

PETER HO**Senior Advisor, Centre for Strategic Futures**

Peter Ho Hak Ean is currently the Senior Advisor to the Centre for Strategic Futures. He is also a Senior Fellow in the Civil Service College. He is an Adjunct Professor with the S Rajaratnam School of International Studies, and a Visiting Fellow at the Lee Kuan Yew School of Public Policy. When he retired from the Singapore Administrative Service in 2010 after a career in the Public Service stretching more than 34 years, he was Head, Civil Service, concurrent with his other appointments of Permanent Secretary (Foreign Affairs), Permanent Secretary (National Security and

Intelligence Coordination), and Permanent Secretary (Special Duties) in the Prime Minister's Office. Before that, he was Permanent Secretary (Defence).

He is Chairman of the Urban Redevelopment Authority, Chairman of the Singapore Centre on Environmental Life Sciences Engineering, Chairman of the Management Board of the Institute for Engineering Leadership and Chairman of the Singapore Maritime Institute's International Advisory Panel. He is a member of the National University Board of Trustees, an advisor to the Lee Kuan Yew Centre for Innovative Cities, a member of Nanyang Technological University's Complexity Advisory Board, a council member of the International Institute of Strategic Studies, and a Society Fellow of the Asia and the Pacific Policy Society. He is a Fellow of the Academy of Engineering Singapore. He is a member of Statoil's Strategy Advisory Council. He is also a director of a number of Singapore-based companies.

A Crude Look at Governance and Complexity by a Former Civil Servant