

Ash Center for Democratic Governance and Innovation ■ Spring 2012 Volume 10

Communiqué

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The Roy and Lila Ash Center for Democratic Governance and Innovation advances excellence and innovation in governance and public policy through research, education, and public discussion. Three major programs support our mission: the Program on Democratic Governance; the Innovations in Government Program; and the Rajawali Foundation Institute for Asia. The Ford Foundation is a founding donor of the Center.



Roy Ash presents at the 2003 Ash Center inauguration

Remembering Roy Ash

One of Largest Single Donors to HKS Dies at 93

Roy Ash, one of the largest single donors to Harvard Kennedy School, died on December 14, 2011, of complications from Parkinson's disease at his home in Los Angeles. He was 93.

In 2003, Roy and his wife Lila endowed the Roy and Lila Ash Center for Democratic Governance and Innovation at Harvard Kennedy School. Their gift allowed the School to enhance its existing Innovations in Government Program by emphasizing the connection between innovation and democratic governance. The Ash Center now devotes much of its resources towards understanding the practices and mechanisms required to establish, sustain, and deepen democracy around the world.

"We have to consider the concept of democracy fragile and in need of real, constant, hands-on care," said Roy Ash at the inauguration of the Ash Center. "The purpose

of the Institute [now Center] is to encourage thoughtful and focused attention to the nature, principles, functioning, and continued innovation and adaptations essential to a living and effective democracy."

"We are deeply grateful for the support Roy and Lila Ash have provided to the Ash Center," said Anthony Saich, director of the Ash Center. "Without their foresight and direction, the Center would never have come to fruition as an energetic hub of academic scholarship on democracy, bridging the gap between the ideal of democracy and the imperfect practice of its real-world incarnations around the world."

A Life of Public Service

Roy Ash dedicated his career to serving the public good in both business and government, as well as through extensive philanthropic endeavors.

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Ash Center Director Saich presents Deputy Mayor Gibbs, CEO Executive Director White, and Mayor Bloomberg with the Innovations in American Government Award

Center for Economic Opportunity Wins Innovations in American Government Award

New York City's Center for Economic Opportunity (CEO) was announced as the winner of the Innovations in American Government Award on February 12, 2012. Established by Mayor Michael R. Bloomberg, CEO designs, implements, and evaluates unique initiatives that combat urban poverty among New York City's low-income workers, at-risk youth, and families with children. Over the last five years, CEO has collaborated with 28 city agencies to launch and scale up more than 50 programs and policy initiatives in the areas of asset development, employment and training, and education.

At a policy conference in late March commemorating the program's five-year anniversary, Ash Center Director Anthony Saich presented Mayor Bloomberg with a certificate recognizing CEO's achievements.

"Not only is the Center for Economic Opportunity innovative, it demonstrates a sea change in how a city can unite the disparate interests of previously siloed agencies, funders, providers, and businesses to tackle poverty, one of our nation's major growing challenges," said Anthony Saich. "In honoring CEO's efforts as an Innovations in American Government Award winner, it is our hope that jurisdictions across the country can benefit from best practices in financial literacy,

education, and employment training to move the working poor up the economic ladder."

CEO's commitment to reducing poverty expands to key policy efforts: as a result of CEO's work, New York City was the first jurisdiction in the country to introduce an alternative to the much-criticized federal poverty measure. The new measure of poverty for New York City is based on recommendations from the National Academy of Sciences. Informed by CEO's work, the U.S. Census Bureau released its first report on a new Supplemental Poverty Measure for the nation in 2011.

"Time and again New York City eagerly tries bold ideas even at the risk of failure—and that is precisely why our programs are so successful," said Mayor Bloomberg. "Not only are our results improving the lives of New Yorkers, but as the award from Harvard shows, we are a leading model for the nation in the charge to find solutions to deeply entrenched challenges."

Poverty in the Big Apple

The Center for Economic Opportunity was established by Mayor Bloomberg in 2006, allowing the city to design and test effective programs before and during the economic downturn. According to CEO's most recent

metrics, 19.9 percent, or 1.6 million, of the city's 8.2 million residents are classified as poor. Employers are increasingly making a high school diploma a prerequisite for employment, yet 18 percent of New Yorkers have earned less than a high school diploma and 23 percent have only attained a high school diploma. The Center's evidence-based literacy, GED, and other employment and training programs offer important opportunities to the city's low-income workers and job seekers.

"Poverty is one of the great challenges of our time, and as someone who has spent a great deal of time working on the issues of poverty and social policy, I'm particularly pleased that the Center for Economic Opportunity was selected as our Innovations in American Government Award winner," said David Ellwood, dean of Harvard Kennedy School. "The award honors the Center's efforts to support the working poor at key transition points—starting school, entering the workforce, and having a family."

Evidence-Based Evaluation

Anti-poverty programs are funded through CEO's Innovation Fund—a mix of public and private moneys—and are subject to rigorous evaluation to determine their success in advancing economic opportunity and curbing poverty among New Yorkers. CEO works with independent, external evaluators to determine program impacts and also regularly releases evaluation reports on program implementation and impacts to share findings with providers, policymakers, and other stakeholders. The city finds that this evaluation process creates an environment of transparency and evidence-based accountability whereby future funding is based on a program's successful performance.

CEO is housed within the office of Mayor Bloomberg and is overseen by Executive Director Veronica M. White—a structure that centralizes control over two dozen city agencies and fosters more cross-agency collaboration for solving key issues related to poverty. Among the 50 programs for which CEO has received high accolades are CUNY ASAP, a community college support program, and the Sector-Focused Career Centers, a series of sector-based employment and training centers.

