

Communiqué

The Magazine of the Ash Center for
Democratic Governance and Innovation
Spring 2017 Volume 20

Chief Data Officer:
The Evolution of City Hall

Letter from the Director



Welcome to the 20th issue of the Ash Center's *Communiqué* magazine, which explores just some of the important work of those engaged with the Center. In this issue, we feature the Civic Analytics Network, which is working to build a national peer network of chief data officers (p. 8). In our Q+A (p. 4), we talk with Moshik Temkin, associate professor of public policy, who provides a historical context for immigration policy and sentiment today. On p. 14, we introduce Tom O'Bryan MPP '17, who created the Congo Democracy Project, a digital platform providing independent analysis, and original data and research on elections and democratic governance in the Democratic Republic of the Congo. And, we are pleased to announce the launch of both the Bloomberg Harvard City Leadership Initiative (p. 5) and the Operational Excellence in Government project (p. 5). Looking toward Asia, China Programs Director Edward Cunningham and I have partnered with the Brill publishing house to offer a new journal addressing China's modern governance and public policy (p. 6). Finally, we bid a fond farewell to Marty Mauzy, longtime executive director of the Ash Center, who retired in February (p. 5).

There is much more to be found in this issue and I hope you will enjoy exploring the work of our students, alumni, fellows, and scholars as they work to make the world a better place. As always, you can find more information about the Ash Center on our website at ash.harvard.edu.



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Communiqué

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Moshik Temkin is Associate Professor of Public Policy and a specialist in the history of the modern United States in global and comparative perspective. He is author of *The Sacco-Vanzetti Affair: America on Trial*

Q+A with Moshik Temkin

The US has a long history of anti-immigrant sentiment, dating from the earliest days of the republic. Over the course of our history, this nativist ire has manifested itself in a variety of different ways from the Chinese Exclusion Act, to anti-Irish discrimination, to the Immigration Act of 1924. Have nativist outbursts carried common social, racial, or economic themes throughout American history?

The history of anti-immigration politics in the United States is as old as the history of immigration. What we are witnessing now in the United States is, in many ways, a continuation of the anti-immigration impulse of the past. What these have in common is, in general, a strong ethnic and racial component, as well as a religious component. Anti-immigration has always been linked in our national history to a certain vision of what the country and its population should look like: in the main, white (as defined at each moment, because racial categories also change over time) and Christian (in the past, this meant Protestant). What we haven't really seen is a President elected (by an overwhelmingly white and male majority) on a ticket that openly disparages immigrants and promises to punish them as well as forcibly close borders. Also, anti-immigration in the past usually surged in response to major crises such as economic failure or foreign wars. The anti-immigration rhetoric and promises that Trump espouses and his many of his supporters love so much can be linked to a resentment of American global engagements and multilateral trade deals, but it can hardly be said that the America of 2016 was mired in economic or global crisis.

Today's anti-immigrant sentiments are largely aimed at individuals coming to the US from the Middle East and Latin America. Does the upsurge in anti-immigrant rhetoric today have common strands with early nativist or xenophobic movements?

There are usually two main aspects to anti-immigration politics: an economic one and one centered on "values" (be they cultural, religious, or social). Anti-immigration activists of the past, like those of today, generally argued that foreigners coming to this country hurt the economic interest of native-born Americans by, supposedly, stealing jobs and being a drain on scarce resources. But the main driver of anti-immigration "sentiment" has always been hostility to foreigners, and to the outside world. The only thing that farm workers from Mexico and Syrian refugees have in common, in the eyes of many Trump supporters, is that they are somehow fundamentally different from "real Americans," i.e., not white and not English speaking, and not culturally "like us." One thing that strikes me as different, however, is that in most nativist episodes in the past the priority was to close the country to new immigrants. In the Trump era, we

are seeing an alarming zeal to find immigrants who may have been living in this country for a long time, and deport them even if their children are Americans born in this country. The idea is not just to prevent the entry of immigrants, but also to make those who do so suffer as much as possible.

Was Donald Trump's election victory an affirmation of the political power of nativism in the United States?

I do not believe that nativism is more powerful in the United States today than it has been in the recent past, and it is certainly not as powerful today as it was in the more distant past, say in the 1920s. Today's America would be unrecognizable to Americans then. Trump benefitted from a twisted political system that for many reasons does not reflect the democratic will of the American people and heavily rewards his mostly white, rural constituency. The United States is a multicultural, multiethnic society, and will continue to be so irrespective of how the Trump administration and his hardcore base might feel about that. It might even be argued that much of the administration's policy toward immigrants, in conjunction with ongoing GOP efforts to make voting increasingly difficult for people of color, are an attempt to "push back the clock" to an era when the United States was an overwhelmingly white country. That era is not coming back despite their best efforts.

Is President Trump's travel ban consistent with this deep-seated history of anti-immigrant sentiment?

Yes. In the past, even anti-immigration activists made distinctions between different kinds of immigrants. When the Immigration Act of 1924 was passed, it didn't categorically shut the borders. It was designed primarily to keep out immigrants from Southern and Eastern Europe, as well as Mexicans and East Asians. The country continued to welcome, and hope for, "Nordic" immigration—people from Northern and Western Europe. There were fewer such immigrants, but they were seen as culturally appropriate and economically self-sufficient. Similarly, this latest wave of immigration banning, as seen in the President's executive orders, targets not all Muslims but rather Muslims from countries in dire straits or from countries that this administration sees as an enemy (Iran). It also targets the most vulnerable Muslims in the world, at the moment—Syrian refugees from civil war. The executive order, however, spares Saudi Arabia, for example, which is the one Muslim country that has demonstrably produced terrorists that have killed Americans. But those are Muslims that contribute to some of our most lucrative businesses, including the President's. And so the idea here is to specifically target Muslims that are most in need of our help. ●

Ash Center Executive Director Marty Mauzy Retires



In February, the Ash Center and Harvard Kennedy School bid farewell and best wishes to a pillar of the Ash Center, longtime executive director Marty Mauzy. Mauzy has overseen the tremendous growth of the Ash Center over the past 12 years, from a newly formed institute with one faculty member and a dozen staff, to a robust center with 38 affiliated faculty, 45 staff, and a diverse set of research, teaching, and programmatic activities. Mauzy managed all administrative and financial functions of the Center and provided strategic guidance for all of its programs. One of Marty's many notable contributions was in the development and continued expansion of the Center's student programs, including project support, research grants, fellowships, and scholarships. In honor of this commitment to providing unique learning opportunities to Harvard Kennedy School students and Marty's years of service to the Ash Center, Director Tony Saich announced the launch of a new Class Day Award, the Martha H. Mauzy Award for Advancement of Democratic Governance, to be given to a graduating student at Har-

vard Kennedy School who demonstrates a unique commitment, through scholarship and practice, to making governance more participatory, transparent, responsive, or representative.

Mauzy's leadership of the Ash Center capped off a 35-year career at Harvard, including many years at the Radcliffe Institute for Advanced Study at Harvard University. During her tenure at Radcliffe, she served as executive director of the Henry A. Murray Research Center for the Study of Lives and as assistant dean to Radcliffe's Dean Drew Faust. Prior to that, Mauzy was deputy director of the Institute on the Arts & Civic Dialogue at Harvard. She has been director of Community Programs at the Cambridge City Arts Council, manager of Boston's First Night, and worked in the State of Massachusetts Model Cities Program and the State of Massachusetts Bureau of Equal Educational Opportunity. Two longtime employees of the Ash Center have now assumed the role of executive director for the Center: Tim Glynn-Burke is executive director for programs and Maureen Griffin is executive director for operations.

Launch of the Bloomberg Harvard City Leadership Initiative

The Bloomberg Harvard City Leadership Initiative, an ambitious four-year, \$32 million program to promote bold mayoral leadership and innovative governance in cities around the world, has hired a number of senior staffers and has sent out invitations for its inaugural convening. The convening will be comprised of a group of up to 40 mayors, selected from across the United States and around the world, who will participate in the yearlong learning program, which will include a three-day executive education in-residence program in New York City beginning on July 17, 2017. This session will be followed by six online classes held over the following 12-month period employing the HBX Live Virtual Classroom. The Initiative's first program for senior staff is expected to launch in August.

The Initiative, a joint endeavor of HKS, Harvard Business School, and Bloomberg Philanthropies, is housed at the Ash Center and led by Faculty Director Jorrit de Jong. David Margalit, most recently the Chief Operating Officer of the New York State Energy and Research Development Authority, joined the Ash Center as the Executive Program Director of the Initiative. Margalit is joined by Bulbul Kaul, Program Manager for Field Work and Fellowships, who will be managing the Initiative's ambitious experiential learning component for Harvard students. Also joining Initiative staff is Warren Dent, Program Manager for Content and Communications, who will be overseeing the Initiative's content creation, dissemination, and communications strategy. Rounding out the Initiative's senior staff at the Ash Center is Glendean Hamilton MPP '17, who will be joining the team as Program Manager for Special Projects and Mayoral Relations.



Jorrit de Jong introduces the City Leadership Initiative at an open house, as HKS Dean Elmendorf looks on

tial learning component for Harvard students. Also joining Initiative staff is Warren Dent, Program Manager for Content and Communications, who will be overseeing the Initiative's content creation, dissemination, and communications strategy. Rounding out the Initiative's senior staff at the Ash Center is Glendean Hamilton MPP '17, who will be joining the team as Program Manager for Special Projects and Mayoral Relations.

The Initiative also hired dedicated staff who are based elsewhere at HKS. Mahlet Aklu is Program Director for Executive Education. Mahlet is supported by Julie Burgholzer, also in Executive Education. Jennifer Livengood is the Initiative's Instructional Technologist.

New Project on Operational Excellence in Government

In March, the Ash Center launched a new web platform in support of the Operational Excellence project, a research project funded by the Laura and John Arnold Foundation and led by Professor Stephen Goldsmith. The first phase of the project analyzed recommendations across 30 state and local government studies on efficiency and operational excellence, highlighting trends and challenges across jurisdictions. By pinpointing opportunities for cost savings, recommending proven efficiencies, and providing implementation guidance, the Operational Excellence project positions itself as a central resource for public-sector excellence. The project seeks to promote government transformation through the launch of an open-access website outlining best practices and innovations in efficiency and specific cost savings examples. As a free resource, the Operational Excellence project eliminates common financial and functional barriers to attaining, analyzing, and implementing proven practices. The project will encourage individual governments to share ideas and build momentum across jurisdictions to achieve operational goals and transform agencies, in the hopes of leading to a more effective, efficient, and accountable government for all. The site is powered by the Government Innovators Network and may be found online at innovations.harvard.edu/opex.

New Faculty Affiliates

Linda J. Bilmes, the Daniel Patrick Moynihan Senior Lecturer in Public Policy, joined the Ash Center this year as a faculty affiliate. Bilmes is a leading expert on budgetary and public financial issues.



Her research focuses on budgeting and public administration in the public, private, and nonprofit sectors. She is particularly interested in the costs of war, veterans, the civil service, and public lands. Bilmes teaches budgeting, cost accounting and public finance, and workshops for newly elected mayors and members of congress. Since 2005, she has led the Greater Boston Applied Field Lab, an advanced course in which teams of student volunteers assist local communities in public finance and operations. Bilmes was twice confirmed by the US Senate, serving as Assistant Secretary and Chief Financial Officer of the US Department of Commerce under President Bill Clinton. She serves on the Advisory Board of the US Department of Interior National Park Service and has published widely on the economics of national parks. For more information, please visit www.lindabilmes.org.



