same year an economic-development investment fund called 1Malaysia Development Berhad (1MDB). More than \$1 billion ended up in Najib's personal account, which at a certain point he tried to pass off as a "gift" from the Saudi royal family. He was backed up by Malaysia's attorney general, who reported that the money constituted a legal donation, and that "most" of it was returned. Unsurprisingly, the political party he led – the United Malays National Organization (UMNO) – lost the Malaysian general elections in 2018. Shortly after the political loss, Najib was arrested by the Malaysian Anti-Corruption Commission (MACC), investigating how RM42 million (US\$10.6 million) went from SRC International into Najib's bank account. Police seized 1,400 necklaces, 567 handbags, 423 watches, 2,200 rings, 1,600 brooches and 14 tiaras worth \$273 million from his home. He is currently on trial for multiple charges of abuse of power and money laundering.



Disregard for Rule of Law:

Rodrigo Duterte: Apart from his foul mouth, Philippines' current President Duterte "the Punisher", is accused of killing over 4000 suspected criminals (often drug-related crimes) through death squads without trial within a short span of slightly over 6 months. Rights activists claim that he has used death squads to kill thousands of suspected criminals, but he insists that "innovating" the rule of law may be necessary at times to protect the innocent people from criminals and ensure peace and order. As of November 2016, Duterte said that he has already started the groundwork for possible suspension of the legal provision that requires a person under arrest to be brought before a judge or into court to ensure the detention is lawful.



Article 2: Lee Kuan Yew's Leadership: Model for China?

By Benjamin Ho, RSIS

DESPITE being the last country in Southeast Asia to formally recognise the People's Republic of China in 1990, Sino-Singapore relations are highly advanced; the city-state engages deeply with China in multiple dimensions of bilateral ties – economic, cultural and political.

The relationship was built up in large measure by the first Prime Minister Lee Kuan Yew, beginning with his path-breaking visit to China in 1976 when he called on Chairman Mao Tse-tung. In his condolences to the Singapore government over the passing of Mr Lee Kuan Yew, Chinese president Xi Jinping described Lee as an “old friend to the Chinese people [who is] widely respected by the international community as a strategist and a statesman” as well as the “founder, pioneer and promoter of China-Singapore relations”.

Lee Kuan Yew's leadership as a model for China?

Notwithstanding his opposition to the Communist Party of Malaya in the 1950s and 60s, during the early years of the People's Republic of China, his friendship and goodwill with subsequent Chinese leaders grew, most notably Deng Xiaoping, whom he first met in Singapore in November 1978. Lee described Deng as the “most impressive leader I have met”. In his memoirs, Lee recollected that he had “never met a communist leader who was prepared to depart from his brief when confronted with reality...At 74, when he was faced with an unpleasant truth, [Deng] was prepared to change his mind.” This included changing China's view of Singapore, which till then, was perceived as a “running dog” of the West.

As noted by Harvard's Ezra Vogel: “A few weeks after Deng visited Singapore, this description of Singapore disappeared...Instead, Singapore was described as a place worth studying for its initiatives in environmental preservation, public housing, and tourism.” And Lee went on to persuade Deng to call off the CCP's support for the CPM's insurgency in Malaysia, Thailand and Singapore.

Indeed, China's benevolence towards Singapore over the past two decades should not be explained as simply for securing markets for its economic exports or for geo-strategic reasons. The focus, instead was on domestic governance in so far as Singapore represented a model of efficient and effective government that provided prosperity and stability for its people. In 2012, President Xi ordered China Central Television to produce a series on Singapore for the benefit of Chinese learning.

Studies in Chinese leadership patterns have shown that a paternalistic leadership model to be most reflective of indigenous Chinese preferences. Defined as a type of leadership that combines strong and clear authority with concern, consideration, and elements of moral suasion, such a leadership style is identified with transformational leadership, one that places the leader as the agent of transformation, whereas the organisation and the followers are the target of the transformation.

Transformational leadership also obliges the leader to transcend the individual interests of the followers, while at the same time uniting them behind the collective interests of the organisation, a posture that befits the Confucian ideal of the sagely king or the superior gentleman. The Chinese saying, “If a leader sets a bad example, subordinates are likely to follow suit” (shangliangbuzheng xialiangwai) relates well to both Singapore and China, societies that are – in varying degrees - influenced by Confucian thought patterns.

Indeed, the need of a strong – and upright - leader features prominently in Chinese politics, more so when at stake is the effective governance, survivability and prosperity of a country of 1.3 billion people. Not merely as servants of the state reflecting and representing the will of the people, the Chinese leader is expected to lead the nation, to the extent of over-riding popular will, if he deems necessary.

