

# CURRICULUM VITAE

## **PUSHPANATHAN SUNDARAM, Ph.D.**

212 Bishan Street 23, #08-263, Singapore 570212

Email: nathan@ppaa.com.sg | Mobile: +65 93519611

LinkedIn: <https://www.linkedin.com/in/pushpanathan-sundram-76ab5b22/>

---

---

### **EXECUTIVE PROFILE**

#### **Global Executive Management, Public Policy, Government Affairs, Market Access, Trade Policy, Strategic Consulting, Policy Research, Industry Association Management, Business Leadership, Business Development**

Accomplished, results-focused dynamic global, business and thought leader and visionary executive-level manager with a unique combination of economic analysis, public policy, government affairs, trade policy/compliance, regulatory affairs, risk management, market access, strategic consultancy, business development, trade association management, policy planning, and economic development. More than thirty years of achievements furthering and shaping global trade policy, business leadership, government relations, public-private collaboration, investment, and development interests in the Asia-Pacific region by devising innovative strategies and solutions that meet stakeholders' needs, improve financial performance and contribute to economic growth, and business expansion and progress.

### **CORE COMPETENCIES**

Global Executive Leadership, Market Access, Public Policy, Government Affairs, Regulatory Affairs, Risk Management, Issues/Crisis Management, Economic Research/Analysis, Stakeholder Management, Media Relations, Analytical Problem Solving/Decision Making, Public Speaking, Financial/Project Management, New Business Development, Strategic Planning, Team Building, Knowledge/Change Management, Trust/Budget Management, Collaborative Relationship Building, Corporate Communications, Consensus Building, Diplomacy/Political Sensitivity, Negotiations

### **PROFESSIONAL EXPERIENCE**

#### **Chief Executive Officer, PublicPolicyAsia Advisors Pte Ltd, Singapore (Jan 2020 to Present)**

- Lead and manage the strategic and management consultancy based in Singapore in public policy, government affairs, trade policy, market access, regulatory compliance, and trade association management covering emerging markets in Asia.
- Work with clients, including international and intergovernmental organisations, multinational companies, small and medium enterprises, and start-ups, to navigate the legal, policy and regulatory environments to achieve their organisational and business objectives.
- Develop strategies, plans, and actions for clients to engage and collaborate with the right stakeholders to support their business goals.
- Grow a network of stakeholders to support and facilitate collaboration for clients to enter and grow their businesses in emerging markets.
- Represent trade associations interested in emerging Asia and engage the governments and other stakeholders in the region on their behalf.
- Develop, build, and manage regional trade associations to represent the interests and concerns of specific sectors in emerging Asia.
- Manage the company's training platform to build a portfolio of relevant and customised training with high-quality experts in free trade agreements, media relations, spokesperson training, public policy training, etc.
- Develop and manage online publications for selected industries and trade associations.
- Engage governments in emerging Asia to promote public-private partnerships and strengthen public policy and government affairs.
- Serve as a public speaker on ASEAN/Asia issues and issues concerning various sectors to bring about a better understanding of government-industry positions and facilitate cooperation and collaboration.
- Served as the senior consultant in public policy, government affairs, and market and trade access for multinational companies in ASEAN/Asia.

- Serve as policy and industry expert on regional issues for ASEAN and UN agencies, including the ASEAN Secretariat, FAO and UNODC.
- Contributed a chapter each for the books on ASEAN-EU Partnership: The Untold Story, and India on our Minds published by the World Scientific Publishing Company to be launched in November 2020.

**Visiting Fellow, School of Public Policy (SPP), Chiang Mai University (Nov 2023 to Present)**

- Support ongoing research, policy analysis, teachings, and related projects at SPP.
- Published articles, policy papers, and other forms of publication on behalf of SPP.
- Provide mentorship and guidance to doctoral and master's students.
- Recognised for contributions to the field of public policy and international relations.
- Contributed to enriching the academic environment and enhancing educational experiences at SPP.

