

Ash Center for Democratic Governance and Innovation ■ Fall 2011 Volume 9

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 Raja wali Foundation Institute for Asia. The Ford Foundation is a founding donor of the Center.



HKS Professor Mary Jo Bane lectures during the inaugural Leadership Transformation in Indonesia course

HKS Indonesia Program Expands Efforts in Executive Education, Faculty Research, and Student Support

Center Launches Inaugural Executive Education Course for Indonesian Officials

"The success of *Leadership Transformation in Indonesia* lies not with what we have done in the classroom, but rather will be seen over time once you return to your government positions in Indonesia," said Anthony Saich, Ash Center director, addressing an audience of newly elected Indonesian public servants along with members of the Indonesian embassy, Harvard faculty, researchers, and staff, many in traditional, colorful batik attire. Saich's remarks were part of the closing dinner commemorating the Center's inaugural executive education course for Indonesian officials held September 12 through October 7, 2011.

Nineteen recently elected Indonesian district heads and mayors (*Bupati* and *Walikota*) along with 19 of their heads of regional development and planning (*Ketua Bappeda*)

served as the first group of students of the *Leadership Transformation in Indonesia* course. Because newly elected district heads and mayors in Indonesia typically do not come from a background in government service, *Leadership Transformation* was created to provide an in-depth, country-neutral conceptual framework; essential technical skills; and broader development perspectives for such officials to create and implement innovative solutions to pressing social and political problems.

While Indonesia struggles to cope with challenges as a relatively new democracy, a key focus of *Leadership Transformation* is institutional capacity building and reform. Since 1998, the country has managed to transition from an authoritarian regime to the world's first majority-Muslim, multi-party democracy. Yet, issues of poverty, ethnic

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diversity, inadequate infrastructure, and geographic dispersity threaten to undermine the country's continued progress. "We can be a powerful example that Islam, democracy, and modernity can go hand in hand," remarked Indonesian President Susilo Bambang Yudhoyono at a JFK Jr. Forum event in September of 2009. "But at the same time we face many challenges in the management of poverty and unemployment problems, and in how we can maintain and strengthen our democracy."

The Curriculum: In Detail

Faculty Co-Chairs Anthony Saich and Jay Rosengard designed the course around three general themes: Strategic Leadership, New Public Management, and Sustainable Development. Taught by over 20 Harvard faculty, the teaching team also included three Indonesian faculty members from the Economics and Public Administration Departments of Universitas Gadjah Mada and Universitas Indonesia, both in Indonesia. They served as course facilitators, helping to bridge the conceptual framework with the realities of local government reform in Indonesia. The first week of the course took place in Jakarta with classroom sessions; the remaining three weeks included classroom sessions at Harvard Kennedy School and structured site visits with local government officials in the United States.

Within the Strategic Leadership track, Jorrit de Jong introduced participants to "the three circles" conceptual framework, a tool for analyzing organizational strategy that can be used to facilitate more effective public policy formulation and implementation. Archon Fung expanded upon this framework by discussing how community policing efforts in Chicago can serve as an example for improved civic participation and less bureaucratic, more transparent government. Other topics included Kenneth Winston's discussion of ethics and accountability through the lens of cases on corruption in Central Asia and family planning practices in India; David King on executive-legislation interactions; Roger Porter on the executive branch leadership of the U.S. presidency; Tarek Masoud on the Arab Spring democratic revolutions and the potential



Leadership Transformation in Indonesia participants

parallels with Indonesia; and Alex S. Jones on best practices in releasing information to citizens and the press.

Because a key area of leadership is managing for the unexpected, Amy Edmondson spoke about group decision making during a crisis. Arnold Howitt used the 1979 Three Mile Island nuclear meltdown in Harrisburg, Pennsylvania, and a 2001 tunnel fire in Baltimore, Maryland, as examples of the different management styles necessary during crises and routine emergencies.