The Ash Center is also pleased to welcome **Dan Levy**, Senior Lecturer in Public Policy and Faculty Chair of the Kennedy School's SLATE (Strengthening Learning and Teaching Excellence) Initiative,

who teaches courses in quantitative methods, policy analysis, and program evaluation. He currently serves as co-principal investigator of Transparency for Development (T4D), a project consisting in the design and mixed-methods evaluation of interventions aimed at improving transparency and accountability in delivery of health services in developing countries. He oversees the training component of BCURE, a project that involves training policymakers to better use evidence through a combination of online and in-person sessions. Levy directed impact evaluations of girl-friendly school construction programs in Burkina Faso and Niger, and was involved in the evaluation of a conditional cash transfer program in Jamaica and a technical assistance project to Mexico's Social Development Ministry (Sedesol). He received his PhD in Economics from Northwestern University, grew up in Venezuela, and is fluent in Spanish and French. In addition to the Ash Center, Levy serves as faculty affiliate of the Poverty Action Lab at MIT, as well as Harvard's Center for International Development and program on Evidence for Policy Design.

Miles Rapoport Appointed as Senior Practice Fellow

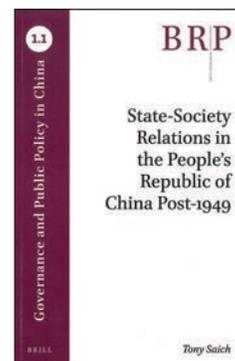


In January, the Ash Center welcomed its inaugural Senior Practice Fellow in American Democracy, Miles Rapoport, a longtime organizer, policy advocate, and elected official. Rapoport brings to the Center four decades of experience working to strengthen democracy and democratic institutions in the United States. Rapoport was most recently president of the independent grassroots organization Common Cause. For 13 years, he headed the public policy center Rapoport previously served as Connecticut's Secretary of the State and as a state legislator for 10 years in Hartford. A member of the Harvard class of 1971, he has written, spoken, and organized widely on issues of American democracy.

Rapoport is the first fellow appointed as part of the Ash Center's new Senior Practice Fellowship in American Democracy, which seeks to deepen the Center's engagement on fundamental issues of democratic practice. This new fellowship is also intended to expand the connections between scholarship and the field of practice of people and organizations working to defend and improve our public institutions.

Ash Center Director Launches New Journal on China

Ash Center Director Tony Saich and China Programs Director Edward Cunningham have launched a new journal addressing China's modern governance and public policy. Each edition of the *Brill Research Perspectives in Governance and Public Policy in China* is dedicated to one article, which surveys the literature on that particular topic and provides a framework for understanding the evolution of thought in that respective area of inquiry. For the inaugural volume, Saich authored an article on "State-Society Relations in the People's Republic of China Post-1949," which provides an analytic review of the most important works on the evolving nature of the state-society relationships following the Communist revolution. The journal's target audience will be a composite of both specialist and non-specialist readerships. Sinologists trained in a variety of disciplines, including political science, sociology, economics, public policy, and other areas will find utility in up-to-date review articles. As China's rise in



the global political, economic, and social spheres attracts increasing numbers of non-Sinologists eager to understand China's domestic levers of decision-making and power. *Governance and Public Policy in China* will also provide an important introduction to current analysis. Saich and Cunningham hope

to create an intellectual bridge between such populations, and between past and current state-of-the-art thinking on Chinese governance.

New Fellows Join the Democracy in Hard Places Initiative

The Ash Center's Democracy in Hard Places Initiative welcomed two democracy practitioners to the Ash Center as part of an inaugural cohort of fellows. The research initiative is overseen by Tarek Masoud, the Sultan of Oman Professor of International Relations, and seeks to better understand why democratic institutions thrive in some countries while failing in others.

Francisco Marquez, a Venezuelan lawyer and political activist, was held as a political prisoner in 2016 by the Maduro government in Venezuela. He is researching the erosion of democracy in Venezuela. Marquez is joined by **Amanda Sloat**, who most recently served as

Deputy Assistant Secretary for Southern Europe and Eastern Mediterranean Affairs at the US Department of State until May 2016, where she was principally responsible for managing the United States diplomatic relationship with Turkey. Sloat also served as Senior Advisor to the White House Coordinator for the Middle East, North Africa, and Gulf Region and as Senior Advisor to the Assistant Secretary of State for European and Eurasian Affairs.

Promoting Intellectual Humility in Public Discourse

Two former Ash Center Democracy Fellows, **Professor Graham Smith** at the Centre for the Study of Democracy, University of Westminster, and **Dr. Paolo Spada**, a postdoctoral fellow at the Center for Social Studies, University of Coimbra, Portugal, received funding from the John Templeton Foundation. Their work will explore, through a large-scale field experiment, how representation-centric collaborative platforms and empathy inducement can promote more reason-based dialogue in online news comments around socially, culturally, and politically divisive issues. They are hoping to address the question of whether online news comment sections can be designed to promote intellectually humble discourse. At the conclusion of the experiment, they aim to develop a scalable comments platform model for news media organizations, and others, to adopt.

Spada and Smith both were fellows at the Ash Center in 2013; at the time, Spada was a postdoctoral fellow and Smith a visiting scholar. Both are members of Particpedia, a project supported by the Ash Center providing an online platform for hundreds of researchers and practitioners from across the globe to catalogue and compare the performance of participatory political processes.



TOP **Professor Graham Smith from the Centre for the Study of Democracy, University of Westminster**

BOTTOM **Dr. Paolo Spada, postdoctoral fellow at the Center for Social Studies, University of Coimbra, Portugal**

Lessons from Leading CDOs: A Framework for Better Civic Analytics

Civic chief data officers (CDOs) are working to improve social outcomes through data-driven government across the country and as a group, and their ranks are expanding rapidly. State, county, and city executives named a new CDO nearly every month in the second half of 2016. With that in mind, the Ash Center released a white paper in January by Innovations in American Government Fellow Jane Wiseman that highlights the relatively new and evolving role of CDOs in cities, counties, and states, and provides practical guidance for setting a CDO up for success.

“Lessons from Leading CDOs: A Framework for Better Civic Analytics” examines insights gleaned from the work being done by CDOs who are members of the Civic Analytics Network, a peer group of CDOs that is convened by the Ash Center and that includes CDOs from cities across the country including Chicago, Los Angeles, New York City, and San Francisco. The lessons learned include the importance of executive leadership in establishing and empowering the office of the CDO, as well as the need



for CDOs to be skilled managers, planners, and data stewards.

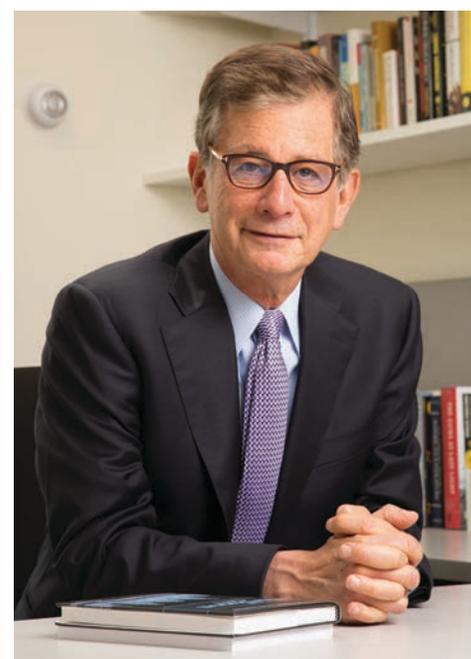
Speaking of the report, Stephen Goldsmith, Daniel Paul Professor of the Practice of Government and director of the Civic Analytics Network, said, “Jane’s work illuminating the multifaceted role of a CDO will serve as a key resource for officials looking to introduce the position in their government, and for CDOs looking to grow in their existing positions.”

Tapping Private Financing and Delivery to Modernize America’s Federal Water Resources

In January, **Stephen Goldsmith**, the Daniel Paul Professor of the Practice of Government and director of the Innovations in American Government Program at the Ash Center, released a new report, “Tapping Private Financing and Delivery to Modernize America’s Federal Water Resources.” The timely report highlights how the private sector should be engaged to help address America’s aging water resource infrastructure.

The report is based on themes derived from roundtable discussions convened by Professor Goldsmith in which stakeholders and senior federal leaders discussed the current challenges facing water resource infrastructure from across the country and how innovative finance and delivery approaches, such as public-private partnerships, can strengthen modernization and expansion efforts. Further, the report explores important strategies and potential policy solutions to enable private financing and delivery that transfers risk away from taxpayers, accelerates project schedules, and enables lifecycle efficiency in critical US water resource projects.

“A priority focus should be kept on the nation’s critical water resources, which are in desperate need of investment,” said Professor Goldsmith. “We have an opportunity now to combine new initiatives, appropriations and authorities with enabling changes to federal policies and regulations that deter investment and inhibit innovation.”





Civic Analytics Network

Helping Cities Unlock the Power of Data

By now, most are familiar with the trope expounding on the transformative power of data in our society today. We see its manifestation in nearly every part of our lives, from how we shop for goods to the route we take on the commute to work or school. For cities, the impact of data has the potential to be no less transformational, and city halls around the country are grappling with how best to integrate this seemingly endless array of information into their decision-making processes. Increasingly, the job of making sense of and harnessing this data to improve governance is falling to a new category of city hall staffer: the chief data officer (CDO).

With the generous support of the Laura and John Arnold Foundation, the Ash Center is working to build a national peer network of CDOs, called the Civic Analytics Network (CAN), from urban areas across the country. CAN members collaborate on projects that advance new uses of data visualization, predictive analytics, and holistic data stewardship to understand the root causes and develop solutions to important urban problems related to economic opportunity, equity, and poverty reduction. The program also serves to complement much of the work that the Center's Data-Smart City Solutions project has done to catalyze adoption of data projects on the local government level by highlighting best practices, innovators, and promising case studies.

"CDOs are at the frontier of how cities are using data to improve operational efficiency and strengthen the delivery of services to residents," said Stephen Goldsmith, Daniel Paul Professor of the Practice of Government and the director of the Innovations in American Government Program at the Ash Center. "Though the use of data, be it through predictive analytics or data visualization tools, is increasingly integral to how cities deliver services, the role of the chief data officer is still relatively undefined. CDOs lack a support structure of peers to allow them to share techniques, experiences, and lessons learned," added Goldsmith. "The CAN network is an effort to fill in those gaps."

Convenings

The Ash Center has long worked to build peer networks of senior government practitioners in order to facilitate the exchange of ideas and to disseminate research. CAN is modeled on the Center's signature network, the Project on Municipal Innovation (PMI), which twice annually convenes nearly four dozen mayoral chiefs of staff and advisors for briefings on policy innovation and leadership. "We wanted to build on the success of the PMI model and expand that to CDOs," said Goldsmith.

"The CDO role is a new one, both in government and in the private sector," said Lilian Coral, the CDO for the city of Los Angeles and a founding member of the Civic Analytics Network. "There aren't many forums in which we can learn about how the role works and evolves," she added.

Chicago Mayor Rahm Emanuel appointed the city's first chief data officer in 2011, the same year that the New York City Mayor's Office of Data Analytics (MODA) was established. Since then, the ranks of municipal CDOs have grown at a rapid pace, to nearly 25 in cities across the country.

For CDOs, the peer networking aspect of CAN has been invaluable. "Capacity building has been a key area influenced by the networking and peer exchange that I do through CAN. I have learned from my colleagues different approaches to training civil servants how to maximize data, and how to explain the value proposition of investing in data to elected officials and government leaders," explained LA's Coral. At CAN convenings both in Cambridge and online, network participants discuss issues as diverse as data standards, employee training, and application development.

