

NEM ELECTIONS CANDIDATE POLICY DOCUMENT

Name Candidate	Jason Lee
NEM ID	NEM-000017
NEM Foundation member account	NBCEUR-2GOPV3-JFJWBA-K7CMAR-ZXPRRT-KJI2NX-IKSC
Position	Secretary and Council Member

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COUNCIL MEMBER NOMINEE



Jason Lee
Expansion Director, ANZ

PERSONAL PROFILE
NF Membership Number: NEM-000017

Jason Lee is the Expansion Director for Australia and New Zealand for the NEM.io Foundation. He was recognised as a [Forbes 30 Under 30 Asia](#) list maker and is a volunteer Advisory Board Member of the [Blockchain Philanthropy Foundation](#) and [Blockchain Centre Melbourne](#), one of Australia's largest blockchain communities. He also co-founded two startups - insurance technology startup [PolicyStreet](#) (which raised USD500,000 in seed funding) and [Finnext Capital](#), a Malaysian startup accelerator programme. The NEM-based blockchain company LuxTag was one of the acceleratees in 2017.

He has been a speaker, judge, mentor, advisor, and investor in startups and is familiar working with the private and public sectors, including regulators, incubators, and accelerator programmes. He was also a banker for [Standard Chartered Bank](#) (business exposure to wealth management, commercial and branch banking, credit risk & operations, customer service and CEO's office), a [law lecturer](#) (property law and law of negligence) and had published numerous articles in mainstream newspapers, journals and media channels with his views featured in Bloomberg TV and SkyNews.

Jason is a founding member of the [FinTech Association of Malaysia](#) and part of [the ASEAN FinTech network](#). He has a law degree, a master's in international business, and has completed executive programmes from University of Cambridge, Judge Business School.

Jason is an excellent candidate for taking on the role of Secretary or Council member for NEM.io Foundation because of his past professional experience as:

1. Executive Secretary to the Head of Retail Banking for weekly council meetings:
 - Responsible for organizing over 30 weekly council meetings and recorded all actions and minutes with 10-15 senior level management team members overseeing 2000 employees across 40 branch locations.
 - Conducted over 6 monthly 'townhalls' – a platform for senior leaders to share progress updates and recognise and award high performing employees.
2. Former secretariat of the FinTech Association of Malaysia
 - Founded the industry body in 2016, onboarded over 20 new members with now 50 existing corporate members as the industry voice.
3. Assistant executive for country CEO's office of Standard Chartered Bank
 - Assisted Business Planning Director to organise two half-year Strategy Management Workshops for CEO's top leadership (40 people responsible for over 6,000 employees) – supported branding strategy, strategic business initiatives and financial planning.
 - Supported the co-ordination of the global board of directors meeting in Kuala Lumpur for Standard Chartered Bank group (present in 70 markets with 87,000 people)

ACHIEVEMENTS

No.	Areas	Activity
1.	Leadership	Grew and developed a team of 20 leaders, employees and volunteers for Australia and New Zealand (ANZ) and is well-connected with leadership teams across the world.
2.	NEM related-work experience	Has worked for NEM over the past year and a half overseeing growth in Australia and New Zealand and provided support for global expansion.
3.	Active reporting	Led the team to provide one of the most active documentations on work completed (<i>search NEM ANZ medium</i>).
4.	Platform adoption	Supported multiple uses cases on NEM and onboarded over 30 ecosystem members.
5.	Developer engagement	Brought in system integration partners, worked with developer academies and conducted developer training throughout ANZ.
6.	Investor demand	Since starting groundwork in late 2017, the XEM token was acknowledged by Coinspot.com.au (one of Australia's largest multi-token exchange) as the 4 th most popular token on their platform.
7.	Media impressions	Led team to have a strong brand presence for ANZ across major social media channels, actively speaking at events, doing interviews, and engaging with the public to ensure brand awareness – worked with external PR agency which led to 10-15 media engagement activities leading to extensive pieces of coverage on NEM.
8.	Non-profit and NGO outreach	Partnered with Blockchain Philanthropy Foundation and Blockchain Centre to provide education and awareness.
9.	Academic engagement	Worked with various universities and over student blockchain clubs to engage with NEM blockchain activities.
10.	Awards	Nominated as a finalist by FinTech Australia (industry body) – <ol style="list-style-type: none"> 1. Excellence in Digital Currencies/Wallets/Exchanges 2. Excellence in Blockchain/Distributed Ledger