During the New Public Management track of the course, instructors explored the changing role of government in an increasingly marketized environment and how social services can be delivered by mobilizing untraditional groups of society beyond just government. Anthony Saich, Akash Deep, and José A. Gómez-Ibáñez looked at the growing role of NGOs, the practice of contracting out services, and how public-private partnerships can be used to finance infrastructure, drawing from cases about a highway project in Melbourne, Australia, and a bus terminal in Yogyakarta, Indonesia. David Dapice discussed regional competition and cooperation issues in light of Indonesia's decentralization. Jay Rosengard complemented this discussion with an exploration

of Indonesia's fiscal decentralization, local government finance, and Indonesia's property tax reforms; Linda Bilmes introduced the concept of a balanced scorecard—a tool for tracking and managing budgeting and financial performance. Anthony Williams shared his experiences as mayor of Washington, D.C., for a lecture on organizational change. Deborah Hughes Hallet and Robert Behn provided analytical and decision-making tools to assess management performance using examples of rising sea levels in Indonesia and CompStat, New York City's performance management system for curbing crime.

Indonesia is in the midst of a rapid and expansive migration of people from the countryside to the cities. This urbanization poses many new pressures as demand for social services swells and the local economy and physical infrastructure become taxed. It is within this context that the Sustainable Development track was designed to offer participants real-world examples of success in managing urban development. Nicolas Retsinas explored urban housing policies in the United States and implications of the current housing crisis, while Alan Altshuler, José A. Gómez-Ibáñez, and John Macomber offered analyses of patterns of urban development as well as effective



Fritz Simandjuntak, Rajawali Foundation; Anthony Saich; Tarmizi Karim and Yusharto Huntoyungo, Indonesia Ministry of Home Affairs; Rosana Suparmono and Cahyo Muzhar, Embassy of Indonesia; with participants Zulkifli Muhadli and Jondi Indra Bustian



Delegation Head Zulkifli Muhadli receives his certificate of completion

policies for encouraging sustainable physical and economic development. In addition to discussions on urban development, Malcolm McPherson addressed the unique challenges posed by rural and agricultural development. Mary Jo Bane presented on the design and implementation of social safety nets drawing upon programs in the United States and potential solutions Indonesia could adapt, and Ricardo Hausmann placed such topics within a broader discussion of how poor countries have advanced to become more economically successful by developing their “productive capabilities.” Lant Pritchett built upon Hausmann’s discussion with a presentation on specific equity growth solutions.

Beyond the Classroom

Participants also visited local government offices in the United States, primarily in Massachusetts and North Carolina as a means of fostering lasting peer-to-peer support and collaborative problem-solving networks. Indonesian officials met with their American counterparts at the same level within regional and state offices in North Carolina, along with service delivery employees and local university leaders. In addition, they witnessed animated debate by local citizens and politicians at a Raleigh city council meeting, and met farmers and local residents at a county fair in Winston Salem.

“Because mayors, *Bupatis*, *Bappeda* heads, and people in similar positions around the world share the same challenges, they understand each other despite language differences,” said Jay Rosengard, faculty co-chair of the *Leadership Transfor-*

mation program. “We find that visiting those on the front line of service delivery along with the political players in local government and witnessing how they compete and cooperate with each other helps our participants internalize much of the curriculum taught in the classroom. It is our hope that such interactions offer lessons that can be adapted to Indonesia as local government leaders manage their own decentralization responsibilities and develop mechanisms for regional cooperation among electoral jurisdictions.”

“I would like to convey my gratitude to all parties involved in organizing this program,” said Jondi Indra Bustian, head of the local planning agency in Bengkalis District, Riau, Indonesia. “The nuance of the discussion supported by a world-class faculty has broadened and enlightened our view of subject matters that we thought we had already

understood. It is now up to us to implement what we have learned so we can provide the best for our people in Indonesia.”

Leadership Transformation in Indonesia is the result of a collaboration between the HKS Indonesia Program and the Indonesian Ministry of Home Affairs (*KemenDagri*). Through the generosity of its founding donor, the Rajawali Foundation, the HKS Indonesia Program plans to offer *Leadership Transformation* through 2014. The course is one of many initiatives of the HKS Indonesia Program, which promotes research, education, and capacity building in support of democratic governance and institutional development in Indonesia.