Programs In Focus: Increasing Graduation Rates & Improving Employment

With only one in five community college students in the nation graduating each year according to the National Center for Education Statistics, CEO's City University of New York Accelerated Study in Associate Programs (CUNY ASAP) model is designed to remove barriers to graduation and increase graduation rates. The 1,300 CUNY ASAP students at the city's six community colleges benefit from increased interaction with faculty and staff through small, cohort-based classes as well as one-on-one involvement with academic and career advisors that play a proactive role throughout the student's academic career. Students also receive financial support for tuition, books, and transportation. As a result of these innovations, CUNY ASAP has doubled its graduation rate among students in its three-year program (53 percent compared to 24 percent of non-ASAP students), and nearly tripled its two-year graduation rate (30 percent compared to 11 percent of non-ASAP students). In addition, 75 percent of its graduates go on to four-year colleges. The city's newest community college will open later this year following CUNY ASAP's unique model of student support.

Managed in partnership with the city's Department of Small Business Services, CEO's Sector-Focused Career Centers offer training, placement, and career advancement opportunities within specific high-growth industries, including transportation, health care, and manufacturing, at sector-specific career centers. Training materials and curricula are designed, with potential employers' input, to best prepare workers for the changing industry demands and gain the necessary skills to be an attractive job candidate. For example, at the Transportation Center, participants learn a host of key skills to secure or advance in a career in

aviation, ground passenger transit, truck transportation, and air transportation support. Once placed, participants continue to work with program staff to prepare for career advancement. An independent evaluation of the Transportation Center found that participants had higher employment placement rates, higher hourly wages, and more weekly hours worked than individuals in a comparison group. In fiscal year 2011, of the 6,718 New Yorkers served by the Sector Centers, 2,834 secured employment and an additional 394 were able to advance within their existing careers.

Sharing Best Practices

In July 2010, CEO received an annual \$5.7 million Social Innovation Fund grant from the Obama Administration to assist with the replication of five of its anti-poverty programs in Cleveland, Kansas City, Memphis, Newark, Tulsa, San Antonio, Youngstown, and New York. Among the programs is Family Rewards, a family-focused conditional cash transfer program that seeks to reduce poverty in the short term and build human capital in the long term. In addition to the Social Innovation grant, CEO's Office of Financial Empowerment, housed by the city's Department of Consumer Affairs, is gaining recognition for its leadership in the Cities for Financial Empowerment Coalition, which supports cities' efforts to adopt New York City's best practices and adapt its asset development programs to their specific environments. As the first municipal office of its kind in the country, the Office of Financial Empowerment teaches low-income New Yorkers important skills to best use their financial resources and build assets.

The Innovations in American Government Awards was created by the Ford Foundation in 1985 in response to widespread pessimism and distrust in government's effectiveness. Since its inception, nearly 500 government innovations across all jurisdiction levels have been recognized and have collectively received more than \$20 million in grants to support dissemination efforts.

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In 1953, Ash co-founded Litton Industries, and as both director and president until 1972, presided over its growth to a multibillion-dollar business made up of over 100 companies. The company is now owned by Northrop Grumman.

While serving as President Nixon's chairman of the Presidential Advisory Council on Executive Organization in 1969, Ash developed a plan to elevate the former Bureau of the Budget into a newly created Office of Management and Budget that incorporated results-oriented leadership and management techniques. In 1973, he was appointed the third director of the Office of Management of Budget and continued serving in this position under President Ford until 1975. In this capacity, he oversaw the creation of a number of new federal agencies including the Environmental Protection Agency.

Born in Los Angeles on October 20, 1918, Roy Ash enlisted in the U.S. Army Air Forces in 1942 and served in the Statistics Department. He later graduated first in his class at Harvard Business School, despite never going to college.

Ash is survived by his wife Lila; sons Charles, James, and Robert; daughters Loretta Danko and Marilyn Hanna; nine grandchildren; and two great-grandchildren.



CEO Sector-Focused Career Center



Roy Ash with wife Lila and Joseph Nye at Ash Center Signing Ceremony

Six Finalists of the Innovations in American Government Awards Recognized

From nurturing home-grown businesses to building a network of volunteers that can revitalize a community, Americans are coming together to create solutions to the nation's most pressing problems.

On November 16, 2011, the finalists of the Innovations in American Government Awards presented their initiatives before the National Selection Committee, chaired by former Washington, D.C. Mayor Tony Williams, at the JFK Jr. Forum. Among the speakers were Diahann Billings-Burford, the country's first municipal chief service officer of New York City, and Doug Clark, former mayor of Littleton, Colorado.

The finalists—Boston Public Schools' Teacher Residency; Littleton, Colorado's Economic Gardening; New York City's Center for Economic Opportunity and New York City's NYC Service; Oregon's Statewide Land Use Program; and San Francisco's Healthy San Francisco—were selected by public policy experts and practitioners from Harvard and other institutions around the country. These six government initiatives demonstrate creative problem solving to pressing issues related to education, economic development, poverty, civic services, and health care.

"This year's finalists are some of the best innovations our National Selection Committee has ever reviewed," said Tony Williams. "Government is facing unprecedented challenges, and I think all of us are sanguine to know that there are leaders and programs out there—including these government finalists—that are working to engage our people better. The importance of the Innovations in American Government Award has truly never been greater."

The Finalists In Detail

Two of this year's finalists were born from the creative solutions generated by New York City government. NYC Service was launched in 2009 as a direct response to President Obama's call for a "new era of service in America." The program connects volunteers with a host of available "Impact Volunteer" service opportunities in the areas

of education, health care, the environment, emergency preparedness, and neighborhood revitalization. From painting rooftops with reflective paint for increased energy efficiency to offering free exercise classes in disadvantaged neighborhoods, the program marks the nation's first use of volunteer service to address civic problems. Over one million volunteers have been recruited since its inception.

Also in New York City, the Center for Economic Opportunity (CEO) works to design, implement, and evaluate anti-poverty programs. CEO has now implemented more than 50 programs in partnership with 28 city agencies and has introduced a new measure of poverty for New York City, based on the recommendations of the National Academy of Sciences. Unique programming includes SaveUSA, which encourages saving among low-income families by offering a 50 percent match to participants that save a portion of their tax refund. In addition, Jobs-Plus offers public housing residents aid in securing and retaining employment through job search services and coaching, vocational training, and assistance with GED and ESL courses. CEO is now replicating five of its most promising programs in cities across the country through the federal Social Innovation Fund.