POLICY & STRATEGY PLAN FOR 2018-2019

First, a secretariat office will be proposed to the council to oversee and be accountable for all reporting, documentation and communication to the Executive Committee, Board of Directors, and members – with a focus towards public chain adoption. The secretariat shall always maintain an up-to-date register of members and work with the company secretary and legal counsel on relevant foundation matters.

Second, the position of the secretariat office will be used as a place to communicate trust and transparency, working closely with the leadership team. The creation, upkeep and integrity of endorsed information and archives will be the core responsibility of the secretariat office. There should be an emphasis developing a body of knowledge behind the underlying technology to provide world-class advisory and solutions for projects using the NEM blockchain.

Third, the secretariat office will have the function to execute 3 core strategies:

1. Strengthen organisational structure and administrative integrity
2. Focus on existing leadership before rapid expansion
3. Develop solid documentation, policies and procedures

Strengthen organisational structure and administrative integrity

NEM.io Foundation should be an organisation that endures through the years with unquestionable stability and this 2018/2019 strategy should be grounded on the premise that we 'go far and not fast'. Our community has rapidly expanded across regions within the last year. Now, there is a pressing need to develop a solid structural approach with the right legislative and supervisory guardrails.

Action plan:

1. Organise with Regional Heads to confirm organisational structure with clear lines of accountability and responsibility for all employees to ensure we are a high-performing organisation – have intentional staffing initiatives to support Catapult development.
2. Ensure turnaround times for deadlines are adhered to for contracts, claims, bounties and future commercial and non-commercial agreements. Put measures in place to curb complacency and non-compliance.
3. Conduct due diligence on potential employees, leaders, partners before official engagements to ensure administrative integrity. All findings and research to be archived methodically and access provided to relevant officers.
4. Streamline workflow and remove unnecessary duplication of work.

Focus on existing leadership before rapid expansion

As a foundation, the quantity of leaders has grown with speed across the globe with continued success, alongside challenges. Ensuring that the existing leadership are equipped with the right tools and resources to succeed is crucial so that we do not lose leaders to other organisations, lag in growth with technology development and most importantly, lack buy-in from the wider community. The policy focus is to 'go deep before wide'. Deep in technical knowledge and leadership capabilities.

Action plan:

1. Have a strong focus on building product and technical leadership capabilities towards the facilitation of the public chain release of Catapult. Allocate resources towards releasing a solid technical roadmap with the consultation of core devs and stakeholders.
2. Make certain that new and existing leaders are properly qualified to represent NEM and provide leaders with a repository of resources for action. The success of NEM is as strong as its weakest leader. We want to maintain a high quality of standard for all our leaders.
3. Structure a leadership ladder for developers, employees and volunteers with a path of career development – there should be a strong focus on leaders with technical competence for 2019.
4. Explain the communications strategy through leadership 'town halls' and formulate a roadmap for leadership recruitment, retention and development.

Develop solid documentation, policies and procedures

Integrity, accountability and transparency within NEM's structure, performance and operations have been something the community has tasked the Council to commit to. For this to happen, the right people need to have the right authority to make effective and efficient decisions, with consequences for failure to follow through.

Hence, there will be a strong policy focus to 'go strong on governance' where there is organisational-wide recognition that the foundation is managed for the benefit of its members, considering the interest of the community at large.

Action plan:

1. Assemble a task force to produce a report on governance models of foundations that have been established to incorporate best practices and strategies.
2. Formulate clear and transparent policies and procedures for employees and members which will be accessible, where relevant. Also, to work with incoming Treasurer for the administration of bounties, claims, awards with no uncertainty or ambiguity.
3. Work with a team to set up a regularly updated go-to library of practical and technical information for the public, members and stakeholders on use cases, codes and matters relevant to understanding NEM's core goals – members can make requests for additional documentation to ensure that information is constantly up to date.
4. Ensure that leaders have the right delegated authority to make decisions to remove any bottlenecks in the decision-making process. Leaders will be accountable for decisions made.