Ruzaidin Noor speaks during Leadership Transformation class

Fall 2011 Democracy Seminar Series

The Ash Democracy Seminar Series brings distinguished speakers to Harvard Kennedy School to address critical challenges facing democratic governance. Open to the entire Harvard community, such seminars explore issues of democracy in the developed and developing world, public participation and deliberation, and democratic movements in authoritarian countries. During the fall semester, the Ash Center convened the following nine seminars:

Affluence and Influence: Economic Inequality and Political Power in the United States, Martin Gilens, Princeton University

China's Road Towards Democratic Governance, Yu Keping, Center for Chinese Government Innovations, Peking University

The European Parliament: A Key Actor in Transnational Democracy, Klaus Welle, European Parliament, Co-sponsored by the Minda de Gunzburg Center for European Studies, Harvard University, and the Kokkalis Program on Southeastern and East-Central Europe, HKS

Morocco: The Path to Democracy? Aboubakr Jamaï, *Le Journal Hebdomadaire* and *Assahifa al-Ousbouiya*, Co-sponsored by the Middle East Initiative, HKS

Ousting Autocrats: The Political Economy of Competitive Authoritarianism, Kenneth Greene, University of Texas, Austin

Political Institutions and the Opinion-Policy Link, Christopher Wlezien, Temple University

Parties on the Ballot: Visual Cues and Voting Behavior in Uganda, Devra Moehler, Annenberg School for Communication, University of Pennsylvania

Memories of Justice: Distributive Politics and the Arab Uprisings, Steven Heydemann, United States Institute of Peace, Co-sponsored by the Middle East Initiative, HKS

How Americans Think about Taxes: Citizens, Elites, and the Politics of Taxation, Andrea Louise Campbell, MIT

Stephen Kosack Joins the Ash Center

In September 2011, Stephen Kosack joined the Center as an affiliated faculty member. As an assistant professor of public policy at Harvard Kennedy School, Kosack's work focuses on the causes of policymaking decisions in developing countries. He has written on foreign aid, foreign-direct investment, education, human development, civil society, and democratic governance. Before joining HKS, he was an economics advisor to the late Senator Ted Kennedy and a research fellow at the Brookings Institution in Washington, D.C.



The Center's New Collaborative Research with Indonesia

A forthcoming article in an international peer-reviewed journal from Jay Rosengard and A. Prasetyantoko marks a new era of collaboration between the Center's faculty and their counterparts in Indonesia. Rosengard is a lecturer in public policy and director of the Financial Sector Program at HKS. Prasetyantoko is head of the Institute for Research and Social Service at Atma Jaya



Catholic University in Jakarta. Core to the mission of the Center's HKS Indonesia Program is building capacity to undertake applied policy research in Indonesia. Currently, it is not the norm for academics in the country to pursue publication in a peer-reviewed journal. Because compensation for their academic positions is low, faculty often devote their energy to outside consulting work, leaving little time or impetus to engage in the rigorous process of producing peer-reviewed research.

So, how did this unusual collaboration come about? Prasetyantoko first worked with the Ash Center by contributing background research to the Indonesia Program's first report, "From Reformasi to Institutional Transformation: A Strategic Assessment of Indonesia's Prospects for Growth, Equity, and Democratic Governance."

Prasetyantoko then had an idea for an article on financial inclusion and reached out to Rosengard to collaborate. Serendipitously, Rosengard had just been approached by the *Asian Economic Policy Review* to contribute an article to a special themed issue on developments in Asian finance. By encouraging Prasetyantoko to modify his original idea to better fit with the journal's theme and to meet its academic standards, and by convincing the journal to allow Prasetyantoko to be a coauthor for their invitation-only issue, Rosengard was able to

create an opportunity for intellectual collaboration between the Center and Indonesia. Rosengard mentored Prasetyantoko through the process of drafting and presenting the article to the journal's conference in May. Then, based on feedback from colleagues at the conference, Rosengard and Prasetyantoko worked together to revise the article. This was an entirely new experience for Prasetyantoko, who like many of his fellow academics in Indonesia, had never gone through the process of preparing an article for publication in a peer-reviewed journal.

The resulting article, "If The Banks Are Doing So Well, Why Can't I Get A Loan?: Regulatory Constraints to Financial Inclusion in Indonesia," will be published in the December 2011 issue of the *Asian Economic Policy Review* (Vol. 6, No. 2). The authors argue that Indonesia's financial sector has two paradoxes: 1) Indonesia has been a global leader in microfinance for the past 25 years, but access to microfinance services is declining; and 2) Indonesia's commercial banks are liquid, solvent, and profitable, and the Indonesian economy has been doing well over the past decade, but small- and medium-sized enterprises are facing a credit crunch. Although Indonesia is underbanked, most commercial banks have been unresponsive to unmet effective demand. The behavior of banks has been in their own short-term best interests, primarily because of the unintended consequences of Indonesia's financial sector reregulation after the East Asian crisis and contradictory monetary policies, which have produced a prudentially sound but inefficient, narrow, and homogenized banking oligopoly. The article concludes that Indonesia should not respond to financial exclusion by artificially pumping out and administratively allocating more credit. Instead, it should promulgate smart regulation so that banks maintain their sound risk management without pursuing non-competitive and non-inclusive business practices.

