

CONTENTS

Volume 11 Issue 2 • Apr-Jun 2005

- 2 Governance Perspectives: South Africa
Interview with Geraldine Fraser-Moleketi
- 7 Singapore's Leadership Challenges: Developing Talent for a New Era
By Yong Ying-I
- 13 Framework for Leadership in Public Governance
Leadership and Policy Team, 24th Foundation Course
- 16 Practitioner's View
Lend Me Your Ears! Ten Tips for Writing Speeches
An IPD Seminar

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A group of participants of this year's *Foundation Course* wrote a paper outlining a conceptual framework for leadership by the government.

Bilahari Kausikan, Second Permanent Secretary (Foreign Affairs), *Ong Ye Kung*, Principal Private Secretary to the Prime Minister and *Albert Chua*, Principal Private Secretary to the Senior Minister spoke at a recent IPD seminar on writing speeches.

The opinions expressed in Ethos are those of contributors and do not necessarily reflect the views of the organization they work for, the Government or the Institute of Policy Development, Civil Service College.