Littleton, Colorado's Economic Gardening program takes a different approach to economic development, focusing on enhancing the city's home-grown industries to increase job growth and overall economic prosperity for the region. Launched in 1987, Economic Gardening gives emerging growth Stage II businesses assistance in competitive market research, trade area analysis, social media, and web marketing grounded in a host of scientific theories adapted to entrepreneurship. The program reports that since its creation, the city's job base has nearly doubled (from 15,000 to 27,000) and sales tax revenue has tripled (from \$6 million to \$20 million), while the population has increased by 23 percent. Moreover, the city's industry is now more diversified: from primarily oil and defense contracts previously to telecommu-

nications, health care, engineering, software, and other industries today.

Oregon's Statewide Land Use Program shares Economic Gardening's philosophy of nurturing industries native to the region. Through property tax incentives, transferable development rights, and limited-use requirements, the program protects and conserves farm and forest lands for agricultural and timber production. At the same time, the state establishes locally designated urban boundaries to both accommodate population and business growth while preventing urban sprawl onto rural lands. As a result, Oregon reports a high level of food and timber production. Its urban planning strategy incorporates public facility and public transportation plans, which the state notes are providing environmental benefits and cost savings by reducing reliance on automobiles.

Economic development takes another shape in Boston Public Schools' Boston Teacher Residency program. The program attracts and retains a diverse group of high quality teachers to drive up academic achievement in the highest-need areas of Boston. Aspiring teachers, called residents, participate in a year-long apprenticeship, working with experienced teachers and taking courses to earn a master's degree. Graduates receive ongoing support for their first three years of teaching. Boston Teacher Residency reports an 80 percent three-year retention rate of its graduates compared to a 53 percent district three-year teacher retention rate before the program's inception in 2003. Academic achievement is also up: the program is part of a set of district initiatives contributing to a seven percent increase in the student graduation rate since 2006. Boston Teacher Residency co-founded Urban Teacher Residency United which has supported replication of the residency model in 14 cities around the country.

Like Boston Teacher Residency, Healthy San Francisco targets underserved and disadvantaged populations. As an initiative of the city and county of San Francisco, it provides health care to the region's estimated 64,000 uninsured adult residents. Administered by the San Francisco Department of Public Health, Healthy San Francisco integrates existing public and private health

care providers into a single, centralized system, whereby residents can enroll, select a primary care medical home, and gain access to services, information, and support. Since its launch in 2007, over 85 percent of uninsured have voluntarily enrolled in Healthy San Francisco, particularly

notable as 20 percent of enrollees had not accessed health care services at all in the last two years. Independent evaluation data reveals that enrollees show steadily declining emergency department use over time, and 94 percent of enrollees have expressed satisfaction with the program.



National Selection Committee Members Carl Weisbrod, David Osborne, Tony Williams, Kathleen Kennedy Townsend, and William Clinger Jr.



Boston Teacher Residency



Center for Economic Opportunity



Economic Gardening



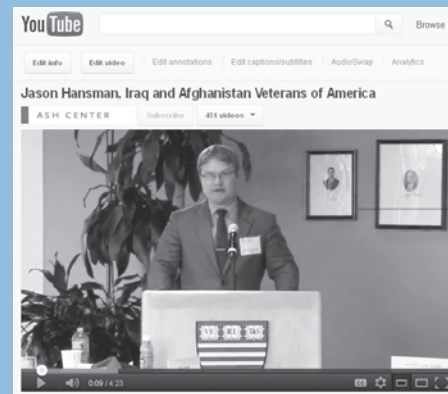
Healthy San Francisco



NYC Service



Statewide Land Use Program



How to Help American Veterans

In February 2012, the Ash Center published an array of innovative approaches to help veterans. Produced by Emmy-winning Director Mark Harris, individual videos are now available on the “A Better Welcome Home” playlist of the Center’s YouTube channel at <http://bit.ly/betterwelcomehome>. The video presentations represent the work of a diverse group of public and nonprofit organizations that were speakers at the Center’s November conference *A Better Welcome Home: Transformative Models to Support Veterans and Their Families*. These panelists shared a host of alternative treatments including art therapy, outdoor recreation, and veteran-civilian dialogue that have become integral to overcoming traumatic war experiences for many veterans. Videos include information about how viewers can participate in aiding veterans’ reintegration within their communities.

HKS Students Gain Insider Perspective of Chile's Disaster Recovery Efforts

At 3:34 a.m. on February 27, 2010, Chile was hit with an 8.8 magnitude earthquake, the world's sixth largest earthquake in recorded history. From its epicenter off the Pelluhue commune coast, the quake and subsequent tsunami damage spanned 600 kilometers from coastal to mountainous regions home to 80 percent of the country's population. The disaster killed 562 residents and destroyed an estimated 370,000 homes, causing over \$30 billion (U.S. dollars) in widespread devastation and economic loss. Certain small villages and towns closest to the quake's epicenter and along the coast experienced devastating losses: in Cobquecura and Dichato over 90 percent of residents lost their homes.

Two years later, the country is making impressive progress towards recovery. The government removed all disaster debris in a matter of months; by comparison New Orleans took upwards of three years to complete trash removal after Hurricane Katrina. Of the 80,000 temporary housing units known as *mediaguas*, 75,000 were built on residents' actual land. Permanent housing for the homeless is well underway. According to the head of reconstruction for the Ministry of Housing, of the 220,000 families requiring government help to rebuild their homes scattered over 23,000 settlements, the government has allocated 220,000 subsidies, started constructing 136,237 permanent homes, and completed building 72,226 homes. The current administration has an ambitious goal of building the remaining permanent homes for all 220,000 families by February 2014.

While building homes and infrastructure requires master planning and cannot be done overnight, many residents remain frustrated at the pace of reconstruction. And in smaller, rural villages like Perales destroyed by the tsunami, recovery efforts have been largely overlooked, abandoning residents to rebuild their homes and livelihoods on their own. Such arguably slow recovery efforts led in part to widespread protests that turned violent in July 2011 in the town of Dichato.