Jessica Engelman

Helping the Programs that Help Indonesia's Poor



Community-based targeting meeting in Indonesia

A new, award-winning student paper, "Including the Poor: Assessing the Effective use of PMT and Community Methods in Targeting of Social Programs," examines methods to improve the efficacy of Indonesia's social safety net programs. This Second Year Policy Analysis, authored by HKS students Maria Cardenas Mendoza and Espen Beer Prydz, was written in fulfillment of the requirements for the degree of Master in Public Administration in International Development at Harvard Kennedy School. Professor Lant Pritchett, who is a member of the Indonesia Program's advisory group, was their seminar leader. Research for the paper was sponsored by the Center's HKS Indonesia Program.

The paper concludes that, although Indonesia has a goal to reduce poverty to 8.5 percent by the end of 2014, an estimated 14.2 percent of the population currently live below the national poverty line and therefore it is necessary to significantly accelerate the pace of this reduction. The national government operates four primary social programs that provide services to the poor: Health Insurance for the Poor, Rice for the Poor, Unconditional Cash Transfer, and Conditional Cash Transfer. While these programs do serve many in need, their methods for identifying those who should benefit from the programs are faulty. Often, they include those who do not meet eligibility

requirements and exclude those who do. The methods of identification are known as targeting. The authors posit that if the targeting methods for these programs can be significantly improved, then the overall performance of the programs can be affected dramatically, so that the benefits to target households are maximized and the cost of the programs is minimized.

The authors go on to describe four methods of targeting, all of which they say could benefit Indonesia's poor. In particular, the report recommends a hybrid model of targeting that combines proxy means testing (PMT) and community-based targeting. PMT approximates the welfare level of potential recipients by "generating a score for potential beneficiaries based on easily observable characteristics" such as demographics, dwelling type, and assets (such as cars and motorbikes). And, community-based targeting "leverages community knowledge" through community meetings that can involve a combination of heads of households, village leaders, school officials, and health care workers. The report provides specific recommendations on which variations of each type of targeting would most help these social safety net programs help Indonesia's poor.

Jessica Engelman



Rice farmers in Myanmar

Myanmar's Old Problems and New Challenges

New Report by Ash Center Team Assesses the Country's Growth

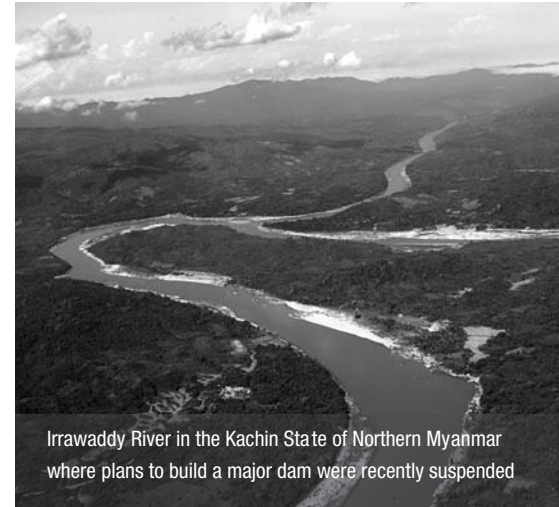
Recent news indicates that Myanmar might be making steps to end its diplomatic isolation and reintegrate into the global economy. In March of this year, the country held its first elections in 20 years. While most argue that these elections were not fair or democratic, newly elected President U Thein Sein has introduced a series of reforms and policy changes that critics view with cautious optimism. Sein's administration has suspended construction on a controversial \$3.6 billion dam project to have been built with China's support, and for the first time ever, has acknowledged the country's high poverty rate. The country released Aung San Suu Kyi last November, a political prisoner and leader of the National League of Democracy under house arrest for the last 15 years. An additional 6,300 political prisoners will be freed under general amnesty according to a recent government announcement.

"It may be that a lot of serious problems in Myanmar will get attention now, especially those of the rural poor," said David Dapice, Vietnam Program economist and a member of the Ash Center team that recently visited Myanmar. "Our latest visit revealed some seri-

ous problems impeding progress, but some steps were being taken to relieve pressures."