Key summary on strategy:

- Far not fast: focus on laying strong foundations in establishing an enduring organisation.
- Deep before wide: design structures for leadership development (technical and operational).
- Go strong on governance: embody a culture committed to compliance with world-class standards and ensure there is clarity in decision-making and follow-through.

FAQ

1. There is a lot of mention of transparency and accountability, how is this going to be relayed to the NEM membership? How would I know you are serious about this?

It will be relayed through the proper standards and compliance as a company limited by guarantee according to the constitution and bylaws that have been established. This includes members receiving a copy of the minutes of council meetings, having access to relevant financials, a forum to voice feedback and suggestions and all possible ways to show that we are running a foundation with transparency and accountability.

I will propose that members should receive a general weekly update with an in-depth monthly report with progress updates and key performance metrics included.

2. The Secretary role (with the secretariat office) looks like it is in a position of keeping accountability within the foundation, who is keeping you accountable?

It would be ideal to have an external auditor conduct a proper assurance assessment on NEM regularly to ensure that all our documentation and process flows are well-organised. It will attract more projects with the confidence to build on NEM because of an independent audit. This will be a suggestion I will put forth should I be elected into the position.

Apart from that, there should also be an internal audit team to ensure that country and regional offices have a safeguard in the spending and allocation of resources.

3. It looks like your request to establish a secretariat office will mean more resources channelled to develop an 'office', what is your cost justification? How will the office be organised? Do we even need a secretariat office?

The secretariat office is important as it helps with the secretary role to function in a high performing manner so that all the strategic plans can be accomplished. All costs will be properly audited, and the secretariat office will focus on supporting the economic sustainability discussion while having the right legislative and supervisory guardrails. The office will be organised by a virtual team (not a physical space) who will drive the initiatives and provide weekly progress updates. The secretariat office will be managed by the secretary and will report to the Executive Committee and Council Members.

4. What is your take on the need to have a strong focus on NEM blockchain product development and have more technical leaders in the team?

Having understood the country, regional and global structure of NEM, it is validated that there is an urgent need to hire competent developers and promote solid technical leadership to support the release of the public chain on Catapult. If I am voted in, I will urge the Council to look into the technical roadmap to ensure we are a world-class blockchain platform. A lot of the feedback in Australia and New Zealand is that there should be more emphasis to channel resources towards building technical competency and support integration work for deployment and I intend to champion this should I be elected.

5. Do you plan to work with the core devs? if so, how?

I have the utmost respect for the work the core devs do. Working with them will be very important as the success, improvements and continued existence of the NEM public blockchain and roll-out of Catapult needs to be the top priority. Regular engagement with the core devs is important and should I be elected, I will ensure that the core devs are supported and have the right resources.

I will propose having weekly check-ins with the core devs and the Council members until Catapult is launched and ensure there is a communication plan to inform the community on progress updates.

6. You mention quite a bit about focussing on developers and the technical and product roadmap, what do you mean by that? It seems that you do not have a technical background.

Indeed, I do not have a technical background, but I have a great appreciation for it. What I can contribute as the secretary is to develop key metrics which will be tracked and measured, such as:

- Measure number of Github contributors, new commits, pull request, projects, open and closed issues and reconcile all relevant Github contributions into a single repository as the go-to for devs – documentation on repositories needs to have high standards of quality.
- Measure on-chain transaction volume, transaction count and count of nodes.
- Increase in number of developers who are building projects on the public chain with NEM, develop 'levels of competence' for devs to increase in quality within the NEM developer ecosystem. Ensure there is a technical leader represented in the senior leadership on the global team or council level. Diversity of representation is important.
- Work to increase count of exchanges, exchange volume, trading pairs of FIAT to crypto, crypto to crypto and increase investor engagement by showcasing success in our tech.
- Increase Reddit subscribers, active users, posts and comments, Twitter followers and engagement, Google search trends, Facebook/Instagram/LinkedIn likes and comments.
- Encourage engagement in NEM forums with proper codes of conduct and develop an incentivisation mechanism for active forum contributors.