**Senior Director, Public Policy & Government Affairs-Asia, Elanco Animal Health, Singapore (Sep 2015 to Dec 2019)**

- Positioned Elanco as a leader and partner of governments in the animal health space, especially with the political leadership, decision-makers, regulators, regional and local trade associations in Asia, as well as the leadership of the ASEAN.
- Created, protected, and grew the markets for the company by managing risks in Asia, working with government authorities, industry associations, academia, consumer associations, and ASEAN entities to minimise and/or dismantle legal, policy and regulatory impediments.
- Monitored developments in Asia's legislative, policy, and regulatory environment, identifying opportunities, risks, and threats to the business and cascading this information with appropriate strategies for business units across the region and the company's executive leadership.
- Facilitated interactions between the government stakeholders and industry to verify and clarify understanding and perceptions of the company's new and innovative technologies, thereby creating awareness, developing credible messaging, promoting buy-in, and enhancing the company's image.
- Identified new markets and opportunities by working with our customers and food chain and positioned the company to seize these opportunities.
- Provided leadership in industry associations (regional and national) to shape existing or new legislation, policies and regulations to provide a fair playing field and support the development of the business.
- Served as the spokesperson of the company in the Asia region on the various issues and innovations/technologies of the company and attended/spoke at regional government meetings on behalf of the company/industry to put forward the company/industry positions.
- Served as Elanco's primary focal point for interactions with international and regional organisations such as OIE, FAO, WHO and ASEAN.
- Led and guided Asia's core team, comprising country managers in market access/government affairs, regulatory and communications, and addressing issues and potential crises. This involves developing and deploying monitoring, issues management, communications, crisis preparedness toolkits, and putting in place a process and team for crisis activation.
- Identified collaborative efforts to create awareness and benefits of our technologies with government and industry associations through public-private partnerships.
- Served as a key member of the Global Government Affairs Team and the Leader for Market Access for Asia to develop the company's capabilities in public policy, government affairs and trade.
- Led and participated actively in industry associations such as the US-ASEAN Business Council (Chair of the Food and Agriculture Committee) and Asian Animal Health Association (AAHA) and supported country leadership in national associations.
- Recruited, developed, and retained professionals who specialised in government affairs, regulatory affairs, and corporate communications, inspiring them to achieve their targets and early wins.

**Managing Director Asia Pacific, European Advisory Services (EAS) Strategies, Singapore  
(Apr 2012-Aug 2015)**

- Led the strategic consultancy business in the food and beverage, health and nutrition sectors focused on public affairs/government relations, regulatory affairs, trade policy/compliance and trade association management.
- Transformed EAS from a solely regulatory affairs company to a public affairs plus company.
- Built the EAS branding in Asia as a niche and leading boutique consultancy for companies and trade associations in the food, health supplement, medical devices, cosmetics and related sectors.
- Build the trade association management business in Asia and positioned EAS services as one of the most sought-after service providers for companies and industry associations.
- Rebranded EAS services in trade association management to add a leadership dimension to help build the value of such associations to their members and boost their credibility with governments and other stakeholders.
- Build a vast network of clients and possible clients through contacts developed over 20 years in government and ASEAN.
- Revamped the company's government relations strategy in Asia, allowing the clients to engage governments and other stakeholders better and have their messages heard by governments. This helped turn around some long-established trade associations that needed help engaging their stakeholders and companies with regulatory issues in Asian countries.
- Doubled the turnover of EAS business in Asia within 18 months of joining and successfully built a core team that could deliver the contracts.
- Mentored and trained staff to undertake public affairs work given the nuances of working with governments and other stakeholders in Asia.
- Initiated the establishment of the ASEAN Food and Beverage Alliance (AFBA) under Food Industry Asia (FIA) and developed its position papers on trade barriers in the food and beverage sector and harmonisation of technical standards in the food sector. Served as AFBA's Principal Advisor for three years and as a key consultant to the FIA.
- Published my book *ASEAN China Economic Relations: A Win-Win Partnership*, which serves as a reference for the ASEAN-China economic relations and the ASEAN-China free trade agreement.