The team's resulting new report, "Myanmar Agriculture in 2011: Old Problems and New Challenges," examines the factors hampering the growth of rural incomes and suggests a range of measures to revitalize Myanmar's agricultural sector. When they revisited the country in 2011, the researchers encountered important changes in Myanmar since their earlier visits in 2009 and 2010. Most notably, the amount of agricultural credit being offered to farmers was increasing, which was an important recommendation of an earlier report.

However, upon closer inspection, the team found evidence that many of the new loans made available to farmers were not being repaid. This was partly because the farmers were already deeply in debt and were using large portions of the new, cheaper credit to repay existing high-interest loans rather than investing in production. To make matters worse, the "strengthening" of the kyat-to-dollar exchange rate combined with cost inflation was holding down rice prices and "ruining the profitability of production



Irrawaddy River in the Kachin State of Northern Myanmar where plans to build a major dam were recently suspended

for many farmers and manufacturers." This was forcing a sizable number of farms and businesses to close down altogether.

The report's major conclusions are that the exchange rate needs to be stabilized to allow farms and factories to compete; credit needs to be offered at reasonable rates; and other steps are needed to reduce farmers' debt burden and increase their chance of success. The authors' suggestions include improving access to better quality seed and certified fertilizer (there is currently no quality control on the nutrient levels in fertilizer, as much of it comes from China); improving the existing rural road network (not building highways) to lower the costs of transport and provide employment to off-season workers; supplying villages with tractors and tillers for communal use; and providing expert agricultural advice through extension services to solve problems such as pests, seed selection, and cropping combinations. Finally, broader policies are needed that support export-oriented agriculture.

This report was written by David Dapice, Thomas J. Valley, Ben Wilkinson, and Malcolm McPherson of the Ash Center; and Michael J. Montesano of the Institute of Southeast Asian Studies in Singapore. The report was prepared for Proximity Designs, a Myanmar social entrepreneurship organization. Funding for the study was provided by the Royal Norwegian Government.

Quinton Mayne Wins Twin APSA Awards for Dissertation

Are you satisfied with how your democracy is working? Regardless of your answer, Quinton Mayne wants to know why. Mayne, the Ash Center's inaugural Democracy Fellow, has won two awards from the American Political Science Association (APSA) for his dissertation, *The Satisfied Citizen: Participation, Influence, and Public Perceptions of Democratic Performance*. APSA has recognized Mayne's research with both the 2011 Ernst B. Haas Best Dissertation Award in European Politics and the 2011 Best Dissertation Award in Urban Politics. Mayne received the awards at APSA's annual conference in Seattle over Labor Day of 2011.

The Satisfied Citizen explains why some societies are more content than others with the overall functioning of their political systems. Thus far, most research on this question has focused on satisfaction at the level of the individual. However, the findings of Mayne's research are based on cross-national analyses of four decades of aggregate public opinion data from 17 European democracies, as well as a focused case study of Denmark. Combining a range of quantitative and qualitative methods, Mayne demonstrates that it is the degree of political empowerment and institutional openness of local government, in particular, that fundamentally determines cross-national differences in citizen satisfaction.

The Satisfied Citizen presents a powerful challenge to contemporary policy and scholarly debates that paint a bleak picture of widespread political malaise in Europe, North America, and elsewhere. By focusing on the operation of politics at the sub-national level, Mayne's dissertation delivers a more nuanced assessment of the state of democracy in the world's high-income societies. Explaining why this variation in democratic performance exists also provides clear evidence about the types of reforms that improve democratic quality. The research exposes the serious limitations of policies widely enacted in recent decades that aim to deepen democracy through a reconfiguration of power relations mainly at national and regional levels of government. *The Satisfied Citizen* demonstrates instead the importance of transferring wide-ranging



powers to local elected governments in order to revitalize democratic citizenship and enhance democratic performance.

At the heart of *The Satisfied Citizen* lies the argument that the process of “municipalization”—in which political powers are transferred from central governments to elected local authorities—profoundly affects the extent to which citizen influence is institutionalized. The more local governments are politically empowered and open to citizen involvement, the more likely it is that citizens will be satisfied with their political system. In Denmark, satisfaction increased incrementally over time, but over the course of 40 years this has yielded a dramatic rise. Mayne's case study, which comprises the second half of his dissertation, examines how reforms enacted in the course of the past four decades have not only empowered Danish local governments, but also made it easier for citizens to influence local policy making beyond the ballot box. Mayne argues that by granting far-reaching powers to local governments in the planning and delivery of key public policies, coupled with the creation of enhanced opportunities for political voice between elections, citizen influence has been progressively institutionalized in Denmark, which in turn has led to increasing levels of citizen satisfaction.