Lee Kuan Yew as leader par excellence

Lee's decision-making process can be best summed up on the basis of “what works” – often defined by stability and orderly progress - rather than “what is demanded” by popular opinion. Lee's disdain for the “marketplace of ideas” was also seen in the manner in which he selected his inner circle of political confidantes regarding policy-making matters. Lee's “three orbits of leadership” as observed, comprised of an inner ring whose members were Goh Keng Swee, S. Rajaratnam, and Toh Chin Chye; the second and third orbits consisted of allies he respected and trusted and those who have proven themselves competent.

In Cabinet meetings, he valued quality of opinions more than the quantity of votes, as Lee himself puts it, “In the Cabinet, I would say there were about five or six strong ministers with strong views. And you want to get a consensus if you can. If you can’t, then you get the majority in numbers: I would prefer the strong ministers to back the policy. If one or two strong ministers strongly felt, very fervently, against the policy, I would postpone it because I would take their objectives very seriously”.

Strong leadership, in Lee’s mind, also meant not bending to the pressures and interests of external powers, particularly that of more powerful countries. This was crucial in the early years of Singapore’s independence in which it had yet to establish deep ties with the international community.

Former head of the Singapore public service Lim Siong Guan, who served under Lee, relates how Lee had instructed him in the conduct of the country’s foreign affairs: “Lee told me that in the course of my work, I would be dealing with foreigners, and advised: “Always look the foreigner in his eyes. Never look down. You are dealing with him as a representative of Singapore. Conduct yourself as his equal.”

Leadership transition in both Singapore and China

Given Lee’s towering influence on Singapore’s political scene, Singapore’s political transition from first to third generation of leaders has been remarkably smooth – an attribute that is also shared by the ascension of President Xi Jinping to power, notwithstanding the factional differences that are the hallmark of one-party systems. This is where comparisons between Singapore and China end.

Given the changing social demographics in Singapore and the opening up of its socio-political space, the one-party model that has served Singapore for the past 50 years since its independence cannot be indefinitely taken for granted, as various scholars have observed.

But for China to acquiesce to such proposals for liberal political reforms is unimaginable, given the present climate where President Xi is said to wield unprecedented power, both personal and within the party. As Elizabeth Economy puts it in a recent Foreign Affairs article, if Xi’s reforms could yield a “corruption-free, politically cohesive, and economically powerful one-party state with global reach”, it would be like “a Singapore on steroids”. Whether China is able to achieve the Chinese Dream remains to be seen, but what is certain is that the political legacy bequeathed by Lee is instructive for China’s future.

Article 3: How Trump Embodies the Definition Of A Bad Leader (edited)

Frances Bridges, Forbes



He Refuses to Accept Criticism

Numerous leadership experts find that one of the most important aspects of good leadership is accepting criticism. Leaders who surround themselves with honest brokers who give candid feedback they listen to make better decisions and are better leaders than the ones who do not. In contrast, one does not need to look farther than Trump’s twitter account to see how poorly he handles criticism. Back in February he unleashed a twitter tirade against Cliff Sims, a former aide whose book, *Team of Vipers: My 500 Extraordinary Days In The White House*, is a critical

account of his time in the administration. The President claims he was inconsequential and that he barely knew him, but he still warranted a response from the President of the United States.

He unleashed a twitter rant against the FBI and CIA, because the intelligence they gathered did not support his positions on Iran and North Korea. It is by far the first time Trump has attacked the U.S. intelligence community and members of his own administration on twitter. Instead of gathering and contemplating more information, and considering the substance of the criticism, he is defensive, bombastic, quick to blame others and punch down with his rash, jeering tweets, and crude, witless insults. He does not exhibit the humility, self-awareness or the sense of humour to accept criticism and better himself.

He Refuses to Evaluate Errors and Change Course When Presented with New Information

Trump does not thoroughly evaluate any of his policy decisions outside of what he believes is in his political interest. The foremost example of this is when he pulled out of the Paris Agreement, which endangers not only the country but the world as the impact of climate change continues to escalate in the U.S., with increased wildfires, floods and hurricanes. In October of last year, the U.N. scientific panel released a report that found a strong risk of crisis, it "describes a world of worsening food shortages and wildfires, and a mass die-off of coral reefs as soon as 2040." In the face of overwhelming scientific evidence that climate change is real, and carbon emissions caused by man are partially responsible, that he would reward the financial interests of his political base at the expense of the country and the rest of the world is unconscionable, and just one example of how he serves his political interests above all else, and doesn't change or reconsider his opinions or objectives when all evidence states the contrary.