**Deputy Secretary-General (Deputy Minister) for ASEAN Economic Community,  
Indonesia (Jan 2009-Mar 2012)**

- Established the ASEAN Economic Community (AEC) and led its development to create a competitive economic region marked by sustainable development and global growth strategies. Directed the AEC department and the development of the AEC Blueprint 2009-2015 (Master Plan).
- Fuelled economic growth by establishing ASEAN as a single market and production base, with projected completion in 2015, to enable the free movement of goods, services, investments, skilled labour, and the freer flow of capital.
- Optimised achievement of organisational goals by leveraging a broad network of Asia-Pacific contacts in government, private sector, academia, civil society and media, using diplomatic skills and political sensitivity to the region.
- Excelled in positions of increasing leadership responsibility, consistently receiving the highest ratings from Secretaries-General of ASEAN and rapidly promoted due to outstanding performance.
- Stimulated investment and global trade, valued at nearly USD 1 trillion for ASEAN countries, through negotiation and operation of regional free trade agreements (FTA) with China, India, Japan, South Korea, Australia, and New Zealand.
- Ensured effective implementation of ASEAN initiatives in the private sector by working with ASEAN governments to promote closer interactions between ASEAN and the private sector.
- Supported the financial and operational performance in the private sector by engaging the business community through high-level dialogues and conferences to raise awareness of ASEAN trade, investment and business opportunities and schemes.
- Contributed to leadership excellence as project manager for major economic integration programs working with partners/donors, including AusAID, ADB, USAID, European Commission, UN and WB. Chaired several project steering and management committees.

- Improved mobilisation of financial resources for major research and economic integration projects in collaboration with dialogue/development partners, multilateral development banks, international organisations, and aid agencies.
- Executed strategic vision and maximised financial performance by cooperating with regional and multilateral organisations, including IMF, WEF, WTO, OECD, APEC, GCC, SAARC, SCO, PIF, MERCOSUR, OIE, FAO, and WHO.
- Secured funds from external sources, including A\$57 million from AusAID for building AEC and capacity building of the ASEAN Secretariat, and €15 million from the European Union for the ARISE economic integration program.
- Strengthened ASEAN connectivity throughout Asia by implementing a strategic master plan to build the required physical, institutional and interpersonal infrastructure to promote a connected ASEAN community.
- Overcame obstacles and increased the ability of ASEAN to compete for trade and investment with larger neighbours, such as China and India, by getting the 10 ASEAN member states to agree to the AEC Blueprint.
- Upheld integrity of organisational mission, ensuring adherence to evidence-based economic integration by overseeing compliance and scoring member countries' performance in fulfilling commitments under ASEAN.
- Utilised financial management and analytical skills to direct the ASEAN Integration Monitoring Office (AIMO) operations, like the IMF, monitoring macroeconomic, finance, trade and investment trends and advising ASEAN countries. AIMO has published two ASEAN integration reports since its establishment and put in place a scorecard mechanism measuring the progress of the implementation of economic integration.
- Successfully represented ASEAN Secretary-General and ASEAN Secretariat at high-level, ministerial and senior officials meetings, both regional and international. Wrote and personally delivered key speeches/created media releases.
- Recognised for achievement with the prestigious Lee Kuan Yew School (National University of Singapore) Outstanding Alumni Award for work in political/security cooperation, economic integration/development and policy-making.
- Valued as a trusted leader and advisor cultivating collaborative relationships with ASEAN stakeholders, including the business community, academia, media and external partners, enhancing regional and international ASEAN profile.

**Deputy Secretary-General for ASEAN Community & Corporate Affairs, Indonesia (Jan-Dec 2009)**

- Served a key leadership role in managing community and corporate affairs in multiple areas, encompassing public affairs, human resources development/management, knowledge management, and IT systems.
- Provided expert oversight of corporate affairs as Head of Community Affairs and Corporate Affairs departments skilfully managing human capital, administration, budget and finance, legal services and media/public relations.
- Enhanced stakeholder relations with ASEAN by overseeing all public affairs activities, including events management, publications and media relations. Developed human resources/staffing policies and procedures.
- Improved financial performance by managing funds as custodian of USD 300+ million trust and managing the annual budget of the ASEAN Secretariat. Acknowledged for successful change management by member countries.
- Increased operational effectiveness by restructuring the ASEAN Secretariat to meet demands of the ASEAN Charter and three blueprints of the ASEAN Community, leading to an increase in budget allocation from USD 11 to 15 million.
- Built a strong foundation for evidence-based integration and enabled informed decision-making by developing and implementing ASEANstats, an integrated statistical database with economic indicators similar to Eurostats.
- Established a new host country agreement between the Secretariat and the Government of Indonesia, securing the best terms for the Secretariat after a year of negotiation using international and domestic laws of Indonesia.
- Steered innovative new ideas and initiatives into practice by establishing the compliance system and Legal Division for the ASEAN Secretariat.
- Earned distinction as one of the first regional/international organisations to achieve 100% ISO 2007 Certification for ASEAN Secretariat.