Community Recovery Immersion Course

Designed to give students a rare, insider's view of the complex issues surrounding Chile's recovery efforts, the "Community Recovery: Rebuilding Disaster Damaged Communities in Chile" course was held January 2nd through 14th at the beginning of this year. Created and taught by Doug Ahlers, adjunct lecturer in public policy at Harvard Kennedy School and a faculty affiliate of the Ash Center's Program on Crisis Leadership, the course included a week of fieldwork whereby teams of students lived and worked in Cobquecura, Dichato, and Perales, three quake- and tsunami-affected areas. Because these towns mirror the damage and devastation felt in other regions throughout Chile, Ahlers hopes the economic recovery strategies and plans created by the students can be adapted around the country as models for community-based recovery.

"Experiential learning courses like this one follow a 'throw you into the deep end of the pool' philosophy by really immersing our students in the communities they are studying to gain a better understanding of the complexity of the challenges faced," said Ahlers. "Instead of getting a perfect problem set, they are getting a messy problem set, and from their toolbox of theories and frameworks, they must find ways to apply them in real time under real life pressures."

Meeting with the families, community groups, foundations, and businesses hard hit by the disaster, students gained an on-the-ground understanding of each community's day-to-day struggles. During the final week of the course, each team crafted a detailed strategic plan for improving the area's economic growth in both the short and long term using the information they had learned doing field research.

A key component of the Community Recovery course was to help residents of Cobquecura, Dichato, and Perales identify promising public and private grants for individuals along with start-up and existing businesses. As the grant application process can be overwhelming for even the most seasoned professional and many residents were



Road into Dichato



Destroyed adobe home in Cobquecura



Greenhouse made by Dichato residents



HKS students in Dichato

not familiar with the resources available to them, students offered one-on-one assistance with navigating the grant application process and facilitated with application writing so residents could best take advantage of available financial support.

Bringing Back Life to Once Popular Beach Town

Much of Dichato's once vibrant coastline was destroyed by the tsunami, and the majority of this regional tourist hot spot's population now lives in temporary housing camps. When residents lost their homes, they also lost an additional source of income, as many rented out their homes during the three-month tourist season.

Ruthzee Louijeune, HLS JD and HKS MPP 2014, and her fellow team members met with many of the town's residents. She explained "the people of Dichato know best what their needs are—they've already identified them. Our primary objective was to listen to their ideas and help them strategically translate their vision to best gain access to resources and funds to start and rebuild their livelihoods."

In one such interview, Louijeune met with 18 women all originally living in a temporary housing camp who, by hand, had built their own greenhouse of wood and plastic sheeting. Currently selling organic fruits and vegetables, the women hope to become the town's only flower vendor and take advantage of the built-in market promised by the nearby cemetery as well as the town's many holiday festivals. Louijeune and her teammates aided them with crafting a business plan and applying for a start-up grant.

Building Out of Rubble

Also a tourist destination, Cobquecura attracts surfers from around the world to enjoy the town's waves, miles of black sand coastline, and historic district. The quake transformed much of the classic adobe shops and homes of the downtown heritage area into piles of rubble. Other buildings are now uninhabitable with fallen-in roofs and toppled walls.

Because this town of 5,500 residents is relatively isolated—the nearest city is over an hour away—it has not been able to attract construction companies skilled in the adobe

trade to aid in rebuilding efforts. José Ríos, MPA 2012, and his fellow HKS teammates proposed alternate building models including starting a local construction company trained in making seismic-code adobe and led by experts at the University of Peru and Harvard Graduate School of Design Lecturer Miho Mazereeuw, an expert in earthquake- and tsunami-building techniques.

"This experience was very meaningful to all of us," said Ríos, "but for me as a native Chilean, the class was very personal. It was an amazing opportunity to return to my country and try to help."

Empowerment Through Sewing

Unlike Dichato and Cobquecura, the 500 residents of the small village of Perales live more modestly off subsistence farming, fishing, algae gathering, and tourism. In the peak season, the village had welcomed upwards of 400 visitors via its mountainous 25 kilometer coastal road—all but impossible now as the road was washed out by the tsunami. Instead, visitors can reach Perales by way of a new dirt road only paved at the steepest parts of its path. "The current road is very much like Highway One in California," said Gina Di Domenico, HKS MPA 2013. "And while they've done preliminary work on it, our team recommended first and foremost that the road be rebuilt if Perales is to really grow in the future."

While in Perales, Di Domenico and her fellow HKS teammates organized a workshop day for residents to share their ideas for reviving and improving their livelihoods. For Di Domenico, her most rewarding work was with a group of women seeking new ways to supplement their family income through hand-sewn clothes and handicrafts. As many residents suffered from post-traumatic depression after the disaster, the village's local clinician started sewing classes as a creative coping mechanism. Taught in the clinic, 20 women learned the basics of sewing and could practice their skills one hour five times per month, sharing time on a single sewing machine. Di Domenico and her team aided the women in applying for a grant to secure 29 additional sewing machines to enhance their skills.

"Many of these women had an isolated existence as tourism has all but dried up in

Perales," said Di Domenico. "They were excited about the prospect of being able to supplement their family's income and develop the skills to clothe their children better."

This course is part of a larger effort of the Kennedy School to provide students immersive experiences to translate the skills they have learned in the classroom into practice. The Ash Center offers a host of travel and research grant opportunities through the Policy Analysis Exercise and summer internships. The Center's Summer Fellowship in Innovation places students in the offices of some of the country's most innovative municipalities to take part in key public policy initiatives and projects. Throughout the year, the Center also offers grants for students to research in the field. From exploring teacher retention in Pittsburgh to citizen receptiveness to new Dengue Virus medicine in rural Indonesia, such research projects demonstrate a wide range of creative scholarship from across the globe.