Mayne earned his Ph.D. in politics from



Princeton University in 2010. He then went on to be a Max Weber Fellow at the European University Institute, Italy, from 2009 to 2010, before coming to the Ash Center. The American Political Science Association, founded in 1903, is the leading professional organization for the study of political science and serves more than 15,000 members in over 80 countries.

Jessica Engelman

Top 25 Innovations in Government Announced Programs to Compete for Innovations in American Govern- ment Award



In mid-May, the Ash Center announced the Top 25 programs in the Innovations in American Government Award competition. Selected from a pool of over 500 government applications, these programs represent the best in creative problem solving of local, state, and federal municipalities around the country. Such programs offer unique solutions in health and wellness, social services delivery, the environment, economic development, and education policy areas. Six finalists will present before the National Selection Committee at the JFK Jr. Forum at Harvard Kennedy School on November 16, 2011, and one winner of the Innovations in American Government Award will be announced later in the academic year.

Top 25: In Detail

In response to the national obesity epidemic, several jurisdictions created successful initiatives to promote healthy eating and active living. Somerville, Massachusetts' Shape Up Somerville has increased youth education on good nutrition and expanded opportunities for more active commuting. Arkansas' Act 1220: Body Mass Index (BMI) initiative also seeks to curb obesity—through its annual BMI screening of public school students, the state is the first in the nation to successfully report a halt in the progression of childhood obesity. General health care programs include Healthy San Francisco, which offers universal, affordable health care to San Francisco's 64,000 uninsured, and the Massachusetts Child Psychiatry Access Project which provides timely psychiatric consultations to children with behavioral health issues.

Many of the Top 25 Innovations provide support to traditionally disadvantaged populations. In Massachusetts, the SoftSecond Loan Program helps low- to moderate-income residents finance their first homes, while New York City's Court-Based Homelessness Prevention Law Project helps families stay in their homes through anti-eviction legal advocacy support. The city also coordinates volunteer opportunities that aid underserved communities through the NYC Service program.

A number of the programs are improving the nation's use of sustainable energy and the creation and conservation of green spaces. Louisville, Kentucky's City of Parks is adding over 8,000 acres of parkland and also creating alternative transport corridors and new recreation options for residents. While Louisville is creating new green spaces, Oregon's Statewide Land Use Program focuses on conserving existing green spaces, by maintaining farm and forest lands to support rural agriculture and communities. Other programs such as Maryland's Generating Clean Horizons and New York's Regional Greenhouse Gas Initiative are curbing CO₂ emissions, introducing clean power utility alternatives, and fostering local job creation.

Many other Top 25 Innovations are enhancing regional economic development efforts. The Department of Treasury's New Markets Tax Credit Program encourages outside private sector investment in

low-income communities through competitive tax credits, while Littleton, Colorado's Economic Gardening initiative provides resources and support to entrepreneurs and industries native to the area. Additional economic development programs include the Civic Consulting Alliance, which links teams of business experts with government leaders through public-private projects to improve Chicago's citizen services.

Several of the Top 25 have created programs tackling the high school dropout rate and retaining quality teachers. Ohio's Improved Solutions for Urban Systems establishes career-focused charter schools for former dropout students to gain college credits and real-life experience. Similarly, the Boston Day and Evening Academy offers at-risk and dropout students a competency-based curriculum with more flexible day and night options. Also in Boston, the Teacher Residency Program's year-long residency program for aspiring teachers is increasing retention rates of high quality teachers and in turn improving academic outcomes of their students.

"This year's Top 25 Innovations in Government demonstrate smart solutions to a range of social issues—from expanding green spaces in urban areas, aiding low-income residents with achieving home ownership, and better preparing our next generation of teachers, to fostering economic growth by scaling up home-grown industry," said Anthony Saich, director of the Ash Center. "These Top 25 Innovations show that innovation is indeed flourishing at all levels of government."

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. Such models of good governance also inform research and academic study around key policy areas both at Harvard Kennedy School and academic institutions worldwide. Past Innovations winners have served as the basis of case studies taught in more than 450 Harvard courses and over 2,250 courses worldwide.

