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A Brief, Deadly Flight

Why Harry's Hot

FORTUNE 5 Hundred

Chaw & Yeoh

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The Sage of Singapore

没有谁比新加坡前总理李光耀更加了解新加坡的变迁了。他在第二本回忆录《李光耀回忆录 1965—2000》中谈及了新加坡从 1965—2000年所发生的事情,其国际影响比他的第一本回忆录《新加坡的故事》(1998年出版)更为广泛、深远。在接受《亚洲新闻》长达 90 分钟的采访中,他谈到了对中美关系、台湾问题的看法、对周边国家时政的评价,以及他的家人和未来的打算。

The Singapore story runs from generation to generation. No one is more aware of this than Lee Kuan Yew, prime minister from 1959 to 1990. In a 90-minute interview with Asiaweek's Ann M. Morrison, S. Wayne Morrison and Roger Mitton, a healthy-looking, relaxed Senior Minister talked about Asia, the world, his family and his latest volume of memoirs From Third World to First, which will be launched Sept. 16, his 77th birthday. Excerpts from the conversation:

Did the response to the first book influence the way you approached this one?

Not really. I cannot write my nemours and hope to revise them. On sensitMe-subiects my words have to be weighed carefull.

- ① relaxed:放松的
- ② memour: 回忆
- ③ launch · 出版
- ④ excerpt: 摘录,
- 😻 🗫 ch: 处理
- ⑥ re₩sel. 修改

They must convey what I thought and felt. It's written primarily for younger Singaporeans who have to face the same basic equations of stability and prosperity. A secondary objective is to get Singapore understood by policymakers in America, Japan, China, Western Europe, and in the region. If they understand why we did what we did, why we may still have to do certain things, that may lead to an easier relationship. The argument about Asian values; we didn't want to pick a quarrel with the West. But we have certain basic beliefs which have held this community together, and if we lose those values, we are done for.

Throughout the book, you seem concerned about an erosion of these beliefs.

It is because we are more exposed than most countries. Many of our students study as undergraduates or post-graduates abroad. They come back with different experiences of other societies. They have to be reconciled with the realities of Singapore. Singapore changes in the process, but not totally. The people who come back are a highly-educated, influential minority. They can set the pace, but there are times when the bulk of the people just won't go with them. Now with the Internet, Singaporeans are open to Western, especially, American values. With the Japanese, the Chinese, there's an automatic states.

- ⑦ equation: 平衡
- ⑧ stability: 稳定
- ⑨ prosperity: 发展

- ⑩ pick a quarrel: 引发争执
- ① erosion: 侵蚀
- (12) exposed; 敞 开 的,引申为开放 的
- ③ be reconciled with: 使……相符
- ① influential: 有 影响力的
- li automatic: 必然 的

censorship⁵⁰, the English language. They interpret only what they want to interpret, but we have opened up our whole society. So I see a rapid infusion⁶⁰ of new ideas and new values. I hope the basic values of family, responsibility for children, respect for parents will remain, otherwise, it will be a difficult society to manage.

There seems to be a leadership vacuum[®] in ASEAN[®].

It has been devastated by the Crisis. ASEAN can be restored²⁰. A new generation of leaders will help build stronger financial systems. It will take time. Over the next few years, if the original ASEAN members get together to market ASEAN as a group, we will gain more politically and economically than if each tries separately to promote itself. The original group was Indonesia, Malaysia, Thailand, Philippines, Singapore. Indonesia is tied up at present by internal problems and therefore can't pull its full weight. But the others can do joint marketing of our investment Let's reach common positions prospects. when we talk to the Europeans and the U.S. If we show a cohesiveness. confidence will come back.

What about the prospects[®] for Northeast Asia?