"Given that CDOs are still in their infancies in most cities, they lack the institutional support networks to help build relationships, share lessons learned from colleagues, and engage with outside stakeholders," said Jane Wiseman, an Innovations in American Government Fellow at the Ash Center and author of the report "Lessons from Leading CDOs: A Framework for Better Civic Analytics." "CAN's convenings are crucial to building those relationships." Wiseman's perspective was echoed by Coral, who chimed in that "having a space to learn and discuss my work with colleagues that understand the complexity and opportunity of working within government has been very formative."

Data Fellows

To help bolster capacity, capture learning from CDO offices, and replicate lessons learned, the Civic Analytics Network embeds researchers in a number of member cities. Five CAN Data Fellows serve as support staff of sorts, while identifying best practices and offering firsthand accounts of the innovative work of CDOs in the field.

This year, CAN Data Fellows are in data offices in New York City, Los Angeles, Chicago, San Francisco, and Pittsburgh. Each fellow takes on a slightly different role, as each office is unique in its responsibilities. "Our work in MODA touches virtually every urban issue, including safety, physical infrastructure, economic development, social services, and quality of life," said CAN Data Fellow Craig Campbell, who is spending his fellowship in New York. Of his time, Campbell estimates he spends roughly half of his day managing MODA's business ownership of New York's Open Data platform, which serves as the city's hub for data analytics. Campbell shoehorns in a wide variety of other responsibilities including serving as liaison to the city's office of legislative and intergovernmental affairs and the city's press office. Campbell also coordinates public engagement and digital communication with stakeholders outside city government.

On the West Coast, CAN Data Fellow Sari Ladin works with Coral, Los Angeles' CDO, where she helps oversee the data team's analytics and digital strategy. Ladin explains that "I provide strategic analysis on current and upcoming analytics initiatives that leverage city data to address the most pressing challenges residents face." Ladin also plays a critical role in publicizing the work of various data initiatives happening across Los Angeles through articles on the Ash Center's Data-Smart City Solutions website as well as a variety of other print and digital publications focused on the intersection of government and technology.

In New York, Campbell is quick to say that working to implement the city's Open Data platform has been one of the most rewarding aspects of his work in MODA, "Open Data in New York City is one of the more recent developments in the over 100-year-old political history of 'open government' advocacy and open society initiatives unique to the city of New York. Our open data policy is different from many cities because, here, open data is the law."

For the CAN's Data Fellows, their experiences embedded in leading data offices have provided new insight into how cities are using data to drive policy-making and led to new potential career paths, "I really enjoy melding policy, analytics, and design," said Ladin. "The work the data fellows do could lead to a future career in civic analytics." Campbell also intends to continue doing what he sees as important work, saying, "In the current political climate, protocols for how digital information is shared and managed, and its effect on civil society and public life, are more important than ever. It's clear to me that this domain is in urgent need of critical thought, from inside and out."

Data Standards

While cities are collecting data on population welfare, service delivery, and other indicators in ever-increasing amounts, CDOs are grappling with how the lack of data-standardization makes it difficult to develop applications and other tools to harness this flow of information. "Without a larger set of standards, it's far more costly and time consuming for developers to build tools for cities to actually use much of this data in a meaningful capacity," said Zach Markin, the staff manager of the CAN at the Ash Center.

A group of CAN members passionate about standardization is currently working to identify key data standards already in use by cities around the country, such as those related to 311 information and crime reporting. "Three of us, San Diego, Louisville, and Kansas City, have our data in bulk and it's called the Open Bulk 311 Standard. And what we are trying to create now is a nationwide dataset made of 311 data so you can see all 311 stuff at once and then maybe do some animations or analysis of certain categories over certain time periods," said Michael Schnuerle, CAN member and data officer for the city of Louisville, Kentucky.

The open standards working group hopes to make it easier in the future for CDOs around the country to not only compare and combine datasets but also to gain access to better developer tools. As Schnuerle put it, "We can help vendors adopt certain standards that we are also supporting so that they don't have to build tools multiple times for different cities and it makes their jobs easier, it keeps their cost down, it keeps the cost down for everyone else, and we get better tools."

While new standards will not be adopted overnight, the CAN group is hoping to make steady progress. In order to speed up adoption, Schnuerle says there needs to be some sort of instigator, whether it is something like city data integration with software like Google maps or citizen action. Looking to the future, Schnuerle asserted, "I think when citizens demand [data] and show that it's wanted, then that's another way that you can get governments to release the information in the right format."

On the Ground Application

In addition to providing a professional peer network and convening space, the Civic Analytics Network is working to update and build new analytic tools for member CDOs to deploy in their respective cities. The Center for Data Science and Public Policy (DSaPP) at the University of Chicago, a leader in applied data science for public policy and social problems, regularly consults with CDOs from CAN member cities to "define and replicate use cases and problem scopes that



Sean Thornton, a Data Fellow with the Civic Analytics Network, listens as CAN members meet during the network's second convening in October 2016

addressed challenges across multiple cities," according to Lauren Haynes, a senior project manager at DSaPP.

Haynes' team in Chicago is working with Santiago Garces, the chief innovation officer for the city of South Bend, Indiana, to predict water shutoffs for residents in this midsized industrial city in the northwest corner of the state. For Garces, water shutoffs are a symptom of more deeply rooted social and economic challenges facing South Bend residents. Predicting when and where they will occur is a priority for his office. Explaining that South Bend Mayor Pete Buttigieg places an important emphasis on outcome-oriented results, Garces started looking at water shutoffs through the lens of "big picture issues" that indicated broader economic or social difficulties in households scattered throughout the city.

"We are concerned about residents living on the edge of the system," said Garces, who is working with DSaPP's Haynes to harness various sources of information including 311 calls, code violations, and late payment data to determine who might be at risk for water shutoffs. Preemptively identifying those at risk could allow the city's social services agencies to intervene earlier, before a water shutoff is triggered. It could also save the city the expense of sending out crews to shut off water service and prevent expensive tampering with water meters.

"Many city databases rely on obscure or archaic database technology that is over a decade old. Extracting the data into something that can be analyzed in our suite of data science tools can be challenging and time consuming," observed Haynes. Overcoming challenges like outmoded technology or lack of data standardization, however, could allow South Bend and other cities to better unlock the potential of data analytics. Summing up how his office is charged with improving government in South Bend, Garces remarked, "We're driven in our desire to help people and produce good outcomes."

"In a year, the program has managed to accomplish quite a lot," said Ash's Goldsmith. As CAN enters its second year, it hopes to accelerate its work improving on and building new tools for member cities. "Now that we've succeeded in establishing this network and getting real buy-in from CDOs around the country, we're going to see significant progress working with our partner cities to translate much of our internal conversations to practical, on the ground applications," he added.

Editor's Note: "Lessons from Leading CDOs: A Framework for Better Civic Analytics" is an independent work product of the Ash Center for Democratic Governance and Innovation. Views expressed are those of the author and do not necessarily represent those of the funder. ©

Alumni in the Field

Closing the Wage Gap *Ash Alum Using Data to Make “Women’s Issue” Everyone’s Issue*

In 2016, for every dollar earned by men, women in the Greater Boston Area earned 77 cents, according to a recent report from the Boston Women’s Workforce Council. The city could wait for the wage gap to close over time — estimates by the American Association of University Women say the US will reach equity around 2152, or do something about it. For MaryRose Mazzola MPP ’15, doing nothing has never been an option, and today she is actively involved in closing Boston’s wage gap as executive director of the Boston Women’s Workforce Council.

The Boston Women’s Workforce Council was formed in 2013 to engage Boston’s local businesses in a campaign to reduce the gender-based wage gap. The council, supported by the Boston Mayor’s Office and under Mazzola’s leadership, collects, analyzes, and shares anonymous data from Boston businesses about pay equity.

In 2016, Mazzola and the Boston Women’s Workforce Council collected data from 69 companies in Boston. This data, totaling 11 percent of greater Boston’s workforce and around \$11 billion in annual earnings, revealed Boston’s significant wage gap and provided a baseline against which to measure future progress. These findings were significant, not just for raising awareness, but because they provided quantitative analysis at a local level that previously did not exist.

If you ask Mazzola about “women’s issues” she will tell you, “I don’t really think anything is a woman’s issue. I think we treat them like that because they need more attention, because certain things disproportionately affect women, but I think pay equity is everyone’s issue. I think domestic violence is everyone’s issue. It’s a public safety issue, a public health issue.” However, Mazzola knows that not everyone shares her view and years ago she identified the need for to talk about “women’s issues” quantitatively to help make them real to everyone and engage people who might not be natural allies.

Mazzola has long supported women in Massachusetts, from volunteering at a domestic violence shelter in North Andover to fielding calls at the Massachusetts state house from women who were affected by violence. When she came to Harvard Kennedy School in 2013, having just finished a campaign and position in the office of State Senator Barry Finegold, she knew she wanted to develop data-analysis skills and a network that could help her effectively push the issues she cared about.

At HKS, Mazzola reflects, “if you go, and you ask, and you have a good idea and a problem that you want to solve, that there will be resources there for you.” One such resource was Ash Center’s Assistant Professor Quinton Mayne’s course on public policy



“I don’t really think anything is a woman’s issue. I think we treat them like that because they need more attention, because certain things disproportionately affect women, but I think pay equity is everyone’s issue”

in cities; there Mazzola was inspired to engage more at a local level. The following summer, Mazzola was sponsored by the Ash Center and other HKS institutions to travel to Edinburgh, Scotland, to observe the work they were doing at a city level to help victims of domestic violence. Mazzola was impressed by the city’s collaborative approach, bringing together a group of representatives from law enforcement and local government institutions to deal with domestic violence cases so that victims could have continuity amongst the various resources.

Upon her return, Mazzola completed her policy analysis exercise with the commissioner of probation in Massachusetts on domestic violence. As a member of the commissioner’s team, Mazzola used data, never before utilized, to evaluate domestic violence programs that are mandated in Massachusetts.

When Mazzola graduated in 2015, she joined the Boston Mayor’s Office of Women’s Advancement, spent time working with the Women and Public Policy Program at HKS, and worked on the campaign trail for Michele Wu, current president of the Boston City Council. This all led her to her role today with the Boston Women’s Workforce Council, where she says, “This is one of the few examples I’ve seen of working on women’s issues and applying data so significantly. And so for me, it’s a perfect job because it’s a mix of politics and data analysis, and it’s working on issues that I care about.”

Now, every day for Mazzola is different. Some

days she is working with businesses, helping them provide data to the council, and on others, she is providing best practices to help businesses and leaders close the wage gap. Everything she does is working towards identifying causes for the wage gap, working to close the wage gap, and evaluating success in Boston. Overall, she says, “Our goal is to make Boston the best place for working women.”

Professor Mayne is optimistic that Mazzola’s work will make an impact, noting, “While state and federal policy remains important, city governments also have at their disposal a range of tools and resources to address longstanding inequities in the health, wealth, and wellbeing of Americans. The work of Boston Women’s Workforce Council and of MaryRose as its executive director is significant in this regard. With its 100% Talent Compact, the Workforce Council offers an excellent example to local governments around the nation of what city halls can do to tackle inequality in the workplace and elsewhere.”

In the future, Mazzola wants to see the perceptions around “women’s issues” change. As she puts it, “Historically, you’ve been fighting for scraps of funding, and I want to see that change to a world where we’re saying ‘we have the data to show that this is a huge issue that affects everyone.’” She asserts that the biggest way to improve the economy would be to get 100 percent of the population’s talent participating in it. 