Act 1220: Body Mass Index Initiative State of Arkansas

Arkansas's Act 1220 is a multiple intervention approach to preventing childhood obesity that includes an annual assessment and confidential reporting to parents of each public school student's Body Mass Index (BMI)—a screening tool for obesity.

Center for Economic Opportunity City of New York, NY

New York City's Center for Economic Opportunity, within the Office of the Mayor, implements and evaluates innovative anti-poverty ini-





Act 1220: Body Mass Index Initiative



Center for Economic Opportunity



City of Parks



Civic Consulting Alliance



Day and Evening Academy



Economic Gardening



Funders Group



Generating Clean Horizons



Healthy San Francisco

tiatives, rigorously assesses their outcomes, and makes funding decisions based on program performance.

**Child Psychiatry Access Project
Commonwealth of Massachusetts**

The Massachusetts Child Psychiatry Access Project is a system of regional children’s mental health consultation teams designed to help primary care providers meet the needs of children with psychiatric problems.

**City of Parks
City of Louisville, KY**

City of Parks is a public-private initiative to buy and develop thousands of new parks, build a 100-mile shared-use path, and make \$50 million in improvements to existing parks throughout Louisville, Kentucky.

**Citywide Post-Disaster Resilience and Recovery Initiative
City and County of San Francisco, CA**

This citywide San Francisco initiative encourages advanced planning to accelerate post-disaster recovery, often partnering city



New Markets Tax Credit Program



NYC Service



Regional Greenhouse Gas Initiative



Shape Up Somerville



SoftSecond Loan Program



Statewide Land Use Program

agencies and organizations not normally involved in emergency planning and response.

City Net

City of Santa Monica, CA

Santa Monica's 10 Gigabit Fiber Optic Network is attracting technology companies that demand a high tech infrastructure in Southern California. The network's model provides affordable and advanced broadband to businesses.

Civic Consulting Alliance

City of Chicago, IL

The Civic Consulting Alliance builds pro-bono teams of business experts, government leaders, and its own staff to reshape how Chicago works.

Court-Based Homelessness Prevention Law Project

City of New York, NY

New York City's Court-Based Homelessness Prevention Law Project supports low-income families in distressed communities facing eviction by providing legal assistance, social services, and short-term financial assistance so that families can remain housed.

Day and Evening Academy

Boston Public Schools District, Boston, MA

Boston Day and Evening Academy is an alter native public charter high school in Roxbury, Massachusetts which successfully teaches and graduates overage students with challenging academic histories.

Economic Gardening

City of Littleton, CO

Economic Gardening is an alternative approach to economic development which focuses on growing jobs by nurturing local entrepreneurs. The program provides free, high-end, corporate-level tools for all Littleton businesses.

Funders Group

King County, WA

King County, Washington's Funders Group is a multi-jurisdictional leadership body that establishes regional priorities for homeless housing and services, collaborates on joint funding applications, maximizes resources, achieves efficiencies, and drives system change.



Generating Clean Horizons

State of Maryland

Generating Clean Horizons launched the first utility-scale clean power generation in Maryland by offering solar and wind developers long-term power purchase agreements to serve the state government’s energy needs.

Healthy San Francisco

City and County of San Francisco, CA

Healthy San Francisco provides comprehensive, affordable health care to uninsured adults. Program eligibility does not take into account a person’s employment status, immigration status, or pre-existing medical conditions.

Improved Solutions for Urban Systems

State of Ohio

Improved Solutions for Urban Systems is a learning organization that aligns with government to spark the resurgence of the inner city and assist dropouts and juvenile offenders to achieve academic success.

IntegratedEthics

U.S. Department of Veterans Affairs

IntegratedEthics is a comprehensive model for improving ethics in organizations. Developed by the National Center for Ethics in Health Care, the program has been implemented throughout the nation’s largest health care system.

Mobile Inmate Video Visitation Bus

Pinellas County, FL

The Mobile Inmate Video Visitation Bus provides public access at remote sites throughout Pinellas County, Florida, to facilitate visitations for residents with family and friends incarcerated at the county jail who otherwise would be unable to travel to the jail’s on-site visitation center.

New Markets Tax Credit Program

U.S. Department of Treasury

The U.S. Treasury Department’s New Markets Tax Credit Program provides competitive-basis tax incentives to induce private-sector, market-driven investment in businesses and real estate developments located in distressed communities.