Perales women receiving sewing machines



Doug Ahlers with community leaders in Dichato

Taking the Road Not Taken

Vietnamese Delegation Explores Alternative Paths for Future Growth in Vietnam



Deputy Prime Minister Vu Van Ninh



Nguyen Thi Hong, Vice Chairman of the People's Committee, Ho Chi Minh City



Cao Viet Sinh, Deputy Minister of Planning and Investment

In mid-February, the Ash Center's Vietnam Program convened a delegation of 20 senior Vietnamese policymakers led by Deputy Prime Minister Vu Van Ninh for a week of intensive policy discussions and analysis on Vietnam's economy as part of its third annual Vietnam Executive Leadership Program (VELP). Held at Harvard Kennedy School, world-class experts on both the Vietnamese and the broader global economy led candid discussion and presented original analysis on the short- and long-term challenges facing Vietnam. While the country's leaders regularly hold similar policy discussions in Hanoi, the VELP program is specifically designed to take leaders out of their day-to-day environments, providing an outside, impartial venue for participants and presenters to share fresh, candid perspectives on the salient issues that can slow Vietnam's future economic growth. This annual policy dialogue is a result of a collaboration among the United Nations Development Programme (UNDP), the Vietnamese government, and the Ash Center's Vietnam Program.

This year's Vietnam Executive Leadership Program comes on the heels of what many experts believe is a period of macroeconomic instability for Vietnam. The country runs the risk of a banking-currency crisis as a result of high price inflation (currently at 17 percent), widespread bank undercapital-

ization, underperforming loans, and a broader lack of faith in its Dong currency, causing many to convert it to more stable currencies or even physical assets. Experts argue that the country has made many missteps in its selection and implementation of public investments, resulting in widening income inequality and an increased dependence on foreign savings and exchange reserves, and thus creating an unsustainable growth model in the long term. Moreover, the country's dependence on agriculture, natural resource extraction, and low value-added manufacturing industries offers little promise for sustaining the high rates of growth Vietnam targets in its oft-stated goal of building a "prosperous people and a strong nation."

However, reaching this goal is possible, and VELP experts presented many promising alternative perspectives on reforms that could lead to the productivity growth, international competitiveness, job creation, and higher living standards the country seeks. The week of policy discussions was crafted to respond to policy priorities established by the Vietnamese government in 2011.

VELP's Curriculum

The week's discussion centered on the broad goal of improving Vietnam's economy; each day focused on a different subtheme

drawing upon real-world cases of success in Vietnam, as well as the United States, China, and other neighboring Asian countries.

During the first day, Nicholas Rosellini, UNDP, Dwight Perkins, Harvard University, and Jonathan Pincus, HKS, along with other policy experts addressed the current state of the global economy touching on the global labor supply shift, the economic prospects for Vietnam's most important trading partners, and different macroeconomic policy directions Vietnam could pursue.

Expanding upon the macroeconomic discussion of the first day, second day presenters, including Fulbright Economics Teaching Program MPP Director Vu Thanh Tu Anh, addressed the impact of financial imbalances on achieving growth and stability, covering both the European crisis and home-grown challenges confronting Vietnam's banking sector. A discussion of the ecosystem of entrepreneurship stimulated an interesting exchange on aspects of Vietnam's policy environment that could be reformed to better support the country's growth objectives, while a presentation on the broader Asia-Pacific geopolitical landscape explored the implications of shifts in military and political balance on Vietnam's economic growth.

Presenters including Harvard Professor Benjamin M. Friedman presented arguments

Two Senior Chinese Officials Perform Key Research at the Ash Center



for necessary structural changes to revive the country's economy on the third day. Discussion included how China successfully transformed its state-owned enterprises into global firms and how fiscal policy and the effective supervision of financial institutions can aid in macroeconomic balance. During the latter portion of the day, participants visited the Boston branch of the Federal Reserve Bank and gained insights into how the Bank regulates financial institutions by emphasizing both full employment and price stability. By comparison, Vietnam's central bank is more politically directed.

On the fourth day of the session, discussion focused on alternative economic growth models Vietnam could adopt. Presenters including Vu Thanh Tu Anh, director of research at the Fulbright Economics Teaching Program, proposed reforming the tripartite relationships among the central government, local municipalities, and state-owned enterprises to take greater account of market forces in selecting, designing, and implementing investment projects.

The final day of the session explored the importance of social policies that address rural development and poverty alleviation. During this session, Ash Center Director Anthony Saich discussed China's own policies to narrow the income gap between

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During the spring semester, the Ash Center's Rajawali Foundation Institute for Asia welcomed two notable Chinese officials as New World Fellows. LIU Ning is the vice minister and a member of the Leading Party Group of the Ministry of Water Resources, while Erken Tuniyaz serves as the vice governor of the People's Government of Xinjiang Uygur Autonomous Region. As New World Fellows, LIU and Tuniyaz will attend classes at the Kennedy School and throughout the University, and explore research that promises to inform their professional careers and enrich the Center's portfolio of scholarship on innovation and democratic governance.

LIU Ning brings a host of distinguished experience to his current position at the Ministry of Water Resources. He has served as the Three Gorges Project director of design; deputy director and deputy chief engineer of the Changjiang Water Resources Commission; general manager of the Yangtze River Bidding Company; and chief engineer of the South-North Water Diversion Project Planning and Design Bureau. LIU holds a doctoral degree in hydrology and water resources from the Wuhan School of Water Resources and Hydropower. During his fellowship at the Ash Center, LIU will

conduct a comparative analysis of the management of water resources in the United States and China during times of crisis as well as states of non-emergency.

Prior to his position as Vice Governor, Erken Tuniyaz served as the division chief of the Xinjiang CPC Organization Department. He has also held positions in the Department as deputy division chief of the Xinjiang Personnel Bureau along with both deputy secretary and administrative commissioner of the Xinjiang Hotan Prefecture. Tuniyaz holds a master's degree in political economics from Xinjiang University. As a New World Fellow, Tuniyaz will research issues of environmental protection, energy policy and resource management, and sustainability practices.