Democratic Inclusion in a Globalized World

On December 14 and 15, 2016, the Ash Center co-hosted the first of two workshops about how to realize democracy across borders, entitled, “Democratic Inclusion in a Globalized World Debating the All-Affected Principle.” The workshops are a partnership with Harvard University’s Edmond J. Safra Center for Ethics. The goal is to bring together a small group of empirical and normative scholars to clarify, elaborate, and conceptualize the growing number of demands for democratic inclusion that arise from outside traditional state boundaries. Do people have a democratic claim to influence the decisions and actions of non-state actors, such as multinational corporations, NGOs, or international organizations? If so, on what issues and through what kinds of institutions could these demands be effectively realized in practice? The project is being chaired by Professors Danielle Allen (Safra Center) and Archon Fung (Ash Center), and involves collaborations with over 30 leading theorists and political scientists from Harvard and across the globe. A second workshop is planned for June 2017. Several public events and publications based on the workshops are also planned.



LEFT TO RIGHT

Arash Abizadeh, McGill University; Melissa Williams, senior visiting scholar at the Ash Center from the University of Toronto; Archon Fung, HKS academic dean and Ford Foundation Professor of Democracy and Citizenship; and, Annette Zimmermann, University of Oxford

Challenges to Democracy Faculty Research Grants 2016-17

The Ash Center’s Challenges to Democracy grant program provides financial support to Kennedy School professors at the associate level. The purpose of the program is to support these professors at a critical juncture in their career while building a body of research that contributes to the Ash Center’s strategic priorities. To support research that strengthens democratic practices and enhances institutional innovation, the funding sought research projects that would help answer questions such as, what causes democratic shifts and what sustains them in countries that are new to democracy or have historical factors that pose challenges to democracy?

The research grants, up to \$45,000 each, were designed to be flexible enough to support a variety of research-related expenses. This year, the Center awarded grants to Quinton Mayne and Ryan Sheely.

Ryan Sheely is an Associate Professor of Public Policy at HKS whose research focuses on public goods provision and state capacity in sub-Saharan Africa. Sheely’s grant is being used to support data analysis for several projects working towards the broad goal of understanding how formal and infor-



Quinton Mayne, Associate Professor of Public Policy

mal institutions shape the nature of interactions between citizens, politicians, and bureaucrats, and how these interactions shape the availability and quality of basic public services. Sheely is currently working on two sets of papers: one looking at how social norms shape collective action by citizens, and the second focusing on the accountability relationships, participatory budgeting, and the creation of administrative units during Kenya’s transition to democracy.

Quinton Mayne is an Associate Professor of Public Policy at HKS whose research and teaching inter-



Ryan Sheely, Associate Professor of Public Policy

ests lie at the intersection of comparative and urban politics. He is particularly interested in how the design and reform of democratic political institutions affect how citizens think and act politically. Mayne’s grant is being used to support his forthcoming book that challenges the assumption of the inevitability and normalcy of contemporary democratic political discontent. Mayne asks and seeks to answer whether contemporary democracies can produce and sustain a deep form of citizen satisfaction that is also broad in scope.

Finalists Announced for the 2017 Innovations in American Government Award and the Roy and Lila Ash Award for Public Engagement in Government



This spring, the Ash Center announced the six programs that will compete for the Innovations in American Government Award, as well as the four programs up for our special Roy and Lila Ash Award for Public Engagement in Government. These finalists represent the cutting edge in efforts to make government better, more efficient, and to tackle some of our nation's most pressing problems, and hail from every level of government. Selected from a pool of over 500 initial applications, these programs have undergone a yearlong evaluation process that will culminate in an event held in the John F. Kennedy Jr. Forum in May, where they will present their innovations to the National Selection Committee of the Innovations in American Government Awards, chaired by Kathleen Kennedy Townsend. Each grand prizewinner will receive \$100,000 for activities related to replication and dissemination of their program; other finalists will also receive funds from the Ash Center.

Endowed by the Ford Foundation, the Innovations in American Government Award is the nation's preeminent program devoted to recognizing and promoting excellence and creativity in the public sector. Now in its second year, the special Roy and Lila Ash Award for Public Engagement in Government is designed specifically to recognize government-led innovations that demonstrate enhanced public engagement and participation

in the governance of towns, cities, states, and the nation. The award seeks to recognize programs and policies that are innovative by IAG standards, but that make government more participatory, more transparent, more responsive, and more representative.

This year's seven finalists for the Innovations in American Government Award are:

I Value: Community budget input

City of Hampton, VA

Hit by the housing decline that crippled revenues in 2010, the city of Hampton, Virginia, faced a 5-percent cut for fiscal year 2011. Seeking both public input and buy-in to the plan to manage the budget without a significant cut in value services, the city manager's office flipped the process of deliberation and began seeking public input at the beginning of its budgeting process, and dramatically expanded programs to engage the community. The "I Value"

effort gathered input through community meetings held on weekends and evenings in different sectors, informal chats with neighborhood and civic associations, online chats and social media engagement, traditional drop boxes with comment cards at public hearings, and 311 calls from residents.

Mobile Health for Alcohol Addiction

University of Wisconsin

Tasked with imagining a new addiction treatment system that functioned mainly through technology, the National Institute on Alcohol Abuse and Alcoholism funded the development and testing of a mobile app called A-CHESS. Randomized, yearlong tests showed that A-CHESS users had significantly fewer risky drinking days and greater abstinence than those without it. The app has also been used by a consortium of 15 addiction treatment clinics nationwide, that agreed to share their results and suggestions with the development team in exchange for using the app with their patients. A-CHESS also has been used by the drug court system and in 57 inpatient and outpatient facilities. In a study funded by the National Institute on Drug Abuse, clinicians are using the app to treat addicted patients in primary care clinics in Wisconsin, Montana, and New York City. A-CHESS is now also being used by people with opioid addiction.

Pathways to College and Careers

Rochester Public Schools ISD 535, MN

Rochester Community and Technical College (RCTC) and Hawthorne Education Center, the Rochester Public Schools' Adult Basic Education program, united to provide supportive and successful pathways to college and careers for immigrant, refugee, and undereducated adults. RCTC and Hawthorne's pathway partnership expanded to include Mayo Clinic, Workforce Development, Inc., and United Way of Olmsted County. Through a shared interest in the success of all Rochester residents, these public and private institutions began their work together in 2011. They applied for and received grants, explored each other's environments through shadowing and information sharing, removed any unnecessary barriers to collaboration, and utilized the strengths of each institution to build college and career pathways. They share facilities, staff, and materials, and members of the administrative team meet monthly and are also in daily phone and e-mail contact.

Pre-K for All

City of New York, NY

In January 2014, the New York City Mayor's Office released its ambitious plan to implement universal

prekindergarten to provide every four-year-old in New York City with access to free, full-day, high quality pre-K by September 2015. Pre-K students receive a full day of instruction—6 hours and 20 minutes—with 180 days of education a year. Instruction is grounded in the New York State Prekindergarten Foundation for the Common Core, covering all aspects of a child's development and learning. The program has expanded from 20,000 students in its first year of operation to over 70,000 in its most current enrollment year.

Public Spaces Community Places

Michigan Economic Development Corporation, MI

The Michigan Economic Development Corporation (MEDC) teamed up with Patronicity to launch a crowd-granting platform to help create more vibrant communities throughout Michigan. From bike trails, to pocket parks, to alley revitalization projects, these spaces contribute to an overall mission of the MEDC of creating places people want to live, work, and play. This program was created to meet the needs of local communities across the state that needed assistance funding small but impactful place-making projects. Through feedback from local communities throughout Michigan, MEDC staff responded to an acknowledged gap for funding these smaller projects with a mechanism that now creates active public and social spaces in Michigan communities. This program supports identified projects through a community or nonprofit organization and provides the necessary funds to make their vision into a reality.

Quincy Police NARCAN Program

City of Quincy, MA

During the period of 2008–2009, the city of Quincy, Massachusetts, was experiencing a significant spike in opioid overdoses and deaths. Police officers, firefighters, and ambulance personnel responded to incidents of overdose, but each tier by law was prevented from possessing or administering NARCAN, an opiate antidote. To overcome this barrier to life-saving treatment, a pilot program joined law enforcement and public health official into an exclusive partnership allowing trained police officers to administer NARCAN to those experiencing an opioid overdose. The program created a new approach and outcome to the long-term wellbeing of the overdose victim, who are now seen as family members rather than carrying the stigmatized, dehumanizing label of "drug addict." Following the implementation of the new program, Quincy Police saw a 66-percent decrease in the opioid overdose death rate.



Sparking the Green Bank Movement

State of Connecticut

As the nation's first state green bank, the Connecticut Green Bank makes clean energy more accessible and affordable to all citizens and businesses in the state by creating a thriving marketplace that accelerates the growth of green energy. The Green Bank's mission is to support the governor's and legislature's energy strategy of achieving cleaner, cheaper, and more reliable sources of energy while creating jobs and supporting local economic development. The Green Bank facilitates clean energy deployment by leveraging a public-private financing model that uses limited public dollars to attract multiples of private capital investments. The Green Bank is demonstrating how public resources can be better invested in ways that increase private investment in communities, lead to deployment of more green energy by local contractors, and most importantly provide positive value to consumers.

The four finalists for the Roy and Lila Ash Award for Public Engagement in Government are:

California Citizens Redistricting Commission

State of California

In 2008, Common Cause, The Irvine Foundation, and other nonprofit civic organizations launched the Voters First Act, a public initiative to take the drawing of district boundaries away from the state legislature and to give it to a 14-member citizen commission. California voters approved the ballot measure in the general elections and the commission became an independent division of the state government. The commission, incorporating an unprecedented level of public involvement and transparency, completed the 2011 redistricting and its maps were used in the 2012 California general elections.

Digital Democracy

California State University

Digital Democracy delivers a first-of-its-kind online, searchable database of California legislative hearings, enabling users to search video archives by keyword, topic, speaker, or date. Through advanced software technologies, inventories of dense, static bill text and vote counts give way to interactive multimedia clips that bring the lawmaking process to life. The site was released to the public in May 2015 and has been live without interruption since. Teams of students from California State University continue to develop and deploy new technology innovations to increase the site's effectiveness. Since launch, significant technology improvements have been made to increase the automation and accuracy of transcription and

speaker identification. Additionally, students have developed and deployed new tools requested by users, including an e-mail notification system and a custom video player that enables the clipping, monitoring, and social-media sharing and embedding of key video moments. With a growing 'big data' set underlying the platform, students are currently developing analytics to explore trends and relationships between special interests and lawmakers.

Federal Crowdsourcing and Citizen Science Initiative

Federal Community of Practice for Crowdsourcing & Citizen Science

The Federal Community of Practice for Crowdsourcing and Citizen Science (CCS) developed a collection of resources, designed by and for federal practitioners, focusing on two approaches to open innovation. Both approaches—crowdsourcing, in which organizations submit open calls for assistance from large groups of volunteer problem-solvers, and citizen science, in which public participants engage in any part of the scientific process—promote public engagement as a mechanism to address complex problems. These approaches represent new types of collaboration and engage members of the public, many of whom might not otherwise be consulted, in research and solution development, thus allowing researchers to gain valuable data and insights. After five years of momentum-building by CCS and others, on January 6, 2017, President Obama signed the American Innovation and Competitiveness Act, which for the first time gives clear, broad authority to all federal agencies to conduct citizen science and crowdsourcing projects.