The Japanese will recover, I've not the slightest doubt. The Koreans will do it too in

- ⑥ censorship: 审 查
- ① infusion: 灌输

- ® vacuum: 真空
- [®] ASEAN:东南 亚联盟
- ② devastate: 破坏
- ② restore: 恢复

- ② promote: 发展
- ② bc tied up: 使 无法分身
- @ pull one's full weight;全力以 赴
- ② cohesiveness: 团结
- 29 prospect: 前途

a few years. When the Chinese join the World Trade Organization, they will have a difficult time with the state-owned enterprises and their banks with the non-performing loans. But look at their record, with Zhu Rongji in charge and Jiang Zemin backing him, they'll do it. Over time there will be a jostling of leadership between Japan and China. At present, the economic leadership is clearly with Japan, but in about 20 to 30 years, people will think differently about the renminbi and it will not look so sickly compared to the yen.

Your book clarified[®] the important intermediary[®] role that you have been playing between the mainland and Taiwan.

A peripheral[®] role to pass personal messages. I'm going to Taiwan in a few weeks to update myself. I've met Chen Shui-bian several times in Singapore. I've waited for the excitement of the elections to subside[®] for him to have a sober[®] assessment[®] of the hard issues facing Taiwan. I would like to hear him.

I said in a speech at a conference held by the Chinese People's Political Consultative Congress, that as long as the U.S., Japan, the E.U. and the countries in East Asia recognize and support one China, China should be able to take its time to resolve this problem--it's not something which can be done overnight. I urged restraint.

For Washington, a former U.S. National

- ② state-owned enterprise : 国有 企业
- 29 loan: 贷款
- ⑳ jostling: 竞争

- ⑩ clarify: 澄清, 爾明
- ③ intermediary: 中间人的
- ② peripheral: 无 关紧要的
- 鄅 subside; 平息
- 函 sober: 清醒的
- 图 assessment; 估计
- People's Political Consultative Congress: 政治 协商会议

Security adviser told me just after the Taiwan elections, that whoever is president faces the same set of problems as the last one, and the options[®] are limited. He's right. But a new team always comes in with the euphoric[®] belief that it's got something special to contribute[®].

If China does not disintegrate[®], reunification is inevitable. That's what I told Lee Teng-hui. If China disintegrates, all bets are off, so why try to pre-empt? It's a matter of time for them to get the system changed. Taiwan, Hong Kong and Singapore will be useful to them for another 10 to 20 years because we still know bits and pieces[®] which they do not know. In another two or three generations we may be learning from them. This is going to change the world, unless they implode[®], which I don't think likely.

What advice would you have for whoever is the new U.S. leader about China?

It's the same I've expressed, from Nixon to George Bush. This is a power that has been dormant[®] or comatose[®] for some 200 years, partly self-imposed isolation[®], partly conquest and domination by a foreign people. Their overwhelming[®] urge[®] is to recover what they consider to be their rightful position in the history of human civilization. You can either make friends and influence them to become a rule-abiding member of the interna-

- 30 option;选择
- 89 euphoric: 情绪 高涨的
- ② contribute:
- ⑩ disintegrate: 分裂

- ① bits and pieces: 零星
- ② implode, 内爆,引申为(自我)毁灭
- Ø dormant: 潜伏
 的
- ④ comatose: 怠惰 的.麻木的
- ④ isolation: 闭关 自守
- ⑩ overwhelming:勢不可挡的
- 和 urge: (强烈的) 渴望

tional community or try to obstruct, block, abort their development in which case, you can expect a suspicious, xenophobic and disruptive player.

You mention that you use psychological tests to look at potential PAP candidates. Have you taken any of these psychological tests?

No, my tests were real-life tests. My colleagues and I, we went through an elimination obstacle course. If we didn't pass, we would be skeletons left on the wayside. Psychological tests are not fool proof but it's the best you can do in the circumstances.

There is an ongoing controversy over the high salaries for cabinet ministers and civil servants. Is there a timetable for the restoration of the Central Provident Fund contributions, which were reduced during the Crisis?