He Does Not Do What Is Right in The Long Term

Dr. Martin Luther King ended his partnership with President Lyndon B. Johnson when he spoke out against the Vietnam War in 1967, after passing The Civil Rights Act together in 1964 and the Voting Rights Act in 1965. It was a decision King knew would bring a lot of backlash for him and the civil rights movement, but like he changed the hearts and minds of many Americans in regards to race, he felt an obligation to do the same with the war in Vietnam. Though it was a controversial stance at the time, history proved King was right. When King spoke at the National Leadership Assembly for Peace, he concluded his speech stating, "Ultimately a genuine leader is not a searcher for consensus, but a moulder of consensus."

From the early days of his administration, Trump has made incredibly unpopular decisions: the Muslim travel ban, pulling out of the Paris Agreement, unravelling DACA, pulling out of the Iran Nuclear Deal, campaigning to build a wall at the southern border, banning transgender individuals from the military, pulling out of Syria, etc. Trump's decisions and often racist, misogynistic, xenophobic rhetoric have deepened an already stark political divide in the country- not only is he not a moulder of consensus, he creates and fuels division. His actions are politically motivated, and are dictated by election cycles and not by a long-term vision or strategy, or the best interest of the country.

He Does Not Take Care of His People

It would be logical to conclude by reading the news around the chaos and record-setting turnover in this administration that Trump does not care about the people who work for him. Trump is quick to yell, upbraid and hold his staff accountable for his own mistakes. One example was Trump's treatment of his former attorney general, Jeff Sessions. After Sessions recused himself from overseeing the independent counsel's investigation into Russian interference during the election, Trump disparaged him publicly time and time again hoping he would resign because he was incensed Sessions recused himself. He did not have the nerve to fire him, so he kept embarrassing him hoping he would resign. Trump finally asked for Sessions' resignation in November 2018, nearly two years after the special counsel's investigation started.

Former Secretary of Defence Jim Mattis resigned in response to Trump's plan to pull troops out of Syria and his treatment of U.S. allies, and Trump initially thanked him for his service, tweeting he had "retired with distinction," but he did not read the resignation letter. When Mattis' resignation letter was released and the media interpreted it as a rebuke of Trump, the president forced him out two months before his stated day of departure. There are countless examples of Trump abusing his staff, and Maggie Haberman of the *New York Times* reported that his family is not excluded from that.

He Has No Empathy





Doris Kearns Goodwin discusses empathy in *Leadership in Turbulent Times* and how Presidents Abraham Lincoln, Lyndon Johnson, Teddy Roosevelt and Franklin D. Roosevelt all had it, and needed it to face the significant challenges they all faced during their respective presidencies. Kearns Goodwin writes that Lincoln and Johnson were born with it because they grew up poor, but that the Roosevelts had to acquire it in adulthood as they formed friendships outside their social class, and learn it through their life experiences.

Trump's lack of empathy is on full display, most especially after the death of Senator John McCain, who he taunted for being a POW during the Vietnam War during the presidential campaign and continues to taunt,

jeer and disparage months after his death from a malignant brain tumour. Trump lashes out at McCain randomly, for everything from his class placement at the Naval Academy to voting against the repeal of the Affordable Care Act though he has passed. Trump has also championed the family separation policy at the border (though he now denies that, and insists it was an existing policy) and only rescinded it under enormous pressure from both political parties. His inability to understand other perspectives and appreciate the experiences and expertise of others made him a poor businessman and it makes him a bad leader and president.

Application: What Makes a Good Leader?

Scan the QR codes below to read articles about other leaders. As you read, think about the questions in the table below and fill in your responses.

 <p><u>Volodymyr Zelenskyy</u> <i>The value of virtue: 7 reasons why Volodymyr Zelenskyy's crisis leadership has been so effective</i></p>	 <p><u>Vladimir Putin</u> <i>'The psychology behind his destructive leadership – and how best to tackle it according to science'</i></p>
 <p><u>Jacintha Arden</u> <i>"New Zealand's Jacinda Ardern wins big after world-leading Covid-19 response."</i></p>	 <p><u>Joko Widodo</u> <i>A unifying 'outsider' with an ambitious Golden Indonesia plan</i></p>

Guided Annotation

Article:	Article:
1. What is the main issue discussed in the texts?	
2. What are some key elements of leadership mentioned?	
3. What are some notable examples?	
4. Are there vocabulary or expressions that you could use in your writing?	
5. Are there any words, ideas, or concepts that you need further clarification?	

Drawing Patterns

6. What are some connections or common ideas that you can find between the two texts?
7. Are there ideas that are contrasting or different across the two texts?

Drawing Generalisations

Craft a generalisation about the qualities of good leaders based on the articles and discussion from the application section.
Good leaders <hr/>

Further Discussion Question:

'A good leader must always look beyond the needs of his or her country.' Do you agree? (2003 Q2)

• Leading in the VUCA world •

VUCA is an acronym – first used in 1987 – to describe or to reflect on the volatility, uncertainty, complexity and ambiguity of general conditions and situations.