Voting Systems Assessment Project

County of Los Angeles, CA

Created by Los Angeles County to increase participation of its voter base that spans 88 cities with approximately 5 million registered voters, the vision of the Voting Systems Assessment Project (VSAP) is to use an open, transparent, and data-driven process to develop a voting system that meets the needs of current and future Los Angeles County voters. The VSAP has partnered with a wide array of organizations including academic and research institutions, design agencies, and community advocacy groups. For the first time in a voting system development project, the VSAP has allowed voters to have a voice in the development of their voting experience. It has turned the voting system development process from one that prioritizes profits for voting system vendors to one that prioritizes voter needs.

Spotlight on Public Engagement Award

Launched in 2014, the Roy and Lila Ash Innovations Award for Public Engagement in Government was initially conceived of through a joint effort of the Innovations in American Government (IAG) Awards and the Ash Center's Challenges to Democracy program to commemorate the tenth anniversary of the Ash Center. Now in its second year, the award is given under the auspices of the IAG program, offered in conjunction with the traditional IAG Award as an additional grand prize for programs from all levels of government—federal, state, county, local, tribal, and territorial—and across the country.

The Award for Public Engagement in Government aims to highlight government programs, policies, and initiatives that encourage public participation in a range of budgetary, regulatory, and policy decisions. This award was also designed to recognize those efforts that successfully employ digital technology and crowdsourcing techniques to broaden public involvement in government decision-making and drive problem-solving.

We sought citizen engagement and participation programs, policies, and initiatives that address one or more of the following goals:

- Make government more participatory, more transparent, more responsive, and/or more representative
- Expand public participation in the development of policies and regulations
- Encourage public participation in community spending decisions
- Leverage digital technologies or other government resources to broaden or deepen public engagement
- Utilize crowdsourcing and collaboration to drive problem-solving
- Encourage the public to be on the frontline in taking action to solve problems
- Enhance public participation in electoral politics and voting
- Foster new strategies for citizen engagement within policy sectors
- Involve the public and citizens in governance in other creative ways

Applicants were judged on the standard IAG Awards criteria of novelty, effectiveness, significance, and transferability, as well as the impact of the innovation on public engagement and participation. This impact could be demonstrated, for example, by:

- Number of people reached
- Diversity of people from all parts of a community
- Impact of public input on public policy
- Impact of public engagement on solving public problems
- Impact of public participation on quality of governance

Four finalists for the special award were chosen from an initial pool of nearly 100 applications, representing government entities from the federal, state, and county levels. These programs address such concerns as accessibility of government records, reshaping voting systems and congressional districts, and encouraging greater interaction between federal agencies to foster collaboration between citizens and scientists in collecting and analyzing scientific data.

The winner of the Roy and Lila Ash Innovations Award for Public Engagement in Government will receive a \$100,000 grant to support replication and dissemination activities.

Student Focus

Promoting Democracy in the Congo



Tom O'Bryan provided testimony on elections and democratic governance in the DRC at the United Nations

Over half a century after the assassination of Congolese independence hero Patrice Lumumba—the country's first democratically elected prime minister, the Democratic Republic of the Congo (DRC) is still waiting for its first peaceful transition of political power.

Though Congo's constitution required the country's current president Joseph Kabila to step down from office last December as his second five-year term as president ended, elections have again been postponed—and few observers have faith that voting will take place anytime soon. Among this group is Tom O'Bryan MPP '17, former Advocacy and Communications Manager for the Eastern Congo Initiative, an advocacy organization founded by actor Ben Affleck focused on promoting economic and social development in the country's wartorn eastern provinces. After spending two years in the country, O'Bryan was all too familiar with the behind the scenes political machinations keeping President Kabila in power in Kinshasa.

Kabila's strategy for holding power has come to be known as 'glissement' in French, translated as 'slippage' in English. As O'Bryan describes it, Kabila is, "basically creating so many administrative challenges that it's logistically impossible to hold elections on time." Though Kabila's government is negotiating with political stakeholders to potentially hold presidential elections before the end of 2017, the postponement exemplifies the challenges facing democracy in the Congo today.

When O'Bryan came to Cambridge in the fall of 2015 to start his MPP after working in the Congo, he was determined to continue his efforts to help promote democratic governance in the DRC. He turned to contacts in the government, Congolese civil society, and the diplomatic and development communities, and asked, "What's holding the country back from achieving democracy? And what role can the international community play?" He heard one clear

answer, that while there is donor money flowing into the DRC to support democracy, there is limited information on what is going on and where it is happening, and, as a result, donors are uncoordinated in their efforts—and often end up duplicating each other's work.

"So I said to myself, okay, how can we respond to that challenge? How can we make it easier for donors to make smart investments in Congolese democracy," said O'Bryan. In trying to answer these questions, O'Bryan, with an independent research grant from the Ash Center, created the Congo Democracy Project (CDP), a digital platform providing independent analysis and original data and research on elections and democratic governance in the DRC.

O'Bryan embarked on a systematic data collection trip in the Congo, engaging organizations across the country working towards democratic governance. Returning to Harvard, O'Bryan had a trove of data that allowed him to start piecing together a better picture of democracy promotion efforts in the DRC. Looking at the data, O'Bryan arrived at three major conclusions:

First, O'Bryan quickly determined that international support earmarked to strengthen Congo's democratic institutions simply was not sufficient. Millions might be pledged by donors, but in comparison it has taken billions of dollars for other wartorn countries, like Afghanistan, to establish democratic institutions and processes. Even then, progress has been tenuous at best.

Second, according to O'Bryan, funding is not being driven by a cohesive, overarching strategy. For example, O'Bryan estimated that more than 50 percent of international funding pledged for democracy promotion projects is earmarked for monitoring and observation, civic education, and electoral education campaigns in the media. This leaves key components like democratic institution-building and women's political participation underfunded and neglected.

Finally, O'Bryan identified a significant disparity in how funding was geographically distributed. Sixty-one percent of donor funding went to three of the DRC's 26 provinces, equivalent to about 20 percent of the population. Why? O'Bryan hypothesizes that donors are more comfortable supporting projects in the DRC's three major regions as they assume that is where the more capable Congolese civil society partners operate. However, says O'Bryan, "Congolese civil society is actually remarkably strong; even in some of these more remote provinces, where admittedly access is slightly harder, you still have some exceptional civil society groups advocating for democracy."

This is why O'Bryan recommends that donors better coordinate where and how they make investments in the DRC's democracy. In coordinating efforts, donors should specifically look to first support volatile regions prone to electoral violence, like Ituri in the country's northeast. In doing so, he suggests allocating funding to critical projects that support democratic institutions, like political parties and potential candidates, not just to the thematic areas already being funded like civic education.

While most of O'Bryan's recommendations are targeted at the international donor community, he is quick to remind observers that the challenges in the DRC are as much political as they are an issue of resources and international support. Investments in the country's democratic institutions should be paired with diplomatic engagement and pressure on the Congolese government to live up to its constitutional commitments to hold elections and for President Kabila to stand aside.

Finally, O'Bryan knows that investments might not deliver returns overnight. That is why it is important that not all funds be contingent upon simply holding elections. Even if elections do not happen this year, they might in the future — and elections are just one component of a thriving democracy. As O'Bryan puts it, "A peaceful, democratic transition of power has never happened [in the DRC]... We know that elections can have all kind of beneficial impacts on economic development, on levels of foreign direct investment, on general stability and on the security situation in the country too."

O'Bryan has testified before the UK parliament and the UN on issues of elections and democratic governance in the DRC. If there is one person or group he could appeal to though, he says, "it's President Kabila. Kabila should publicly agree to stand aside. And the Congolese government must respect the rights of those now calling for change, and immediately cease intimidation of and violence against peaceful protestors."

The Congo Democracy Project can be found online at www.congodemocracyproject.com. 

Student Focus

Purposeful Politics: Teresa Acuña, Roy and Lila Ash Fellow, Creates Social Impact at the State and National Level

President Obama's unprecedented decision to commute the sentences of nearly 1,500 federal inmates incarcerated on low-level drug offenses has given a second chance to those on the receiving end of disproportionate sentences handed down at the height of the war on drugs and allowed them and their families to begin the process of rebuilding their lives. For Teresa Acuña, mid-career MPA 2017 and the Roy and Lila Ash Fellow at the Ash Center, her experience as a legislative aide and advocate would intersect in an intensely personal manner with President Obama's efforts to undo some of the social damage wrought by this decades-long war on drugs.

In January 2016, while working as the director of Policy and Leadership Programs at the National Hispanic Leadership Agenda (NHLEA), a coalition of the nation's 40 most prominent Latino organizations, Acuña stumbled across an article criticizing the White House for failing to grant clemency to a single Latina federal inmate. "The Obama Administration was winding down, and I was juggling a bunch of different policy priorities, but this one was stuck in my head. I kept telling myself 'okay Teresa, you need to figure out how to pressure the administration on this,'" recalls Acuña.

The article that caught Acuña's eye mentioned the story of Josephine Ledezma, a mother of three and first-time offender who was convicted of playing a minor role in a drug deal with her brother, for which she was ultimately sentenced to life in prison. In early 2016, Acuña received a Facebook message from a grade school classmate. He confided in her that his mother was serving a life sentence for a minor drug conviction and that he was working to rally support for her mother's clemency before President Obama left office.

"This woman whom I had read about months before was his mother. I had to get involved," recalled Acuña. Acuña brought Ledezma's case to the attention of colleagues at NHLEA. "Can you push and crank some levers," she pleaded. Acuña cobbled together a coalition to advocate on Ledezma's behalf, raising this urgent issue with the president's administration in the White House. In August, Ledezma was pardoned by President Obama after serving 24 years in prison. She's back home with her son Daniel.

For Acuña, Ledezma's release was the capstone of a career thus far spent working to help those around her in need. The Rialto, California, native grew up in a working class home, the daughter of immigrants from Mexico. "I saw a lot of inequities that exist," said Acuña. "The real driver behind my career goes back to my parents, who fell in love with this country and its democracy."



Acuña headed off to college at San Diego State University at a time when immigration too was at the forefront of our national political conversation. "It was when we were actually getting some momentum in Congress to pass a bill, and we actually had the president's ear," said Acuña, referring to President George W. Bush's attempts in 2006 to get a comprehensive immigration bill through Congress. The negotiations and their ultimate collapse helped galvanize students across the country, including Acuña, who led fellow students in support of immigration reform.

After graduation, Acuña was selected for the highly competitive California Senate Fellows program in the state legislature. There she was introduced to the rough and tumble world of Sacramento politics and ultimately landed a job as a legislative aide with senator Gil Cedillo, a state senator from the heart of Los Angeles known as perhaps "the most vocal pro-immigrant legislator of California history," according to Acuña. Cedillo's signature issues in the state senate included legislation allowing undocumented immigrants to attend California universities at in-state tuition rates as well as permitting them to legally obtain drivers' licenses.

A job with state assembly member Luis Alejo, who represented the fertile agricultural land surrounding Monterey and Salinas, California, known as the Salad Bowl of America, introduced Acuña to agricultural and farm-worker related issues. Ultimately, this policy experience would serve Acuña well when she later moved to Washington, DC to

"I really enjoy public service when you can actually deliver and show your district that you can be a force for good"

serve as legislative director for Congresswoman Gloria Negrete McLeod.