LIU and Tuniyaz represent two of the much larger cohort of over 125 New World Fellows that have participated in key research during past tenures at the Ash Center. Since 1988, the New World Fellows program has selected a host of civil servants, policymakers, and promising new leaders. Not only does the Fellows program equip the next generation of Chinese officials with pertinent academic and government experience, the program also serves as a bridge between the U.S. and China for future collaboration and knowledge sharing.



New World Fellows LIU Ning and Erken Tuniyaz

Spring 2012 Democracy Seminars

As a keystone of the Ash Center's broad focus on understanding democracy's challenges, the Center's Democracy Seminars bring some of the world's most notable academics and practitioners to the Center to discuss their research and experiences related to political participation, social policy, equitable economic development, democratic outgrowths in former and current authoritarian regimes, along with new frameworks for viewing democracy. This semester, the Center hosted the following seminars:

- *Who Perceives Government's Role in Their Lives?: Social Policy Design and Its Implications for American Democracy*, Suzanne Mettler, Cornell University, Co-sponsored by the Multi-disciplinary Program in Inequality & Social Policy
- *Building Democracy in Muslim-Majority Countries: Indonesia, Senegal, and Tunisia*, Alfred Stepan, Columbia University
- *Is America in Decline?* Joseph Nye, Harvard Kennedy School, Co-sponsored by the Belfer Center for Science and International Affairs
- *The Return of the West: The United States, European Union, and China*, Richard Rosecrance, Harvard Kennedy School, Co-sponsored by the Belfer Center for Science and International Affairs
- *Mixing Confucianism and Democracy*, Joseph Chan, University of Hong Kong
- *An Inside Job: Indonesia's Path to Constitutional Democracy*, Donald Horowitz, Duke University
- *Linguistic Justice for Europe and for the World*, Philippe van Parijs, Université Catholique de Louvain, Co-sponsored by the Minda de Gunzburg Center for European Studies
- *Democratic Development and Democratic Decay*, Francis Fukuyama, Stanford University

Spring 2012 Innovations in Government Seminars

Following the model of the successful Democracy Seminars, the Innovations in Government Seminar Series showcases both scholars and public practitioners making notable and creative contributions to the public discourse on public sector innovation. During the spring semester, William Eggers, one of the country's leading authorities on government reform, David Osborne, a key strategist on making government more flexible, entrepreneurial, and innovative, along with representatives of the latest pool of Innovations in American Government Award finalists shared their experiences and findings. Topics included smart solutions for job growth, insuring the uninsured, promoting volunteer service among citizens, improving and retaining public teachers, anti-poverty programs that empower citizens, and strategic land use planning that prevents urban sprawl while promoting economic growth.



Suzanne Mettler, Cornell University



Alfred Stepan, Columbia University



Joseph Nye, Harvard Kennedy School



Urban Policy Advisory Group Meeting

Urban Policy Advisory Group Meeting

January 26–28, 2012

At the seventh meeting of the Urban Policy Advisory Group (UPAG), senior mayoral advisors from 26 of the group's member cities took part in a three-day session on cutting-edge issues in urban policy innovations including new approaches to regionalism in public finance.

Dr. Carl Schramm, former president of the Kauffman Foundation, delivered the meeting's keynote address on the role that mayors can play in developing local entrepreneurial talent by running municipal governments as entrepreneurial enterprises themselves. Members took part in panel and expert discussions as well as break-out sessions to share and gain practical insight on best practices in launching and financing regional transportation, job creation, and service delivery programs. The role of nongovernmental and private sector partners was addressed. Because governments are struggling to cope with rising demand for public services and diminishing resources, the event showcased new approaches to financing amidst the current environment of fiscal uncertainty and methods for getting the most out of untapped assets and government operations.

The meeting also included "First Look" sessions—a platform for representatives from promising new civic programs to present their programs and gain creative advice on program design. In this meeting, members reviewed ArtPlace America, a public art financing project; a Kresge Foundation initiative aimed at strengthening the social safety net through organizational and operational innovations; and the Cities for Financial Empowerment Fund which is seeking to replicate the successes of New York City's Office of Financial Empowerment. The meeting concluded with candid, member-led discussions on current events and programs related to the Occupy movement, education, public safety, and financial management.

"We hope that UPAG is part of the new kind of guidance that senior city officials can use to generate, adapt, and implement in real time the fundamental and flexible reforms needed to forge a path to prosperity, equity, and growth," said Tony Williams, Ash Center affiliated faculty member and former mayor of D.C. UPAG is a joint venture of the Ash Center, Living Cities, and the Rockefeller Foundation.



Tony Williams, Harvard Kennedy School



Ben Hecht, Living Cities

China's Leaders in Development

April 23–June 15, 2012

Now celebrating its tenth anniversary, China's Leaders in Development is widely viewed as one of the world's leading executive training programs for senior Chinese government officials. Many graduates—including State Policy Research Deputy Director-General JIANG Xiaojuan and Vice Minister of the Organization Department ZHANG Jinan—attribute the course's practical and innovative lessons to their success in excelling at critical points in their professional careers when they have returned to China. The eight-week course is taught both at Tsinghua University, China, and at Harvard Kennedy School, and includes pertinent site visits to federal, state, and local govern-

ment organizations in the United States that foster sustained collaboration beyond the length of the course. The first portion of the 2012 course will be taught by HKS Professors Arnold Howitt, Herman ‘Dutch’ Leonard, and Anthony Saich offering a curriculum on China’s economic growth, crisis management, and governance within the global context. While officials are at HKS, Harvard faculty will lead discussion and collaborative learning on a range of topics including sustainable development, social innovation, challenges and opportunities in urban growth and development, and public finance and management.