Scan the QR code on the left or go to <https://bit.ly/2ZJK5KA> to watch a short video on the VUCA world.

The following articles examine the challenges faced by global leaders, as well as the global leadership crisis, in the increasingly volatile and challenging world that we live in. As you read the articles, consider the essential qualities that leaders need to cultivate in order to navigate their countries through these hard times.



Article 4: Future of Government

LKYSPP, 2018

Turbulence and unpredictability define our era and governments around the world are navigating stormy seas of diverse challenges, especially in a VUCA-world that is characterised by volatility, uncertainty, complexity and ambiguity. While hyper-connectivity and technology offer the opportunity for better governance, it poses a potential challenge of greater instability. In this context, how can governments deliver meaningful services that demonstrate value to a diverse group of people, and what are the challenges that lie ahead?

Mastering big data

The rapid pace of digital development is a defining characteristic of our times. The proliferation of smartphones worldwide is creating massive amounts of data ripe for analytics. Whether it is daily

commuter movements throughout transport systems, banking transactions, currency movements, or footfall in public places, data provides policymakers with a wealth of insights useful in planning.

However, this doesn't mean that life is easier for governments. There is a scarcity of talent in data analysis and a paucity of expertise in dealing with this ocean of information. There are also higher expectations from citizens for data privacy and transparency. Hacktivists behind emerging cybersecurity threats transform the way in which transparency demands confront governments. Moreover, the power of social media can unite citizens in rallies and demonstrations.

To counteract this, policy managers in the public sector need to become not only digitally literate, but also be able to leverage the power of social media campaigns by engaging with both the highly educated and less educated, the optimistic and the cynical.

Black swan events

Although data is now able to help predict unexpected occurrences, disruptive events such as the Indian Ocean tsunami of 2004 and the 2011 Fukushima nuclear disaster remain outside the capabilities of data prediction. They can overwhelm governments' ability to react even with contingency planning in place and can cause significant and unforeseen chain reactions. For example, extreme weather events can cause disruption to the energy supply infrastructure. And it is likely that these black swan' events will become the norm, rather than the exception, in the years ahead.

Governments will need a fundamentally different approach to public management systems. They will have to rapidly develop 21st-century capabilities to respond to both micro-trends (such as small, low-probability developments) and mega-trends (such as urbanisation, climate change and an ageing population). Tried and trusted resilience-building strategies, such as stockpiling resources and building reservoirs, will need to be supplemented with planning, forecasting and scenario building.

The rise and fall of political authority

In a world where technology and globalisation have led to increasing public awareness of the workings of government, the greater transparency has not necessarily resulted in greater appreciation. Such contradiction manifests itself in the populist sentiments that are sweeping across the world and resulted in political upsets such as Brexit and Trump's U.S. presidential victory, or in civil unrest and uprisings in the public square like the Occupy Central movement in Hong Kong.

This is 'authority turbulence': unpredictable, rapid dynamics which influence how public leaders and institutions acquire, consolidate and lose authority when grievances are real or even perceived. The radicalisation of some Western teenagers by the Islamic State is an extreme example: modern state authority is being abandoned in favour of traditional and charismatic (and often deadly) authority.

This increasingly turbulent environment in which authority and legitimacy have to be acquired, earned, and maintained over and over again, forces public leaders to balance distributive and collaborative leadership with tough and decisive leadership at the same time. Administrative leaders will have to invest in political capabilities to manage ever faster changes of governments, and in maintaining domain expertise because this legitimises their existence in the eyes of officeholders and stakeholders.

Ageing and population growth

Political instability is aggravated by demographics that are putting societies under strain. The ageing population around the world has associated costs that are difficult to predict.

However, the burgeoning youth population in developing countries is adding to the global workforce. This has led governments in developing countries to rethink the size of their welfare state.

Their challenge is to achieve growth levels that allow the economy to absorb this exploding demographic. This requires governments to articulate complex policy architectures, and forge new career structures, work-life balances and longer work periods that may see retirement ages creeping upwards. In developed countries such needs will have to be balanced against social welfare policies which are under pressure.

Ultra-urbanisation and megacities

As populations burgeon and age, decisions on where people choose to live change and have attendant implications for the economy. Across Africa and Asia, megacities are emerging as centres of economic activity, creating pronounced differences in development between rural and urban areas.

In countries such as China, where Beijing and Shanghai are top-tier cities, there are 135 smaller second-tier cities whose policies are increasingly driven by mayors and city managers. This shift is increasingly pivoting growth and governance innovation from the national to the local level.