Yes, there is. While we held our ministerial salaries down, private sector earnings were going up. The gap was widening, not only for the ministers but also for the civil servants. So do you sit back and do nothing because you are afraid of an unhappy public reaction because the CPF has not been restored? Let's [raise government salaries] or we'll be worse off in a few years after more people have resigned from the civil service and we have lost good middle-rank officers. Anyway that's the way I governed. I'm glad they [the

- ® obstruct: 阻碍
- ⑩ abort; 抑制
- \$\mathbb{m}\$ xcnophobic. 恐
 \$\mathbb{m}\$
- f) disruptive: 破 坏性的
- ② psychological; 心理的
- 筠 candidate: 候选 人
- 動 elimination: 排 除
- ᇷ skeleton: 残骸
- ᇷ controversy: 争 论
- 戀 contribution:

- 每 resign: 辞职
- ⑩ middle-rank; 中 层的

cabinet] did it. What's the alternative ? You want to save a few million dollars? Look at the billions that the Marcoses spirited away, leaving the country in hock for \$28 billion. Try to find another government in Asia that's spotlessly clean. Keep it that way because it's Singapore's political and economic asset.

You say in the book that city-states don't have a particularly long history.

I didn't write that to frighten® Singaporeans. This is a unique period we've lived through, 1945 till now. It's not going to be repeated. There was a world war that broke up the European empires, resulting in the emergence of 150 or more nation-states. Not all are happy. How many of them will survive? So, it behoves my generation to tell our next generation: [the future] looks fair, it looks fine, but there are imponderables. Will there always be that international backdrop[®] of stability and security? Will the U. N. Security Council resolutions carry weight? It looks good for another 20, maybe 30 years. In 30 years, China will be of a considerable weight, the Russians will be on the road to recovery, and the Indians may also be a considerable factor. Nobody can tell what it will be like 50 years from now.

> [Selected from Asiaweek, September 19, 2000]

- ⑥ alternative: 出
- ® spirit away: 偷走,侵吞
- 🚳 in hock: 欠债
- டு frighten: 惊吓
- 66 unique: 特殊的
- ⑰ nation-state: 主 权国家
- imponderable: 不确定的,难以 估计的
- ⑩ backdrop: 背景

Nature's Friend

他有着显赫的家族历史:祖父是梁启超,父亲是梁思成,母亲是林徽因。68岁的历史学教授梁从诫却并没有太多地提及自己的家族,他有着自己的事业。他创建了中国影响最大的民间环保组织"自然之友"。这个组织在保护藏羚羊的时候开始受到了国内媒体和政府的重视,"我们的第一任务是协助政府保护环境,然后,我们仍然必须触觉灵敏。"他的努力得到了回报:有亚洲诺贝尔奖之称的菲律宾 RAMON MAGSAYSAY 今年颁给他公众服务奖。

History professor Liang Congjie has always loved a challenge—such as helping to compile[®] a 74-volume encyclopedia[®] on China that involved hundreds of editors and years of work. Now, when most of his contemporaries[®] are contemplating or enjoying retirement, Liang has set his sights[®] far higher. He has decided to devote the rest of his life to cleaning up China. "We knew from television about Greenpeace. But there wasn't anything like that in China," says the president of Friends of Nature, the mainland's first nongovernment organization[®] on the environment. "My friends and I began wondering, why not here? We decided to try."

- ① compile: 编辑
- ② encyclopedia; 大百科全书
- ③ contemporary: 同龄人
- ④ set one's sight: 确立目标
- ⑤ non-government organization: 民间组织,非政府组织

The FON pioneers make an unlikely band of eco-warriors. Peering through big, wire-rimmed glasses, Liang, 68, resembles a kindly grandfather. He favors a style of knitted shirts and casual slacks that would not look out of place on a golf course. The other founding members are his fellow teachers at the Academy for Chinese Culture, a private philosophy institution. To this collection of scholars, Liang has added students, housewives and taxi drivers. "The membership is everybody," he says proudly. "It's less like a Western environmental lobby and more like a club. We have a homey atmosphere. And I like it that way."