Asia Public Policy Forum

May 13–15, 2012

At the Ash Center’s second annual Asia Public Policy Forum, over 80 academics and government practitioners from the Asia-Pacific region and the U.S. will attend and participate in sessions focused on pre-disaster preparedness, emergency response and international aid strategies, and community-based recovery from landscape-scale manmade and natural disasters. Planned topics include Japan’s 2011 earthquake, tsunami, and nuclear meltdown; the 2004 tsunami in Indonesia; China’s 2008 earthquake; and the 2010 floods in Pakistan. Co-sponsored and hosted by the Lee Kuan Yew School of Public Policy at the National University of Singapore, the Forum will be led by the Ash Center’s Program on Crisis Leadership and co-sponsored by the Rajawali Foundation Institute for Asia.

Globalization Forum

June 18–20, 2012

No significant policy challenge can be resolved successfully without frank communication and meaningful collaboration between the United States and China. At this two-day closed event, leading academics and advisors will discuss the U.S.-China relationship and its consequences for global economics and politics. In both panel discussions and keynote addresses, participants will outline common ground, clarify those areas where differences cannot be bridged, and identify where fruitful collaboration through better communication might be developed. Topics will include economic globalization, managing global resources, climate change management, international security issues, global business, and soft power strategies. The event is organized by the Ash Center’s Rajawali Foundation Institute for Asia, the Belfer Center for Science and International Affairs, and the Foundation for Globalization Cooperation.

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rural and urban areas through infrastructure development and improved access to education and health care. Other discussions were led by UNDP’s Dr. Yannick Glemarec and Bakhodir Burkhanov, along with Harvard Professor Ezra Vogel who explored the role political leadership played in the “East Asian economic miracle”—a term popularized by the World Bank to describe the economic successes in the region.

Throughout the week of discussion, presenters emphasized that to truly achieve long-term stability in Vietnam, leaders must not only implement a list of policy reforms and restructuring changes, but also explore a more expansive philosophical shift towards economic and governance practices.

“It will mean, first and foremost, imposing discipline on both public- and private-sector entities through greater transparency and accountability,” stated a policy paper written for VELP. “Vietnam must move towards international standards of economic governance, including a clear separation between regulators and market participants, an unswerving commitment to a judicial system that is independent of politics, and public finance and fiscal policy reforms based on clearly enunciated rules and complete transparency.”



Participant at 2012 VELP



Bui Thanh Son, Deputy Minister of Foreign Affairs

Covering Disasters in Southeast Asia

Associated Press Reporter Offers Perspective

In December 2011, the Ash Center's Program on Crisis Leadership (PCL) welcomed back to Harvard Margie Mason, who studied at the Harvard School of Public Health on a Nieman Foundation Fellowship in 2009. She has reported from more than 20 countries, covering some of the worst natural disasters in recent history—including the 2004 Indian Ocean tsunami; Cyclone Nargis, which devastated Myanmar in 2008; and major floods that swept through Pakistan in 2010 and Cambodia, Thailand, and Vietnam a year later.

In her talk, "Covering Disasters in Southeast Asia: A Reporter's Perspective," Mason reflected on her experiences reporting on these events, as well as a variety of other crises that have occurred in a region highly vulnerable to seismic activity, the effects of climate change, and emergent infectious disease.

In addition to discussing basic logistical concerns, such as the difficulties of finding support staff to navigate foreign cultures, Mason described the challenges of writing stories that attract public attention and that adequately capture the extent of devastation following a disaster. In particular, she noted the frustration she has felt upon realizing that some emergencies have gone unnoticed and underreported.

This, she said, was the case with the Pakistan floods of 2010, which caused

extensive damage across an area the size of the state of Florida, but at first received limited if any international attention. Conversely, the floods that swept through Thailand in the fall of 2011 seemed to dominate the news from almost the very start.

Mason identified several key factors that may have accounted for the difference, including the phenomenon of "disaster fatigue," which she speculated had likely set in by the time of the Pakistan floods. (Already in 2010, both Haiti and Chile had experienced severe earthquakes, which were widely reported by media outlets from around the world). Moreover, she continued, while the flooding in Pakistan affected relatively remote areas of the country that were largely unfamiliar to the American and European public, the floods in Thailand threatened Bangkok, the country's capital city and a hub for international business and travel.

Mason explained that in developing stories about disaster events, she seeks to identify and raise awareness about issues that may otherwise go overlooked. For example, during the 2011 floods, she noticed that children accounted for a high percentage of reported fatalities. This fact was of particular interest to her, as it related to the broader, ongoing problem of drowning among children throughout the region, due to their inability to swim. "I used this grim statistic to dig deeper and look at how

this happens every day in Asia without anyone noticing," she said.

During the talk, Mason also made a case for the continued relevance of professional international reporting. Noting that websites and other media platforms have increasingly turned to citizen journalists to obtain updates and photos from the scene of a disaster, she argued that trained journalists continue to provide invaluable context and analysis.

"It's not just photos and video," Mason observed. "You need to have some understanding [of the culture and the area] to be able to interpret and read between the lines."

Mason noted that despite the tragic subject matter of many of her stories, she has found great value in being able to give voice to those who have endured such devastating events. "To me," she concluded, "there is no greater reward than when a survivor takes my hand after an interview, often weeping, and says thank you for coming, thank you for listening."

Organized as part of PCL's Disaster Management in Asia seminar series, "Covering Disasters in Southeast Asia" was co-sponsored by the Harvard University Asia Center and Harvard's Nieman Foundation for Journalism. It was moderated by Arnold Howitt, Ash Center executive director and PCL co-director.

David Giles



Floods in Thailand in 2011



Evacuees of the 2011 flood in Thailand

Fellows Focus

Spring 2012 Fellows Announced



The Ash Center selected 10 Rajawali Fellows, one HKS Indonesia Program Fellow, and one Democracy Fellow to perform key research for the spring semester. Representing academic, government, and business sectors from around the world, such fellows join a vibrant group of existing scholars and practitioners exploring pertinent issues related to the Center's studies on democratic governance and innovation.