### **Principal Director, Bureau for Economic Integration and Finance, Indonesia (Jan 2006-Dec 2008)**

- Drove economic, finance and market integration for Bureau, contributing to creating a globally competitive region through infrastructure/enterprise development, supply chain/trade arrangements, and enforcement of IP rights.
- Accelerated progress of economic integration for AEC by monitoring regional and international developments, advising member states on management issues, and avoiding obstacles to integration.
- Employed strong leadership and technical insight to coordinate key technical programmes funded by dialogue partners from Australia, EU, US, ADB and WB, and donor agencies supporting AEC activities.
- Played a pivotal role in drafting the ASEAN Charter and significantly contributed to creating economic provisions for the Charter signed by ASEAN Leaders in November 2007 in Singapore.
- Facilitated building of AEC by leading conceptualisation, drafting and implementation of the AEC Blueprint, a master plan to establish a single market and production base and competitive economic region integrated with the global economy.
- Introduced concepts of compliance and governance to help countries implement their commitments and more rapidly complete the integration process. Innovated AEC Scorecard to review compliance with AEC Blueprint.
- Elevated awareness of AEC through developing the AEC Communications Plan to engage AEC stakeholders with outreach and public relations activities. Established Economic Research Institute of ASEAN and East Asia.
- Exercised excellent knowledge management skills to develop and launch programs enabling CEOs, senior management and internal experts to share first-hand knowledge and insights across ASEAN sectors.
- Coordinated the first book published by ASEAN Secretariat, *Brick-by-Brick: Building of AEC* funded by AusAID and later the second book *Realising the ASEAN Economic Community* funded by USAID, both best sellers.

### **Director, ASEAN Plus Three and External Relations, Indonesia (Mar 2005-Dec 2006)**

- Orchestrated adept leadership, external relations policy/strategy and cooperation among ASEAN member states, Plus Three Countries (China, Japan, Republic of Korea), dialogue partners and regional/international organisations.
- Conceptualised the first East Asia Summit, an integration platform for trade, finance, economic, security, socio-cultural, environmental, disaster and development cooperation, with grouping potentially more formidable than EU or NAFTA.
- Managed cross-functional team from ASEAN, Plus Three Framework and dialogue partners in executing multi-sector activities in areas including poverty/disease alleviation, capacity building, HR development, and IT implementation.
- Influenced ASEAN - China relations as Resource Person of ASEAN - China Eminent Persons Group by drafting the report and recommendations with China becoming the leading trade partner generating USD 220 billion of trade annually.
- Managed multi-year and multi-sectoral development cooperation projects for ASEAN and its dialogue partners, including the US, EU and Australia.

**Additional Professional History:** Served in senior assistant director and assistant director roles, as well as special assistant to the secretary-general of ASEAN for the ASEAN Secretariat from 1997 to 2004.

### **Ministry of Defence (MINDEF), Singapore (1988-1996)**

#### **Head of Unit, Strategic and Policy Research**

- Trained as a Military Security Officer and later assumed intelligence/investigative and policy roles before assuming the position of Head of Strategic and Policy Research in 1992.
- Conducted strategic, policy and political research on defence and related matters. Developed and performed regular barometer surveys and assessments on defence and related policies.

## **EDUCATION**

**PhD in Public Policy**, School of Public Policy, Chiang Mai University, Thailand, 2023

**Master in Public Policy**, Lee Kuan Yew School of Public Policy, National University of Singapore and Kennedy School of Government, Harvard University, 1994

**Bachelor of Arts (Economics & Political Science)**, National University of Singapore, 1998

## **PROFESSIONAL DEVELOPMENT**

### **Professional Training/Programmes:**

- Eli Lilly Advanced Leadership Development Program; Japan Foundation Fellow, Institute of Oriental Studies, University of Tokyo, Tokyo
- ASEAN Republic of Korea Exchange Programme, Seoul
- ASEAN European Institutional Development Programme for ASEAN Secretariat, Brussels
- ASEAN UNDP Project Management and Development Courses, Jakarta
- Stephen Covey's Seven Habits Course, Jakarta
- Research Methods and Analysis, Time and Stress Management, Problem Solving and Decision Making, Singapore
- Advanced Military Security Officers' Course, Singapore