As cities become magnets for population, drivers of economic growth, and pioneers of technological innovations such as driverless cars, electric vehicles and robotics, public sector leaders will need to broker deals between central governments and outlying municipalities competing for resource allocation.

Forging new governance partnerships

The rise of the informal city states is accompanied by the rise of new actors and social agents, non-government organisations (NGOs) and non-profit organisations that governments need to leverage social collaboration from.

The delivery of public services is no longer the sole responsibility of governments. A trifecta of corporations, local government and NGOs is increasingly collaborating on policy and decision-making. In Australia, for instance, corporations, educational institutions and local governments are joining forces to reskill new workers to remain employable at a large aviation company that threatened to leave the area. Public leaders therefore increasingly find themselves developing innovative partnerships which leverage and synthesise the best that the public, the private and the voluntary sectors have to offer. Ignoring these different sectors will not create value moving forward.

Numerous challenges exist in the VUCA-world today, and it remains to be seen how successfully governments of both young and established democracies will have to keep evolving in embracing new roles, skills and competencies to meet them.

Consider:

What are the 3 biggest threats in today's VUCA world? How will they affect Singapore?
What kind of leadership qualities do we need to deal with such threats?

• Sample Student Essays •

'A good leader must always look beyond the needs of his or her own country.' Do you agree? (2003 AlviQ2)

Some names are inscribed in history with golden letters: religious icons, fathers of nations, people who changed the way we lived – people who were termed as 'good leaders'. What is more important to be examined is what these people did to be labelled in such glorious terms. Did they live and die surrounded by the thoughts of their own nation, meticulously improving upon their own little corner of the universe? Or did they set upon a more onerous task – that of looking beyond their nation's needs and leaving a legacy for an entire world to ponder upon? While both paths have been well-trodden, I believe that a good leader is one who is grand in his or her ideals and perspective and can consider more than just the needs of his or her country.

In this age of globalization, this quality in a leader is all but a necessity. Gone are the days when the aphorism 'what happens in Vegas stays in Vegas' can be thought of as a realistic motto. Today, each and every country is so interlinked by ties of trade, politics, research or even tourism that truly enough, a butterfly's wing flap in one corner can stir up a storm in another. A good leader for our times must realize this fact and work not only for one's designated areas of space but rather for everyone who touches, or is touched by, one's country, which in our age refers to the entire world. For example, the Eurozone and its current financial crisis gravely highlights the importance of collective action on the part of countries and a leader looking beyond one's own country – even sacrificing some benefits – for the sake of the greater good. As it is, Angela Merkel has not only emerged as Germany's Chancellor but also as the European leader, working feverishly behind the scenes to stabilize the European economy. It is painfully clear that in this global village, we prosper together, or conversely, fail together. A good leader will ensure that it is the former and thus looking beyond the need of one's own country is important for this cause.

Looking at the needs of other nations also aids the leader in establishing good ties with other nations. This can be mutually beneficial, leading to cultural, technological and political benefits from forming multiple cooperative links. For a small nation, helping other nations meet their needs can buy goodwill and allies, ever so useful in times of trouble. This is what Singapore, once termed a 'little red dot' by a former President of Indonesia has done in the ASEAN region, contributing financial aid and disaster relief generously to her neighbours when they are stricken with the occasional natural disasters, for example helping the Indonesian government with post-tsunami building efforts in Aceh. However, how about larger nations then? Surely, they would not need goodwill and allies when it is other nations that need their assistance instead? It is without a doubt that the leaders of large nations too benefit from looking beyond their nations' needs as they build their stature in the region and the world and can further the causes of their countries on a global scale instead. The leaders of China, for instance, have increased her presence in several African nations, pledging US\$20 billion to these states for infrastructure and agriculture in the next three years, also offering training, scholarships and medical aid. It is not coincidental that China's aid to Africa has expanded rapidly in the last decade as the continent has become a major source of natural resources, such as oil from Sudan and Angola, and copper from Zambia and the Democratic Republic of Congo. China's aid packages are part of a larger effort to ensure her energy security as the nations of the world compete for increasingly scarce natural resources. While much can be said about Singapore and China's pragmatic approaches to diplomacy, it is nevertheless undeniable that prudent leaders can appreciate that looking into others' needs will be reciprocated on the international stage.