Democracy Fellowship

Petinelli e Silva, Viviane

Ph.D. Candidate in Public Management, Federal University of Minas Gerais, Brazil

HKS Indonesia Program Fellowship

Hanan, Djayadi

Ph.D. Candidate, Ohio State University

Rajawali Foundation Institute for Asia Fellowship

Christian, Joe

Partner, Real Estate Group, DLA Piper, Hong Kong, China

Jin, Chengbo

Ph.D. Candidate, School of Law, China University of Science and Law, China

Kanamoto, Ayumi

Researcher, Korea Overseas Voting Institute, South Korea

Kuok, Lynn

Ph.D., Department of Politics and International Studies, University of Cambridge, UK

Li, Zheng

Ph.D. Candidate, Land Resource Management, China University of Geosciences, China

Wang, Yan

Chairman of the Board, SINA Corporation, China

Wu, Jiannan

Teng Fei Professor and Associate Dean, School of Public Policy and Administration, Xi'an Jiaotong University, China

Xie, YINUO

Assistant General Manager, O.E. Investment Co., LTD, China

Yu, Lei

Research Associate, Shanghai Academy of Social Sciences, China

Yuan, Jiayi

Ph.D. Candidate, Department of Biochemistry and Molecular Biology, Peking University, China

22 Students Receive Support for PAEs

The Ash Center provides travel grants to Harvard Kennedy School students working on their Policy Analysis Exercises (PAE) or Second Year Policy Analyses (SYPA). During the 2011-2012 academic year, 22 students received Center support to author large-scale research reports addressing real-world policy and management problems. The exercise gives students a rare and unique opportunity to work for practitioners and legislators beyond Harvard's gates. They gain valuable career skills working for outside clients, while expanding upon their academic areas of interest. The following students received grants:

- Bo, GuaGua** and **Choi, Jennifer** *Transparency and Engagement Solutions for Nonprofits in China*
- Cathcart, Dustin** *Improving U.S. Diplomatic Engagement with Pakistan Through an Enterprise Fund*
- Cox, Kris** *The Department of Defense's Recommended Approach to Integrative Treatments for Post-Traumatic Stress Disorder*
- Ding, Shannon** and **Tosun, Elise** *Increasing the Productivity of Small-Holder Farmers in South Sudan*
- Eryastha, Donny*** *How Does Corruption Impact Private Sector Development in Indonesia*
- Foster, Chase** *Airlines Lobbies and the Quality of Deliberation: Comparative Political Institutions*
- Gungadurdoss, Avnish** and **Khan, Rubayat** *Optimizing Learning Within Innovative Approaches to Development*
- Harrison, Michael** and **Lewis, Charlie** *Joining Forces: Addressing the Needs of Military Families and Veterans*
- Kroijer, Anne** *The Impact of Guarantee Products on SME Lending in Africa*
- Schweitzer, Todd** *Political and Economic Development in Post-Revolution Tunisia*
- Silverberg, Samantha** and **Xi, Mimi** *Making Performance "Stick": Lessons from Enduring State and Local Systems*
- Sun, Ying** *The Role of Civil Society in Meeting Social Needs in China: The Healthcare Case*
- Tavana, Daniel** *Party Proliferation and Electoral Transitions in Post-Mubarak Egypt*
- Wang, Wenao** *How Should China Develop Its Biopharmaceutical Innovation Capabilities*
- Way, Alex** *Public Participation, Nuclear Waste, and Indigenous Ways-of-Doing*
- Werner, Andrew** *Recommendations for ISAF's Governance and Development Spending in Afghanistan*
- Wintrich, Michaela** *A Strategic Plan for Family and Community Engagement for Uplift Education*

* Donny Eryastha received his travel grant through the Ash Center's HKS Indonesia Program



Corruption: Just Another Cost of Doing Business in Indonesia?

Donny Eryastha, HKS MPA/ID 2012, Researches Better Solutions for Private Sector Growth

It is a typical day in Indonesia. A businessman from a small construction company meets with a district official to apply for an electricity permit. In addition to the cost of the permit, he is asked to pay a 'gift' for the service.

"Most definitely corruption can be a major obstacle to doing business," said Donny Eryastha, HKS MPA/ID 2012 and a native of Indonesia. "Firms often have to allocate a portion of their costs to paying bribes as just another cost of doing business."

Through a grant from the Ash Center's HKS Indonesia Program, Eryastha explored collective action solutions to curbing corruption in Indonesia including small- and medium-sized (SME) businesses with less than 100 employees. Such January-term research promises to inform his forthcoming HKS Second Year Policy Analysis on the intersection of corruption and private-sector development in Indonesia.

While in Indonesia, Eryastha met with a host of Indonesian business associations made up of SMEs from all economic sectors, along with members of the government's Corruption Eradication Commission (*Komisi Pemberantasan Korupsi* or KPK), and other anti-corruption world experts. He supplemented his research with a data analysis of 1,444 Indonesian firms surveyed in the World Bank's 2009 *Enterprise Analysis Survey* and a literature review of cases where the private sector had success in halting corrupt practices.

Through his research, Eryastha assessed the effectiveness of four different types of collective action that could be adapted by the private sector. Both an anti-corruption declaration and a more long-term principle-based initiative are not enforced by an outside party, but serve as pledges that firms will not take part in bribery and extortion for a particular business project or for a larger engagement with a client. For Eryastha, collective action has huge implications for the democratic governance practices of Indonesia. "Collective action gives different members of society a larger role to play," he said. "They are able to voice their aspirations and strengthen the checks and balances among a range of different actors. All of this has the potential to improve the democratic atmosphere of our country."

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In Focus: **Poverty in America**

In 2010, number of families classified as poor: 9.2 million or 11.7 percent

In 2009, number of families classified as poor: 8.8 million or 11.1 percent

In the spring of 2011, number of young adults (aged 25-34) living with their parents: 5.9 million

Before the economic recession, number of young adults living with their parents: 4.7 million

In 2010, children younger than 18 classified as poor: 16.4 million or 22 percent

In 2009, children younger than 18 classified as poor: 15.5 million or 20.8 percent

Source: *Income, Poverty, and Health Insurance Coverage in the United States: 2010*, U.S. Census Bureau, September 2011

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