### **Representative Appointments/Affiliations:**

- Council Member and Founding Chairman, China-ASEAN Business Advisory Alliance, Singapore, 2019 - present
- Advisory Board Member, Asia Logistics Council, Global Coalition for Efficient Logistics, Malaysia, 2012 – present
- Chairman, Food and Agriculture Committee, US-ASEAN Business Council, 2019 – 2023
- Senior ASEAN Economic Advisor, Nantong Municipal People's Government, Jiangsu Province, China, 2015 – 2023
- Senior Fellow, Singapore Institute of International Affairs, Singapore, 2012 – 2019
- Executive Chairman, China-ASEAN Business Alliance, Singapore, 2013 – 2019
- Advisor, Zhanjiang Municipality Government, Guangdong Province, China, 2012 – 2017
- Principal Advisor, ASEAN Food and Beverage Alliance, Singapore, 2012 – 2015
- Fellow, Lee Kuan Yew School of Public Policy, Singapore, 2012
- Board Member, ASEAN Centre for Energy, Indonesia, 2009 – 2012; Member, ASEAN-India Eminent Persons' Group, 2011 – 2012
- Chair and Member, External Advisory Board for ASEAN Community 2030 Study, Asian Development Bank Institute, Japan, 2011 – 2012
- Commissioner-General for ASEAN, Shanghai World Expo, China, 2010
- Commissioner-General for ASEAN, China-ASEAN Expo, China, 2010

### **Awards:**

- Highest Award of Professional Excellence at the Gold Standards Awards of the leading Public Affairs Asia Magazine for bringing fresh perspectives to government affairs in Asia, 2013
- Commander of the Sahakmetrey Order Medal from the Kingdom of Cambodia for contributions to Cambodia and ASEAN economic integration, 2012
- Highly prestigious Lee Kuan Yew School of Public Policy Outstanding Alumni Award, National University of Singapore, 2011, in recognition of contributions to the school's mission of "inspiring leaders" and "improving lives" through public policy in Asia
- Japan Foundation Intellectual Exchange Fellowship to pursue research on the East Asia Community at the Institute of Oriental Culture, University of Tokyo, 2006
- Good Service Medal, MINDEF, 1994

### **RECENT PUBLICATIONS**

- Sundram P. & Brennan C. (2024), Triumphs, trials and tomorrow in food security: an ASEAN outlook, *International Journal of Food Science and Technology* 59 (4), 2079-2087.
- Sundram P. (2024), ASEAN cooperation to combat transnational crime: progress, perils, and prospects, *Frontiers in Political Science* 6, 1304828.
- Sundram P. (2023), Food security in ASEAN: progress, challenges and future, *Frontiers in Sustainable Food Systems* 7, 1260619.
- L Viviani, E Balks, S Beken, AM Brady, R Clayton, F Cliquet, Sundram P (2023), 3Rs implementation in veterinary vaccine batch-release testing: Current state-of-the-art and future opportunities. A webinar and workshop report, *Biologicals* 83, 101695.
- Sundram P. (2023), ASEAN as network governance: An alternative lens to evaluate policymaking and performance, *F1000Research* 12.
- Sundram P. (2021), Methane emissions and Asia: Ensuring food sustainability, security, Feedstuffs.
- Sundram P. (2021), Can agritech or agroecology solve Southeast Asia's food problems? *Feedstuffs*.
- Sundram P. (2020), India and Southeast Asia: The Unfinished Agenda, *INDIA ON OUR MINDS: Essays by Tharman Shanmugaratnam and 50 Singaporean*, Edited by Tommy Koh (Ambassador-at-Large, Singapore) and Hernaikh Singh (Institute of South Asian Studies, National University of Singapore, Singapore), World Scientific Publisher.
- Sundram P. (2020), ASEAN-EU Economic Relations: A Shared Present and Future, *ASEAN-EU Partnership: The Untold Story*, Edited by Tommy Koh (Ambassador-at-Large, Singapore) and Lay Hwee Yeo (European Union Centre, Singapore), World Scientific Publisher.

Updated 15 May 2024