7. It looks like you have been speaking and marketing NEM in a lot of conferences and events, are you still going to do that? Do you think all these meetups, sponsorships and travelling are justified?

It has been a big year for me personally and for other NEM leaders. Many have sacrificed time away from their families by being at evening events and traveling on weekends to promote NEM. A lot of 2018 had been spent engaging with the public and various blockchain communities and these activities are starting to bear fruit. I believe that 2019 should be a year to focus on NEM use cases going live on our public chain, including going deep on the existing regions and communities we have established – moving from 'Introduction to NEM' to 'Building on NEM' and working with large corporates, governments, academia and producing results which will be of global significance. We are already seeing progress.

8. Are there other areas that you have not addressed in your strategy and policy document that you would like to address?

Yes, even if I do not end up being in the Secretary or Council member position, it is with hope that the incoming office holders consider the policies and strategies proposed and I will include a few more points:

- There are cryptocurrency rating and review sites that provide inaccurate and unfair subjective opinions which can be misleading to the public, including trolls attacking the NEM image – the secretary role should oversee addressing issues like these.
- There should be an appointed global team to look into – economic sustainability, research & development, education, enterprise adoption, external partnerships and audit, regulations and standards – this will help streamline a lot between regions.
- Acknowledge stakeholders (by way of Proof of Importance scoring) and find ways to include new-to-NEM members to participate in a democratic way to make major decisions.

9. There is a lot of 'action plans' and good intentions in your strategy and policy plan, what is your real vision behind this? If those policies are in place and practised, what would the ideal NEM.io Foundation look like?

My vision is to see NEM as the platform of choice globally because we have high standards inside and out – clear documentation, community outreach to developers and enterprise and confidence by the public and private sector that NEM will have the infrastructure to be a long-lasting platform with unquestionable stability. I have invested so much time, energy and resources into NEM and have made many mistakes along the way but it has taught me to stay persistent because I believe in NEM and want to see it succeed. What keeps me going time after time is the fact that fundamentally, we have strong easy-to-integrate applications on our public chain and it's arguably one of the most undervalued best-kept secrets. We have also established an international network with so much room for growth.

One-page summary

Why Jason for secretary or council member role with NEM:

1. Knowledge and experience in secretarial work with large corporates and associations
2. Corporate background working with senior executives
3. Ability to lead teams, document activity and produce results (*search [NEM ANZ medium](#)*)
4. Familiarity in working with NEM as expansion director for a region
5. Networked across leadership teams around the world
6. Has experience being 'on the ground' talking about the NEM blockchain platform and equipped to be able to appreciate and execute the role of Secretary or Council member

Policy and Strategy Plan for 2018-2019

1. Develop secretariat office to:
 - Oversee all reporting, documentation and communication to Executive Committee, Board of Directors, and members.
 - Liaise with company secretary/legal counsel on relevant foundation matters.
 - Manage the creation, upkeep and integrity of endorsed information and archives and maintain an up to date register of members.
2. Strengthen organisational structure and administrative integrity:
 - Confirm organisational structure with clear lines of accountability and responsibility.
 - Ensure turnaround times for deadlines are adhered to for contracts, claims, bounties and future commercial and non-commercial agreements.
 - Conduct due diligence on potential employees, leaders, partners - all findings and research to be archived methodically and access provided to relevant officers.
3. Focus on existing leadership before rapid expansion:
 - Have a strong focus on building product and technical leadership capabilities towards the facilitation of the public chain release of Catapult.
 - Make certain that new/existing leaders are properly qualified to represent NEM and provide leaders with a repository of resources for action.
 - Structure a leadership ladder for developers, employees and volunteers to ensure that there is a path of career development within NEM.
 - Explain the communications strategy through leadership 'town halls' and formulate a roadmap for leadership recruitment, retention and development.
4. Develop solid documentation, policies and procedures:
 - Assemble a task force to produce a report on governance models of foundations to incorporate best practices and strategies.
 - Formulate clear, transparent and relevant policies and procedures for employees and members which will be easily accessible.
 - Work with a team to set up a regularly updated go-to library of practical and technical information for the public, members, stakeholders on use cases, codes and matters relevant to understanding NEM's core goals.