As a member of the House Agriculture Committee, Negrete McLeod was involved in negotiations over the passage of the Farm Bill in 2013, which sets agricultural policy as well as authorizing funding for food assistance for low-income Americans. "We have a really high proportion of young students that were on free and reduced lunch. That was something that was personally very close to the congresswoman and myself as someone from the community," said Acuña. During consideration of the Farm Bill, conservative Republicans attempted to gut food assistance programs. Negrete McLeod and others in Congress representing districts with large numbers of constituents receiving supplemental nutrition assistance pushed back on the proposed cuts, ultimately preserving funding for these programs in the final version of the bill that made it to President Obama's desk. "That was a great experience. I really enjoy public service when you can actually deliver and show your district that you can be a force for good," Acuña reflected. ●

Student Focus

Travel Grants Support Student Research

Each year, the Ash Center provides travel grants to HKS students conducting master's thesis field research for their Policy Analysis Exercise or Second Year Policy Analysis. Beyond financial support, the Ash Center's deep connection to government and the broader world of practice allows the Center to provide in-depth support to students as they complete these projects. This winter, the Center supported 15 students on projects that are advised by Ash-affiliated faculty or that explore topics aligned with the Center's research and programmatic agendas.

Carlos Javier Castillo Perez and Paul Ochoa
Communities Investing in Themselves: A Case Study on Neighborly.com

Courtney Han
Re-Designing Large-Scale Agricultural Investment in Sierra Leone

Matthew Hellauer
Inclusive Entrepreneurship: Increasing small business formation among women, minorities and immigrants in low-income communities

Michael Huggins
The Construction of a Young Adult Unit in Suffolk County's House of Corrections in Boston's South Bay

Francesca Ioffreda and Duwain Pinder
Performance Management for the New Orleans Criminal Justice System
Raunak Kalra and Abdul Khan Muhammad
Gender Based Climate Change Budget Integration Index

Eunhae Oh
Assessing New York State Medicaid's Non-Emergency Medical Transportation Management

Yoko Okura
Flood Preparedness in Ireland: Analysis on Options for Mitigating Impact

Kirsten Rulf
Twitter and Its Minority Problem: How Can the Platform Stay a Place for Free and Fair Discourse in the United States?

Wei Guo Tang
Optimizing Value Extraction from Myanmar's Jade Resource

Nyasha Weinberg
Early Childhood Education and Care in the UK

Elizabeth Ruth Wilson
Towards Developing a Coordinated Entry and Assessment System for Homeless Youth in Greater Boston: A framework for improving data collection at the Y2Y shelter

BELOW

Francesca Ioffreda and Duwain Pinder, both MPP/MBA '17, with Mayor Mitch Landrieu of New Orleans while conducting research for their PAE



Student Focus

Weekly Speaker Series Highlights Student Work



Ash Summer Fellows in Innovation Sean Alaback and George Simpson discuss the importance of data to city governments during a fall 2016 student speaker series event

Every Friday, students, faculty, and staff gather for the Ash Center Student Speaker Series, which highlights and explores the implications and lessons learned from the research projects or applied learning experiences of Harvard University students supported by the Ash Center. Each week, these students offer brief remarks on their work, or a response to one another's work, and then open the table for discussion.

This year, the Student Speaker Series returned with a dive into the cutting edge of criminal justice policy. Three students, Duwain Pinder and Francesca Ioffreda, both dual-degree MPP/MBA '17 students, and Michael Huggins MPP '17, spoke about their respective Policy Analysis Exercise (PAE) research focused on emerging methods in the field of criminal justice. Pinder and Ioffreda focused on the city of New Orleans as their PAE client, introducing a performance management system to the local criminal justice system with an eye towards addressing some of the challenges found in the largest city in Louisiana — the most incarcerated state in the country. Huggins looked at a different innovation, a bit closer to home: the Suffolk County House of Corrections, in Boston's South Bay. His research focused on an approach, which is not uncommon in Europe but all but unheard of in the US: separate young-adult facilities to house inmates between the ages of 18 and 24.

Then, in observance of HKS Public Service Week, Ash Center Ford Foundation Mason Fellows Kinga Tshering of Bhutan and David Razú Aznar of Mexico discussed their past careers in public service. Both students served in elected office, Tshering as a Member of Parliament in Bhutan's National Assembly and Razú Aznar in Mexico City's Legislative Assembly.

In March, Mason Fellows Sukhman Randhawa MC-Mason '17 and Santiago Amador MC-Mason '17 talked about how innovation and technology can reach rural or impoverished communities. Taking a step beyond just broadband access, they explored the tangible resources that access can bring to a community; from online education to vocation and tutorial content, rural connectivity is a tool to impact people's lives for the better. Nyasha Weinberg MPP '17 discussed her PAE research on early childhood education and care in the UK. Weinberg detailed the gender, economic, and ethnic gaps she identified through her research and provided pragmatic policy recommendations for how the UK government can better their universal childcare programs.

The student speaker series will return in the fall of 2017. Check ash.harvard.edu for more information on the Student Speaker Series and for dates and times of upcoming events.

Fellows Focus

Meet Our New Fellows

Democracy Program

The Ash Center's Democracy Fellowships support predoctoral and postdoctoral scholars as well as practitioners in research areas related to democratic governance. This semester, **Yves Sintomer** joined the Center as a Senior Visiting Fellow. Sintomer is also Senior Fellow at the French University Institute and Professor of Political Science at Paris 8 University. He will soon publish in English the results of recent research on sortition and politics, and he is presently finishing a book on the future of democracy.

Carnegie Fellowship

Through a grant from the Carnegie Corporation of New York, the Ash Center began supporting promising Arab social scientists in the fall of 2014. The Carnegie scholars explore possible options for effective governance across a range of policy domains in this dangerously troubled part of the world. During the spring semester, the Center welcomed **Nadia Marzouki**, who received her PhD in political science from Sciences-Po, Paris, and whose work examines public controversies about Islam in Europe and the US.

Rajawali Foundation Institute for Asia

The Rajawali Fellows Program allows predoctoral and postdoctoral scholars as well as practitioners the freedom to pursue independent research projects on public policy issues related to Asia with the help of the Ash Center's Rajawali Foundation Institute for Asia and other Harvard resources. The Center welcomed six new Rajawali Fellows this semester:

LEUNG Edward, Spokesperson, Hong Kong Indigenous, Hong Kong

LI Xiaotao, Chairman, Tonghuashun Fund Sales, China

LIU Yan, PhD Candidate in Economics, Peking University

WANG Xian, Director of Centre of Listing Company State Institute of Finance, Tsinghua University, China

WEI Jigang, Director of Division, Industrial Economic Department, Development Research Center, PRC State Council, China

YUAN Dongming, Deputy Director, Enterprise Research Institute, Development Research Center, PRC State Council, China

Lee Kuan Yew Fellows

The HKS Singapore Program administers the Lee Kuan Yew Fellows Program, which brings a group of up to 25 midcareer students to campus for one semester each year. Coming from various countries throughout Asia, these students are candidates for the Master in Public Management degree at the Lee Kuan Yew School of Public Policy at the National University of Singapore. They spend their second semester as full-time students in residence at HKS to complement their training in Singapore. This semester, we welcomed 19 fellows:

Mohd Hafiz Bin Othman, Ministry of Foreign Affairs, Malaysia

Ajay Chandra, Income Tax Department, India

Samayamoorthy Chinnamanickam, Labor and Employment Department, Government of Tamil Nadu, India

Pham Khac Dung, Ministry of Industry and Trade, Vietnam

GOH Kok Wee, Ministry of Culture, Community and Youth, Singapore

HO Xiu Xian, Ministry of Finance, Singapore

LEE May Gee, Ministry of Education, Singapore

LIU Yingzhi, Ministry of Finance, China

Cherbett Karen Lucero Maralit, Senate of the Philippines, Philippines

Qurat-Ui Ain Memon, Government of Sindh, India

POH Chi Chuan, Singapore Tourism Board, Singapore

Virender Singh, Ministry of Finance, Government of India, India

Sangam Narain Srivastava, Income Tax Department, CBDT, India

TENG Choon Hon Adrian, Singapore Armed Forces, Singapore

Sukpinnarat Vongsinsirikul, Bank of Thailand, Thailand

WANG Xiao, Ministry of Commerce of the People's Republic of China, China

XIA Jiaoye, International Department of the Communist Part of China, China

Hiroki Yoshida, Ministry of Economy, Trade & Industry, Japan

YU Tao, China Great Wall Industry Corporation, China

Visiting Scholars

On occasion, the Ash Center hosts distinguished scholars, practitioners, and policymakers to pursue research on issues related to democratic governance and innovations in government. This semester we have the following visiting scholars in residence:

Joao Botelho, Associate Professor of the Federal University of Goiás, Brazil

Rodney Scott, Principal Research Fellow for the State Services Commission, New Zealand & Senior Lecturer, University of New South Wales, Australia

Yuko Torikata, Associate Professor, Doshisha Women's College of Liberal Arts, Japan

BELOW

This year's cohort of Lee Kuan Yew Fellows



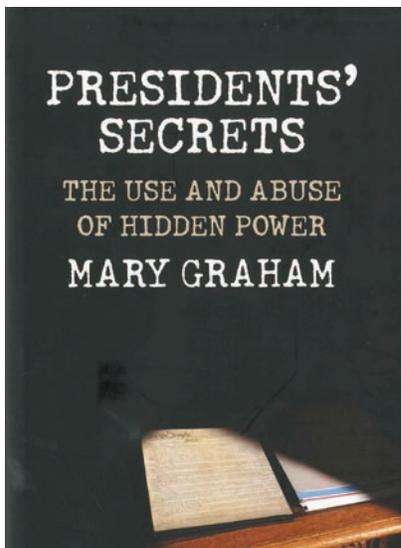
On the Bookshelf

Presidents' Secrets: The Use and Abuse of Hidden Power

Mary Graham
Yale University Press, 2017

Ever since the nation's most important secret meeting—the Constitutional Convention—presidents have struggled to balance open, accountable government with necessary secrecy in military affairs and negotiations. For the first one hundred and twenty years, a culture of open government persisted, but new threats and technology have long since shattered the old bargains. Today, presidents neither protect vital information nor provide the open debate Americans expect.

Mary Graham tracks the rise in governmental secrecy that began with surveillance and loyalty programs during Woodrow Wilson's administration, explores how it developed during the Cold War, and analyzes efforts to reform the secrecy apparatus and restore oversight in the 1970s. Chronicling the expansion of presidential secrecy in the Bush years, Graham explains what presidents and the American people can learn from earlier crises, why the at-



tempts of Congress to rein in stealth activities do not work, and why presidents cannot hide actions that affect citizens' rights and values.

Mary Graham codirects the Transparency Policy Project at Harvard Kennedy School and is the author of three earlier books on the politics of information.

Praise for *Presidents' Secrets*:

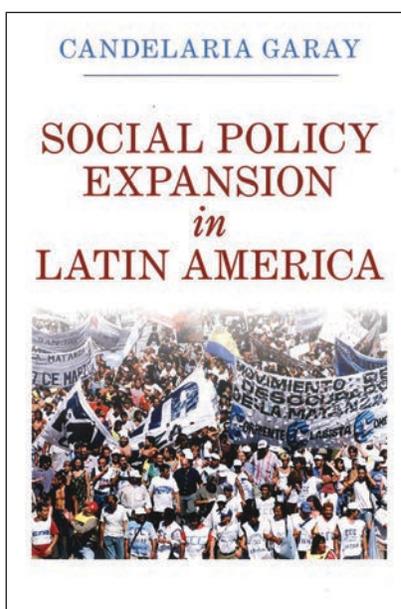
Presidents' Secrets demonstrates that government secrecy long ago exceeded its legitimate purposes and has become a highly developed method for avoiding congressional oversight and public accountability, concealing mistakes, and protecting personal careers and bureaucratic prerogatives. Mary Graham's history of the transformation—and analysis of the key presidential decisions that propelled it — is a remarkable achievement. — Christopher DeMuth, Hudson Institute

Presidents' Secrets brilliantly illuminates an issue as alive today as it was for George Washington—but with global consequences more ominous now: how much presidential secrecy can our democratic freedoms tolerate? Brisk, compact and readable, it describes the major secrecy battle presidents have fought, including Obama, and would be invaluable reading for the new administration. — Robert MacNeil, journalist and author

Social Policy Expansion in Latin America

Candelaria Garay
Cambridge University Press, 2017

Throughout the twentieth century, much of the population in Latin America lacked access to social protection. Since the 1990s, however, social policy for millions of outsiders—rural, informal, and unemployed workers and dependents—has been expanded dramatically. *Social Policy Expansion in Latin America* shows that the critical factors driving expansion are electoral competition for the vote of outsiders and social mobilization for policy change. The balance of partisan power and the involvement of social movements in policy design explain cross-national variation in policy models, in terms of benefit levels, coverage, and civil society participation in implementation. The book draws on in-depth case studies of policy making in Argentina, Brazil, Chile, and Mexico over several administrations and across three policy areas: health care, pensions, and income support. Secondary case studies illustrate how the theory applies to other developing countries.