A good leader must also work towards furthering humanitarian and liberating causes beyond one's own country. In the world of perfect information – where we know exactly how many children are hungry in Africa and how many people are being martyred for freedom in the Middle East – a leader who merely sits and cites these as 'somebody else's problem' is not a leader at all. The United Nations Charter and almost all constitutions of the world place the responsibility of ensuring happiness, justice and equality on the broad shoulders of such leaders and they must rise up to the occasion. True enough, world leaders have stepped forward whenever the situation called for it. A notable example in world history is how the UN General Assembly passed resolutions condemning South African apartheid policies, leading to international sanctions and sporting boycotts against the nation, which eventually isolated her. After decades of fighting such sanctions, South Africa eventually ended apartheid policies in 1990. More recently, at the call of the suppressed people of Libya, NATO leaders stepped forward to end the authoritative regime in the country.

with military intervention. They also provided good offices for a smooth transition for the country into a democracy after the capture and death of dictation Muammar Gaddafi. It is important for every good leader to aid such causes that ensure the betterment of humanity regardless of whether such causes take place in one's backyard or others'. After all, such is the moral obligation of one man towards another, not to mention those who have greater authoritative influence, and therefore a greater responsibility to act in the best interests of humanity.

Some political realists might point out that the endeavour to look beyond the needs of one's own country holds little personal reward for the leader as one is mostly supported by the local populace and therefore should only cater to people's needs. I find this view somewhat myopic, if not selfish. A good leader will leave his or her mark via the policies implemented and ideologies adopted, which will stand against the test of both time and space. For example, the non-violence of Mahatma Gandhi worked well in India – his own country – but he also urged other countries, particularly Germany, to follow the same in his many letters to Hitler. His interests in the needs of Jews from the other countries established him as a respected figure in Europe. Similarly, Karl Marx's historical materialism was developed in Europe in the backdrop of many revolutions but he also appealed for the well-being of workers in other countries in Asia. Therefore, his ideologies live on and he remains a revered leader in socialist countries. True leaders have long-lasting and impactful influence through their ideologies and beliefs, only then can they be remembered as good leaders long after their time.

It is also said that such endeavours hold little rewards for the leader's country, to which his first obligation lies. Therefore, looking at the needs of other countries may be done in leisure time but should have relatively lesser importance for the leader. In the light of recent events, this is a naïve viewpoint, as can be seen through the examples of two different policies taken by the same country – USA. USA ignored the consideration and needs of many Middle Eastern nations and inspired much ill-will through incidents like not censoring incendiary media, for example the recent short movie "the innocence of Muslims" or allowing the heretical defacing of the Koran in their military camps in Afghanistan. As a result, anti-Americanism is rampant in this region and populations are reported to have been largely polarized in favour of the extremist forces that have caused much grief in US itself. On the other hand, USA also furthered the cause of democracy in Myanmar at the call of the people. Today when the country has finally transitioned into elected governance, American firms have been rewarded with the first-mover advantage in Myanmar for mutual benefit of both parties. This proves the fact that the needs of the other countries and responses to them are important for a country's own sake as well. A good leader will be able to have the long-sightedness to predict rapidly shifting realities and move in ways to maximise the benefits for everyone involved in the situation, including their own countries.

In the end, the question is simple: who is a good leader? It is someone who works for the betterment of people – leading them to a more just and equal society. He is someone who understands the value of collective action and can foresee the consequences of any actions or inactions towards others. He is someone who understands the changing nature of our world and the roles that individuals and countries play in it. All of these points to a singular quality: he must be someone who must always look beyond the needs of his own country.

Navya Sinha 12S103.

Review

Well-stocked with examples, this essay demonstrates the importance of reading widely in order to write cogently. While some arguments may sound a little repetitive and heavy on the examples at parts, the arguments are nevertheless very sound and insightful.

Is it ever justifiable for a government to use violence against its own people? (MJC2013JC2MBTQ1)

After the First World War, Syria was hacked from the carcass of the Ottoman Empire. After the Second World War, it won its independence, eliciting a pervasive euphoria amongst its people. After all the infighting that rages in this once-idyllic state and the torrents of abuses and violence that the government is dishing out against its own people, Syria may now cease to exist. Certainly, Syrian President Bashar al-Assad is not the first leader to use violence against his own people. Throughout the history of mankind, governments around the world have used violence as a vital tool to uphold retributive and rehabilitative justice. Yet today, with the surging of new waves of democracy and the shattering of the notion that governments are omnipotent, we ask ourselves whether it is ever justifiable for a government to use violence against its own people. I, for one, believe that the government is well within its rights and obligations to utilize violent methods to deal with the likes of dissidents, rebels and criminals because it has to be concerned with the interests of the larger majority of its people, whose safety may be undermined if these outlaws are not restrained. With that said, it is important to note that violence should not and cannot be used against peaceful citizens for the furtherance of personal interests, in the way that Gaddafi in Libya and Al-Assad in Syria have.