Yet few in China take this nature club lightly. At least not anymore. Since its inception[®] in 1993, a string of[®] high-profile[®] activities has earned FON a reputation as China's most influential environmental lobby. Among its victories: protecting the habitat of a rare species of monkey from destructive logging[®] and drawing world attention to the slaughter of the endangered[®] Tibetan antelope[®]. The group is also an outspoken critic of the Three Gorges Dam and of industrial pollution around the country.

Taking on enormous odds[®] runs in Liang's family. His grandfather was a visionary[®] who pushed in vain for Western-style reforms to save the tottering[®] Qing empire. His

- ⑥ eco warrior: 环境卫士
- ⑦ wire-rimmed; 金属丝框架的 (眼镜)
- ⑧ the Academy for Chinese Culture: 中国 文化学会
- ⑨ lobby: (游说议 员的)活动集团
- ⑩ inception,成立 初期
- ① a string of: 一系列
- ① high-profile; 高水准的
- ⑬ logging: 伐木
- ④ endangered;
 瀕危的
- ⑮ antelope: 羚羊
- ® odd. 奇特的事物
- ① visionary: 有预 见者,空想家
- ® tottering: 风雨 飘播的

father, who had been one of the country's leading architects, is best remembered by Beijing residents as the man who battled to save its ancient city walls -unsuccessfully.

Liang, however, has learned to pick his battles well. "My strategy is to first support the government since it has the regulations to help improve the environment," he explains. FON adopts flexible tactics and tries to keep on good terms with officials. But as an NGO, he says, "it's also our mission to act as watchdog."

Nonetheless, it has been a struggle. "You hear about how the Chinese live in harmony with nature, but that's all words without real meaning," Liang says. "Chinese people don't have much understanding about ecological." Part of the problem, he says, is ideological. "There has long been this notion that pollution was a problem afflicting. Western industrial societies. Everyone thought, how can a socialist nation suffer this?" The other big obstacle. corruption, "the biggest enemy in our country."

In issuing the award for public service, the Magsaysay trustees noted Liang's courage as a trailblazer[®] in China's nascent[®] civil society. Not only has he drawn the attention of key officials to environmental issues, Liang has showed that by maintaining FON's independence, activists can play a "critical role" in

- ® flexible: 灵活 的
- ② tactic: 策略
- ② mission: 使命

- ② ecology: 环境
- (3) ideological:
- 意识形态上的
- Ø afflict: 困扰
- 🔊 obstacle: 障碍
- ② trailblazer; 先驱
- ② nascent: 新生 的,刚发展的

addressing urgent public concerns in China.

With about 700 members. Friends relies on volunteers to promote its cause and help police® existing regulations. The work is usually unpopular, often downright dangerous. Polluters and environmental thugs don't just conduct dirty businesses, they also fight dirty. Many activists have received death threats. And worse. Last year, for example, a member of the group's Wild Yak Brigade in Tibet was killed in a shootout with poachers. In one of FON's earliest coups. members secretly videotaped officials in western China offering to supply illegal timber from a wildlife habitat®. That footage® aired on national television, prompting swift action from premier Zhu Rongji. "But local officials were outraged," says Liang. "They made threats, and our people had to go into hiding."

Through it all, the Friends remain undaunted. "Sometimes you have to take unusual measures to win the battle," says Liang. Though he doesn't see the group as a bunch of eco-Rambos, he figures too much is at stake to worry about the risks: "We have to consider any tactic to get the message across."