Praise for *Social Policy Expansion in Latin America*:

The extension of social welfare programs to previously excluded groups has been one of the most important public policy changes in Latin America in recent decades. Candelaria Garay has written a path-breaking book that explains how that change occurred and why policy coverage continues to vary from one country to another. Most important, she explains how the content and reach of social policies are influenced by democratic competition and social mobilization from below. This is an original and deeply insightful book that makes a major contribution to the study of social policy in the developing world. — Kenneth Roberts, Cornell University

Candelaria Garay's masterful book stands out in the expanding scholarship on welfare states in Latin America for its empirical depth, comparative breadth and theoretical ambition. The novel argument is that democracy works to expand welfare policies, even in right wing governments, but in particular ways that depend on the dynamics of electoral contention and mobilization of social movements. This is a model for comparative research. — Ben Ross Schneider, Massachusetts Institute of Technology

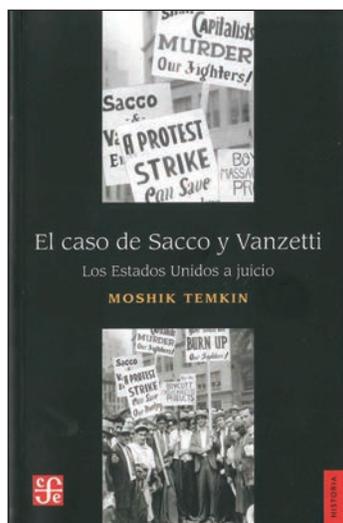
El caso de Sacco y Vanzetti. Los Estados Unidos a juicio (The Sacco-Vanzetti Affair: America on Trial)

Moshik Temkin

Fondo de Cultura Económica, 2016

A local case of robbery and murder in the 1920s grew to be an international topic of conversation, and an unprecedented political and legal scandal. Throughout the early 20th century, the world buzzed with conversations about this one conviction, rallies were held from New York to Tokyo, and people pleaded for a pardon. Well over 80 years after Nicola Sacco and Bartolomeo Vanzetti, infamous Italian-American fascists, were executed amidst controversy, Associate Professor Moshik Temkin brought the pair back to life in his book, *The Sacco-Vanzetti Affair: America on Trial*. Today, he again revives the pair in the Spanish translation of his book, *El caso de Sacco y Vanzetti. Los Estados Unidos a juicio*.

Drawing upon extensive research and contemporary commentary, Temkin answers the question, how did a small case turn into an international affair? The



book reveals the full scope of the Sacco-Vanzetti affair, showing not just how the case became a noted part of American conversation in the 1920s and beyond, but a topic of conversation around the world, one that would shape America's international relations. Temkin argues that the case became a worldwide affair not only due to contention around the

pair's innocence and accusations that they were being condemned due to their Italian ethnicity and fascist political views. In fact, he notes that the case's popularity was furthered as a reaction to US global supremacy and isolationism after WWI. As a result, the same international attention that helped beget Sacco and Vanzetti their fame ultimately sealed their fate.

Though the case is long closed, readers will find the book still has relevance to today's world. In conclusion, Temkin highlights what the Sacco-Vanzetti affair reveals about modern global political action, terrorism, jingoism, xenophobia, and politics.

Praise for *The Sacco-Vanzetti Affair: America on Trial*:

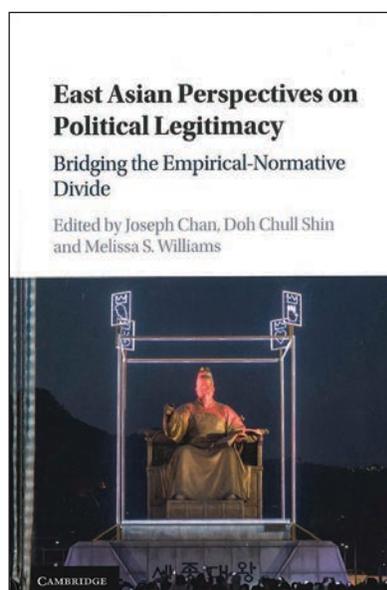
Temkin is at his best when issuing necessary and long overdue correctives concerning the impact of Sacco and Vanzetti's trial and execution in Europe. —Krystyn R. Moon, American Historical Review

In contrast to others who have written about the Sacco and Vanzetti case in the U.S., Temkin sets the Affair and responses to it in a genuinely transatlantic context. In so doing he makes an original and distinctive contribution to his subject. —Tony Judt, New York University

East Asian Perspectives on Political Legitimacy: Bridging the Empirical- Normative Divide

Melissa Williams, Joseph Chan, Doh Chull Shin, Eds.
Cambridge University Press, 2016

What makes a government legitimate? Why do people voluntarily comply with laws, even when no one is watching? The idea of political legitimacy captures the fact that people obey when they think governments' actions accord with valid principles. For some, what matters most is the government's performance on security and the economy. For others, only a government that follows democratic principles can be legitimate. Political legitimacy is therefore a two-sided reality that scholars studying the acceptance of governments need to take into account. The diversity and backgrounds of East Asian nations provides a particular challenge when trying to determine the level of political legitimacy of individual governments. This book brings together both political philosophers and political scientists to examine the distinctive forms of political legitimacy that exist in contemporary East Asia. It is essential reading for all academic researchers of East Asian



government, politics, and comparative politics. Melissa Williams, who was also a contributor to this volume, is a Senior Visiting Scholar at the Ash Center and Professor of Political Science at the University of Toronto.

Praise for *East Asian Perspectives on Political Legitimacy*:

This is an excellent volume on an important topic. Western political theory has been dominated by the view that only democracy provides political legitimacy... Given the world today, the issue of alternative views of legitimacy calls for careful study and thoughtful engagement. This volume provides a welcome venue for such engagement and is very timely. —Chenyang Li, Nanyang Technological University, Singapore; Author of *The Confucian Philosophy of Harmony* (Routledge, 2014)

This volume is a powerful contribution to debates about the current and future shape of political legitimacy in East Asia. The editors have assembled a fine blend of normative and empirical contributors, working in a variety of countries and perspectives. Volumes that blend normative and empirical work are generally in short supply, and those that do it well are rarer still. —Burke Hendrix, University of Oregon; Author of *Ownership, Authority, and Self-Determination* (Penn State, 2012) and Co-editor of *Colonial Exchanges* (Manchester, 2017)

Fellows Spotlight

LaGina Gause, Democracy Postdoctoral Fellow



What are the main questions your research addresses?

The biggest question is understanding how institutions and individuals interact with each other. There is this interplay where government does something and people react, and then people do something and government reacts. The question is how can government and institutions work together to create the best system that works for the most people. Particularly, I care about the people who aren't represented as often.

My dissertation looks at how legislatures respond to the people in their districts, but I'm also interested in the political behavior part of legislative response. That is, looking at how people are able to navigate their political system. In my dissertation, I look at protests, but in my other work, I focus on interest group behavior and how these groups are able to work on behalf of marginalized communities in different ways.

Take lobbying, for example. One of my working papers explores lobbying behavior and looks at how and when groups that have resource constraints, such as financial constraints, are able to communicate to Congress and to lobby those institutions on behalf of those they represent.

Are there pressing policy/social problems that your research speaks to? What specific solutions or approaches to addressing these problems does your research hope to understand?

Yes, the main project I'm working on now looks at protest behavior, which is showing up in current events in a lot of different ways. There was the Women's March following Trump's inauguration and protests against his immigration order days later. These events come on the heels of the Dakota Access Pipeline standoff, Black Lives Matter, and before that Occupy Wall Street and Tea Party protests.

One question I try to answer is why are people protesting? When you hear the media discuss these protests, you would think that nothing is happening, nothing gets done, but obviously protesters have to be getting something out of it because they continue to protest.

What is it they get out of protesting?

Part of it is the ability to be heard and express concerns. Protest can be a healthy way to engage and to express dissatisfaction and anger. Sometimes it's not even about policy. It's about, "I'm angry and I want to be around people and talk about my anger," and

protest is a way to do that in a public space. But other times it is about specific policy or problems.

In my research, I uncover that legislatures respond to protest by responding to the people who have the highest-priority concerns about the issues. They are more likely to respond to people who demonstrate their high-priority concerns in their willingness to overcome large obstacles to voice their grievances.

If we look at specific protest events that have been happening, we can see real legislative response. In response to the Mike Brown protests, many police departments around the country are now requiring their officers to wear body cameras. There have also been responses of freedom of information requests for police departments to release undisclosed video from body cameras.

Another example of legislative response can be seen in what happened with the Confederate flag after the Charleston shooting in Emmanuel Church. After massive protests, the South Carolina State Senate and House of Representatives passed a bill approving the removal of the Confederate flag from the State House lawn. Many local governments have been discussing the removal of the Confederate flag from other landmarks as well.

Of course, this legislative response has not addressed all of the protesters' demands, but there have been steps in the right direction. At least the right conversations are happening, if nothing else, and I think that's a big deal.

If you could have a conversation with any individual (living or dead) about your research, who would it be and why?

I don't know if it would be a specific person, but I would love to have more conversations with people involved in on-the-ground work. It would be interesting to ask what they consider to be the important questions in the field that need answering and to see if my work or academia in general could speak to those questions in any way.

In particular, I think it would be beneficial to talk to people on the NGO/nonprofit side. Policymakers would be interesting too, but it would be difficult because policy is so constrained by resources and politics. The questions that motivate policymakers are more along the lines of "what is possible," whereas, as an academic, I want to look at "what should be." That being said, I think there should be more dialogue across all lines. 

LaGina Gause is a Democracy Postdoctoral Fellow at the Ash Center. Her research interests include the representation and (nonvoting) participation of marginalized communities. In her current book project, "The Advantage of Disadvantage: Legislative Responsiveness to Collective Action by the Politically Marginalized," she explores when US legislators are likely to respond to protesters in their congressional districts. Specifically, she examines whether and how congressional roll call voting changes based on the resources of those participating in collective action. Formal theory and empirical analyses suggest that following protest, legislators are more likely to support the interests of racial and ethnic minorities, the poor, and other groups that face greater costs to participation than they are to support higher resource groups with greater access to the political system.

LaGina received her PhD in Public Policy and Political Science from the University of Michigan. She also has an MA in Political Science from the University of Michigan and a BA in Political Science from Howard University.