When the government reaches a crossroad where it has to choose between the security of the majority of its people and the sacrifice of the interests of a minority that is wreaking havoc, this is when it has to use violence to deal with these groups of uncooperative citizens resolutely and with conviction. One reason why a government would use violence against its own people would be to tackle people who are threatening to tear apart the social fabric of the country and undermine the physical well-being of its people. One such group of people is the political dissidents who spread malicious and distasteful opinions just to sow discord between the government and its people. These people propagate untrue rumours and create internal conflicts within the country. For example, in Tibet, monks with political agendas are resorting to self-immolation in the push for independence from China. They use methods of self-harm and propaganda to undermine the stability of the country. Given the provocative nature of such actions, the Chinese government has to use violent methods against these people immediately, to remove the source of the unrest before social harmony and camaraderie between its people are affected. In Singapore, the ruling government implemented the Internal Security Act, which allows the government to imprison and punish political dissidents without a trial. This was done in consideration of the fact that Singapore, being a young multicultural community, is even more vulnerable to such divisive actions. Therefore, given the importance of a cohesive community, a government is justified to use violence against its own people to prevent a minority from tearing apart the social fabric of the country and hurting others.

Violence can also be used to uphold retributive justice. Murderers may be hanged and rapists, possibly caned. A government can use harsh punishment, including violence, against its own people who have committed crimes, so as to punish criminals who have flouted the law. This serves the function of deterrence, sending out a strong message to others to not commit crimes and undermine the legitimacy of the judicial system. The idea of "an eye for an eye, a tooth for a tooth" resonates well here. In fear of violent punishment, potential criminals will think twice before they act. This is evident in Liberia, where the number of rape cases fell by 13.4% after the ruling government implemented a series of heavy-handed measures to deal with rapists, such as caning. This drastic decrease shows the effectiveness of violence in upholding retributive justice and ensuring that law and order would be well-preserved. Given the potentially immense benefit to the law-abiding community and society at large, a government is justified in using violence against its own people, those who have shown contempt and a blatant disregard for the law.

Moreover, appropriate use of violence to curb crime and instability, even against its own people, enables a government to project a safe, secure and positive image in the eyes of the international community. As mentioned earlier, the mere threat of the use of violence is a powerful mechanism to ensure political and social stability. Should a government avoid the use of violence against its own people when the need arises, it may be seen as inept and unable to control its own domestic affairs. The possession of violence as a tool for punishment is a symbol of the authority and control over its people, to ensure law is enforced and stability protected. Hence, without the appropriate use of violence against its own people, the government would lose credibility. For example, in the Northern Ireland conflict, otherwise known as the Troubles, the government was unable to prevent the splitting of the country into two distinct religious factions and the eventual occurrence of a Bloody Sunday which resulted in the loss of lives of 26 innocent Irishmen – all this because the Irish government was apprehensive of using violence to tame the situation. As a result, the

Irish saw a massive drop in investments, tourism and consumer confidence. Both the Republic of Ireland and Northern Ireland lost credibility in the eyes of international observers as they were seen as unstable and incapable of ensuring their own internal security. Therefore, a government is justified to use violence against its own people so as to assert itself as well-run and capable of presiding over its own domestic affairs.

Yet, some may argue that it is not justifiable for a government to use violence against its own people as it betrays the duty of care that the government should have towards each and every of its citizens and that it shows a blatant disregard for the rehabilitation of its people who have committed crimes. These critics argue that the government should at all times, use rehabilitative and non-violent measures such as jail terms, counselling and other forms of treatment. Unlike decades ago, there is now an unmistakable shift in the political, economic, social, normative and institutional structures in many countries towards being nurturing and people-centric, and the use of violence can be seen as the government forsaking the minority of people who have erred and making examples out of them. Hence, it may be argued that a government is not justified in using violence against its own people as it is antithetical to the notion of duty of care and the use of rehabilitation. However, on this point, I beg to differ. While rehabilitation is indeed important for these criminals, the government should still be allowed to use violence so as to deter potential criminals and send a clear message to the citizens that the law needs to be respected and taken seriously, that the government is taking a heavy stance towards crime-busting. In India, a rape case happens about every half-hour. This is because of the lax laws that the government has towards these atrocities and the aberrations of such rapists usually go unpunished or lightly let off. As such, even the Verma committee, headed by the former Chief Justice, is proposing violent approaches such as caning or capital punishments to deal with this "rape culture" and instil a sense of respect for women. This shows that violence is still pivotal in a government's arsenal of weapons to deal with criminals. Furthermore, violence and rehabilitation are not mutually exclusive methods in combating crime. When it comes to rehabilitation, the assumption is that the criminals have some unresolved issues, mental illness or are lacking in some essential life skills, which rehabilitation and various treatments would then address. For some rational criminals, rehabilitation will not work and it may only be the threat of violence that ensures such criminals learn their lessons and not re-offend. Therefore, the government should be justified to use violence as it is able to deter would-be criminals and uphold the credibility of the justice system in the country, while also working in tandem with rehabilitation to restore the criminals to a life of contribution towards self and society.