Liang's success is all the more startling® given that his seven- year-old group functions with only three paid staff and an annual budget of about \$23,000. Liang takes a token®

- 29 rely on: 依靠
- ② volunteer: 志愿 者
- 30 police: 监督
- ③ downright: 彻底地,真正地
- 闷 thug: 暴徒
- ③ poacher: 非法 捕猎者
- 函 coup: 成功的 · 举
- ③ habitat: 栖息地
- 鄒 footage: 镜头

ூ undaunted: 无畏的

- ⊗ startling;令人 惊异的
- Ø token: 象征性 的

payment, surviving on his teaching salary from the academy. And for every high-profile victory, there have been scores of everyday advances. Educational activities for children are among FON's biggest campaigns. Funds from a German group have paid for a van, above, which tours Beijing schools, raising green consciousness[®] among pupils with environmental games and videos. A tie-up with the Project Hope[®] charity[®] will bring entry to rural schools. Of course, much remains to be done. China is home to nine of the 10 most polluted cities in the world. "Our rivers are black and our lakes are running dry," Liang laments. "And our skies are dark."

Still he refuses to give up hope. "I can see a real difference since we started our work, especially in public attitudes towards environmental issues. People are more sympathetic*, more thoughtful, more understanding," says Liang. "It sometimes may not seem like much, but it's a seed. And from the tiny acorn*, big trees grow."

[Selected from Asiaweek, July 27, 2000, written by Ron Gluckman]

- ⑩ consciousness; 意识
- ④ the Project Hope,希望工
- @ charity: 慈善事 业

- ⑷ acorn: (橡 树) 果实

Bulls⁽¹⁾, Bears⁽²⁾ and Greenspan

- ① bulls: 牛市
- ② bears:熊市

格林斯潘几年来对于纽约的股票经纪人来说都是"票房毒药",只要他一出场,股指铁定要往下滑。但是这次的国会听证会却让经纪人们喜出望外,他第一次发表乐观的言论,认为美国的经济已经度过了通货膨胀的危险期,发展速度开始放缓。但是许多经济学家却并不这么认为,消费指数依然高企不下,大大地超过了经济学家们的预期;互联网公司的上市速度超过了它们股票下跌的速度。人们在质疑,格林斯潘难得的乐观会不会反而让美国人乐极生悲?

Alan Greenspan, chairman of the Federal Reserve, says that when he changes interest rates. share prices are not his target. But that is not how it seems on Wall Street, where it has long been an article of faith that you "don't fight the Fed." In recent years, this rule has repaid its followers handsomely. When the Fed is raising rates, as it has been this year, America's stockmarket performance tends to be poor. But when Mr Greenspan's monetary policy has been looser, as in late 1998, after the collapse. Term Capital Management, and late last year to ease millennium-bug. fears, share prices have soared.

- ③ interest rate: 利率
- ④ target:目的
- ③ handsomely: 慷慨地
- ⑥ collapse: 暴跌
- ⑦ millenniumbug: 千年虫
- 8 soar: 飞涨

After a difficult few months, stockmarket investors are hoping that Mr Greenspan will rescue them again. If he ends his rate-raising phase[®] (up six times since June 1999), and perhaps even starts to lower rates, there could be yet another "Greenspan rally[®]" in share prices. That may be the last thing Mr Greenspan wants —he has recently been celebrating the dampening[®] impact of lower share prices on potentially inflationary[®] consumer spending—but there is a fair chance it will come to pass.

The bull case depends on America's fast-flying economy achieving a soft landing. Somewhat slower growth would ease inflationary worries and allow Mr Greenspan to adopt a more relaxed monetary policy, boosting shares. By contrast, continued strong growth or a sharp decline in economic activity would probably hurt the market.

For now, a soft landing is still more hope than certainty. The first estimate for second-quarter GDP, released on July 28th, showed the American economy growing at a stoking annual rate of 5.2%. This confounded economic forecasters, including Mr Greenspan, who had expected a sharp reduction in growth during the second quarter, and were busily debating whether the decline would continue for the rest of the year.

On closer inspection, however, the data

- 9 phase: 阶段
- ① rally; 跌停回升
- ① dampening: 抑制的
- ② inflationary; 通货膨胀的

- ③ boost: 提高 (……的价格)
- ④ certainty: 必然
- ⑤ GDP: 国内生产 总值
- ® stoking: 炮轰 的,引申为声势 浩大的
- ① confounded: 困惑不解的
- ® forcaster: 评估 专家

14