Event Snapshots

Technology and Democracy Workshop Series

AY 2016–2017

The Ash Center’s Technology and Democracy Workshop Series is a set of hands-on, cocurricular events designed to help HKS students develop real-world technology skills. Led by the Center’s Technology and Democracy Fellows, a network of technologists and other practitioners, workshop participants spend three hours working together to learn how to apply new technical skills to impact real-world scenarios.

This year, Technology and Democracy Fellows have led workshops on topics including design thinking; accessing, analyzing, and storytelling with publicly available data; information security and the Freedom of Information Act; and more. The workshop series engages nearly 100 students from the Kennedy School and beyond each year.



Students participate in a Technology and Democracy Workshop

Making Democracy Work: Dame Baroness Tessa Jowell

Fall 2016

In the fall of 2016, as part of the *Making Democracy Work* seminars series, was a series of four talks by Dame Baroness Tessa Jowell, a member of British Parliament from 1992–2015 who also held several cabinet-level minister positions. Baroness Jowell, a Senior Leadership Fellow at the time with the Harvard Chan School of Public Health, led conversations around four themes, providing an insider’s view of progressive leadership.

The series began by focusing on the strong similarities between the populist movements behind the Brexit and Trump phenomena. In the second seminar, held the day after the US general election, Baroness Jowell was able to empathize with the dazed shock of progressives in the audience who had not anticipated a Trump victory—the mood was much the same as the day after the Brexit vote in the UK. The best response to the deep social division reflected in the election, she counseled, is to move toward the discomfort in order to engage and understand citizens on the other side of the divide. In the third seminar, responding to the emerging evidence of the impact of “fake news” and social media silos on the US election, Baroness Jowell drew on her experience as Health Minister coping with the anti-vaccine movement, and reflected on what worked and what did not as means of rehabilitating scientific evidence in the public eye. Above all, she said, it was crucial to avoid berating people who distrust experts, and instead to work through trusted proxies (such as local health workers) to establish an empathetic connection to the beliefs and lived experiences of citizens. In the final seminar of the series, Baroness Jowell addressed the question of how progressives can maintain their optimism in the face of political setbacks.



Dame Baroness Tessa Jowell (right) and Archon Fung (left), HKS academic dean and Ford Foundation Professor of Democracy and Citizenship, speak at “Making Democracy Work” seminar on November 2, 2016

Community Organizing in Japan and China

November 4, 2016

In November, the Ash Center cosponsored a seminar with the Harvard University Asia Center on “Community Organizing in Japan and China.” Presenters included Marshall Ganz, Senior Lecturer in Public Policy at HKS; Kanoko Kamata, Executive Director, Community Organizing Japan; and Iris Hu, Leadership Trainer and Coach, Harvard SEED for Social Innovation. Dr. Ganz opened the talk by reflecting on the value of community organizing in Japan and China, with his teaching, research, and practice all converging on supporting leadership development and organizing collective actions. Kanoko Kamata followed by introducing her organization, Community Organizing Japan (COJ), which she founded in 2014 after studying community organizing at HKS. Since its inception, COJ has led 50 workshops across Japan, where over 1,000 people have learned about community organizing with the help of 70 workshop coaches. Ms. Kamata is working on localizing the teaching materials and encouraging citizens to take action by modeling organizing campaigns. Iris Hu then introduced her organization, Harvard SEED for Social Innovation, which conducts community-organizing workshops



Marshall Ganz (middle), Senior Lecturer in Public Policy at HKS, discusses value of community organizing in Japan and China



XUE Lan, conference co-chair and Professor and Dean, School of Public Policy and Management, Tsinghua University speaking at the “From the Management of Crisis to the Governance of Risk: Time for a Paradigm Change?” conference in China

at Harvard each summer for social innovators from all around China. Harvard SEED collaborates with several foundations in China, and they hope to continue those partnerships and work with the government to expand the community-organizing framework. The event was moderated by Andrew Gordon, Lee and Juliet Folger Fund Professor of History at Harvard and Acting Director of the Harvard University Asia Center.

From the Management of Crisis to the Governance of Risk: Time for a Paradigm Change?

January 9–11, 2017

Organized by the Ash Center’s Program on Crisis Leadership, Tsinghua University’s School of Public Policy and Management, and the China Institute for Reform and Development (CIRD), “From the Management of Crisis to the Governance of Risk: Time for a Paradigm Change?” took place January 9–11, 2017, on CIRD’s campus in Haikou City, Hainan Province, China. The conference featured approximately 150 participants from 14 countries, about two-thirds of whom were faculty, postdoctoral fellows, or senior researchers from Chinese, Japanese, American, and European universities and organizations. A number of graduate students studying disaster response at Chinese universities attended as well. The conference consisted of both plenary session speeches—including keynote addresses by Paul Knox-Clark from ALNAP/Overseas Development Institute in London and by Rajib Shaw, executive director of the UN’s Integrated Research on Disaster Risk program in Beijing—as well as a series of breakout sessions covering issues related to crisis management and risk governance. Several institutions provided support for the event; in addition to the conference organizers, they included the Tomorrow Education Foundation, the Global Challenges Foundation (Sweden), the British Embassy Beijing, and the EU-China Disaster Risk Management Project.

Asia Public Policy Forum 2017

January 18–19, 2017

At the start of the New Year, the Harvard Kennedy School Indonesia Program and the Jeffrey Cheah Institute hosted Southeast Asia’s premier annual public policy event, the Asia Public Policy Forum (APPF). An estimated 120 participants attended the forum, gathering at Sunway University in Kuala Lumpur, Malaysia, to work on “Improving Education Access and Quality in Asia.” Each year, the APPF addresses a different critical and complex policy challenge for Indonesia and its ASEAN neighbors. This year, focusing on education, the APPF tackled topics like balancing access and quality in primary and secondary education, meeting job market demand, and understanding the relationship between education and development.

Most forum participants were from ASEAN member countries, though others attended from East Asia and a few from further abroad. Exemplifying the event’s collaborative nature, the participants were a mix of senior central and subnational government officials, private-sector and community-based leaders, and academics, researchers, and public intellectuals.

Perspectives on the Trump Executive Order on Immigration

February 3, 2017

In February, the Harvard Institute of Politics convened a panel of academics and former public servants in the JFK Jr. Forum to discuss the fallout from Trump’s executive order on immigration. Among the panelists were David French, a Senior Fellow at the National Review Institute, a constitutional lawyer, and veteran of Operation Iraqi Freedom; Juliette Kayyem, Belfer Lecturer in International Security at HKS and Assistant Secretary for Intergovernmental Affairs, Department of Homeland Security (2009–2010); Gil Kerlikowske, Institute of Politics Spring 2017 Resident Fellow, Commissioner of US Customs and Border Protection (2014–2017); and Moshik Temkin, Associate Professor of Public Policy at HKS, Director, Initiative on History and Public Policy at the Ash Center, and author of *Undesirables: Travel Control and Surveillance in the Age of Global Politics* (forthcoming from Harvard University Press). Moderating the discussion was Nicholas



Tony Saich (left), director of the Ash Center and Daewoo Professor of International Affairs, provides opening remarks for the Asia Public Policy Forum 2017 alongside Professor Graeme Wilkinson, Sunway University



Left to Right: R. Nicholas Burns, moderator, Roy and Barbara Goodman Family Professor of the Practice of Diplomacy and International Relations, HKS; Juliette Kayyem, Belfer Lecturer in International Security, HKS; David French, Senior Fellow, National Review Institute, Veteran of Operation Iraqi Freedom; Gil Kerlikowske, Institute of Politics Spring 2017 Resident Fellow, HKS; and, Moshik Temkin, Associate Professor of Public Policy, HKS, discuss President Trump’s January executive order on immigration

Burns, Roy and Barbara Goodman Family Professor of the Practice of Diplomacy and International Relations, and former Undersecretary of State for Political Affairs. Though the panelists came from different backgrounds and political parties, they all agreed that the order was faulty in terms of intent and execution. Closing on a hopeful note, Nick Burns echoed Harvard University President Drew Faust's sentiment that "ours is a nation founded and built on the bedrock of religious pluralism and religious freedom."

Presidential Secrecy from Washington to Trump

February 6, 2017

In February, the Ash Center and Harvard's Institute of Politics brought two experts on open government and transparency together in the JFK Jr. Forum to discuss presidential secrecy: Ambassador Norm Eisen, a current fellow at Brookings, former US ambassador to the Czech Republic, and former Special Counsel and Special Assistant to the President for Ethics and Government Reform from 2009–2011; and Mary Graham, Co-Director, Transparency Policy Project, Ash Center, HKS, and author of *Presidents' Secrets: The Use and Abuse of Hidden Power*. Archon Fung, Ford Foundation Professor of Democracy and Citizenship and Academic Dean, HKS, moderated the event.

Throughout the discussion, Eisen and Graham both expressed concerns about the current administration's transparency. For Graham, secrecy around everything from financials to the president's health is cause for worry. Eisen commented on conflicts of interest, the president's possible relationship with Russia, and issues surrounding the executive order on immigration. Other topics discussed included transparency as a roadblock to government efficiency, the balance of powers, and the media's role in transparency and secrecy. The event ended on an optimistic note. Graham believes, "Limiting secrecy has always depended on the vigilance and courage of individuals," and today, she added, "more people are watching than ever before."



Archon Fung (left), HKS academic dean and Ford Foundation Professor of Democracy and Citizenship; Ambassador Norm Eisen, fellow at Brookings; and Mary Graham, co-director, Transparency Policy Project, Ash Center, and author of *Presidents' Secrets: The Use and Abuse of Hidden Power*

City Power: Urban Governance in a Global Age

February 14, 2017

Richard Schragger, Perre Bowen Professor of Law and the Joseph C. Carter, Jr. Research Professor of Law at the University of Virginia School of Law, spoke about city power—the roadblocks cities encounter and the potential for increasing their autonomy. Schragger, a long-time proponent of local power, talked about why empowered local government is a positive force, especially for progressive action. He highlighted challenges, calling out how states and the federal government have prohibited local action in the past, sometimes taking punitive or preventative measures. Notably, Schragger commented on state-based federalism saying, "I hate states and you should too." To change, Schragger asserted, "Cities need to stop competing and start organizing... Mayors need to be political figures on the national scene." Quinton Mayne, Associate Professor of Public Policy at HKS, moderated the event.



Richard Schragger, Perre Bowen Professor of Law and the Joseph C. Carter, Jr. Research Professor of Law at the University of Virginia School of Law, discusses his book *City Power: Urban Governance in a Global Age*

Women and Leadership: Responses to Challenging Times

February 15, 2017

On February 15, Ash Center Director Tony Saich provided a welcome to a packed room gathered to hear three Harvard Kennedy School scholars discuss women and leadership. Set against a backdrop of the women's marches and protests of the prior month, Leah Wright Rigueur, Assistant Professor of Public Policy, Harvard Kennedy School; Melissa Williams, University of Toronto and Senior Visiting Scholar, Ash Center; and Jane Mansbridge, Adams Professor of Political Leadership and Democratic Values, Harvard Kennedy School, all spoke. Though each presented on a different topic, core themes of intersectionality, inclusion, and organization were shared throughout the discussion. This seminar was in recognition of Marty Mauzy's invaluable years of service as Executive Director of the Ash Center.



"Women and Leadership" panelists celebrate event honoree, Marty Mauzy, Ash Center Executive Director, upon her retirement



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Harvard Kennedy School
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The Ash Center for Democratic Governance and Innovation strives to make the world a better place by advancing excellence and innovation in governance and public policy through research, education, and public discussion. By training the very best leaders, developing powerful new ideas, and disseminating innovative solutions and institutional reforms, the Center's goal is to meet the profound challenges facing the world's citizens.