Lastly, some may argue that it is not justifiable for a government to use violence against its own people, as it may often be in a bid to further their own personal interests. Autocratic countries are usually hurled with criticisms that they use violence to quash political opposition and instil a sense of fear in those who dared to go against them. Violence in these countries is usually used to stifle political freedom and limit the rights of citizens who contrive to sing a different tune from the government. The Arab Spring is a clear example of the way many dictatorial governments use violence to clamp down on political detractors. Gaddafi fired missiles and used the army to deal with civilians who embarked on peaceful protestations. Even towards the end of his rule, with the last remnants of power, he still used violence to take down those who opposed him, in a vain attempt to re-establish his own political power. More recently, there have been accusations that Syrian President, Bashar Al Assad used chemical weapons on neighbourhoods that were strongholds of the opposition, killing hundreds. On this point, I do concede that a government may use violence against its own people to further its own agendas, and not for the interests of its people. This is especially so in countries that are still mired in autocracy and live under vile dictators that oppress, such as Cuba and Venezuela. However, it is important to note that such dictatorships and abuses of violence will probably be a thing of the past soon. With the advent of technology, people have undergone a political awakening and have shown that they are no longer political ignoramuses that will condone the devious abuses of violence. The Arab Spring represents the empowerment of the people who will no longer be silenced and oppressed. Therefore, while I concede that a government may abuse the use of violence for its personal interests, it has to be pointed out that such blatant abuses are few and far between.

In conclusion, I believe that it is justifiable for a government to use violence against its own people most of the time, as long as it is in the best interests of the people. With appropriate use of violence against the minority who threaten the peace and stability, the interests of the majority can be best protected. In his inauguration, the UN Secretary-General envisioned a future for the world - that is safe, secure and sustainable. Such a utopian future may only be possible if governments are allowed to use violence to ensure the stability of individual countries.

Terence Yeo 12A101

Review: *An excellent essay which demonstrates very good analysis and breadth of knowledge.*

• A Level P1 Questions (2002 – 2021) •

LEADERSHIP

1. 'Power these days lies more with the people than the politicians.' To what extent is this true? (2021 Q3)
2. Should politicians pursue the popular viewpoint or their own convictions, if they conflict? (2020 Q8)
3. 'A leader's responsibility should always be to his or her own country, not other nations.' Discuss. (2019 Q6)
4. Consider the view that social media has more influence than politicians. (2019 Q4)
5. Do events, rather than politicians, shape the future? (2017 Q6)
6. 'The most influential individuals in history are those who have caused the most harm.' How far would you accept this view? (2012 Q5)
7. 'A good leader must always look beyond the needs of his or her country.' Do you agree? (2003 Q2)
8. 'No politician's reputation can survive the judgement of time.' How true is this? (2010 Q9)
9. 'The world would be a better place if more political leaders were women.' What is your view? (2013 Q1)

GOVERNMENT & GOVERNANCE

10. 'What an individual eats or drinks should not be the concern of the state.' What is your view? (2021 Q7)
11. Given greater levels of international cooperation, how necessary is it for countries to engage in the arms trade? (2020 Q7)
12. In times of economic hardship, should a country still be expected to provide financial or material aid to others? (2014 Q7)
13. The key criterion for good government is how well the economy is managed.' Is this a fair assessment? (2012 Q11)
14. When a government's finances for social welfare are limited, should they be directed towards the young or the old? (2015 Q11)
15. How far should a state have a right to monitor the actions of people within its borders? (2007 Q4)
16. To what extent should the State involve itself in the world of business? (2005 Q3)
17. 'People, not the government, should decide how to organize their lives.' Is this a fair comment? (2004 Q5)
18. How far should religion influence political decisions? (2009 Q7)
19. 'Power these days lies more with the people than the politicians.' To what extent is this true? (2021 Q3)
20. 'What an individual eats or drinks should not be the concern of the state.' What is your view? (2021 Q7)

DEMOCRACY

21. 'In a free society, there should be no restrictions on freedom of speech.' Discuss. (2020 Q11)
22. Is modern technology a benefit or threat to democracy? (2020 Q9)
23. How far, in your society, should unpopular views be open to discussion? (2013 Q12)
24. Consider the view that efficient government is more important than democracy. (2011 Q3)
25. 'Only educated people should have the right to vote in elections.' What is your view? (2009 – Q2)
26. 'The view of the majority is always right.' Do you agree? (2007 – Q1)