NYC Service

City of New York, NY

NYC Service is Mayor Bloomberg’s program to leverage citizen service as a core strategy to respond to local needs. It introduces “impact volunteerism”—targeting local needs, using best practices, and measuring impact.

One Water One Watershed Planning

Santa Ana Watershed Project Authority, CA

Santa Ana, California’s Watershed Project Authority developed an integrated regional water management plan whereby agencies create management strategies that allow them to meet agency objectives and provide cost savings by leveraging resources.

Regional Greenhouse Gas Initiative

Ten Northeastern States

The Regional Greenhouse Gas Initiative is a cooperative effort among 10 states—Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont—to reduce greenhouse gas emissions. States auction emission allowances, invest proceeds to benefit consumers, stimulate the clean energy economy, and create green jobs.

Restraint/Seclusion Prevention Initiative

Commonwealth of Massachusetts

The Massachusetts Restraint/Seclusion Prevention Initiative is a Department of Mental Health quality improvement effort to transform care settings and promote healing and recovery by preventing and reducing violent and harmful restraint and seclusion procedures.

Shape Up Somerville

City of Somerville, MA

Shape Up Somerville is a city-wide campaign to increase daily physical activity and healthy eating through programming, physical infrastructure improvements, and policy work.

SoftSecond Loan Program

Massachusetts Housing Partnership, MA

Created to address mortgage discrimination against low-income families, the SoftSecond Loan Program combines fixed-rate financing from a bank with a state subsidy to keep payments low for first-time home buyers.

Statewide Land Use Program

State of Oregon

Oregon’s Statewide Land Use Program conserves rural lands while promoting sustainable urban development, consistent with 19 statewide planning goals and carried out through city and county comprehensive plans.

Teacher Residency

Boston Public Schools, MA

The mission of the Boston Teacher Residency program is to drive significant student learning gains through the recruitment, preparation, and development of highly effective Boston teachers.

Fellows Focus

Ash Center Welcomes 64 New Fellows

Students and Researchers to Study Democratic Governance and Innovation During School Year



This fall, the Ash Center welcomed over 60 student and research fellows for the 2011–2012 academic year. Such fellows hail from around the world to study at the Ash Center—from as far away as Malawi, Japan, and China, to Palestine, Germany, Italy, and India. Their research topics mirror the diversity of the countries they represent: from clean water scarcity in rural Africa and environmental activism in Japan, to challenges to China’s governance policies and the automotive industry in Mexico.

Two enrolled HKS students were selected as Roy and Lila Ash Fellows, five as Ford Foundation Mason Fellows, and one as a HKS Indonesia Program Fellow. Five doctoral and post-doctoral scholars join the Center as Democracy Fellows. Academics as well as government and business practitioners will pursue independent research projects for the academic semester as the Center’s four Indonesia Research Fellows, 19 Lee Kuan Yew Fellows, three New World Fellows, and 24 Rajawali Fellows.

“We are pleased to be able to host and support such an impressive group of scholars, public servants, and private sector individuals this academic year,” said Anthony Saich, director of the Ash Center. “Their expertise and past experiences promise to enhance our Center’s existing research on democratic governance and innovation.”

Student Fellowships

Roy and Lila Ash Fellows

The Roy and Lila Ash Fellowship in Democracy is awarded annually to students who demonstrate a strong interest in the overarching

questions of democratic governance, a capacity for leadership, a commitment to research and inquiry, and a dedication to work for improvements that advance social justice and serve citizens of all countries and nationalities. The following students were selected as this year’s Roy and Lila Ash Fellows in Democracy:

Kamata, Kanoko, MC/MPA ‘12, most recently served as a consultant with Environmental Resources Management, Japan.

Nagarajan, Banuchandar, MC/MPA ‘12, was a senior consultant with PricewaterhouseCoopers’ Government Reforms and Infrastructure Development Group in India.

Ford Foundation Mason Fellows

Also awarded annually to HKS students, the Ford Foundation Mason Fellowship supports mid-career professionals from some of the poorest nations in the world to study at Harvard Kennedy School for an intensive, one-year master’s degree in public administration. This year’s fellows have demonstrated a strong commitment to public service by creating innovative approaches to social and economic development. The Ash Center is sponsoring the following five students for the academic year:

Atshan, Laila, Mason Fellow ‘12, most recently served as a psychosocial consultant for the United Nations International Children’s Fund, in support of emergency interventions in the West Bank.

Belal, Sheikh Mohammed, Mason Fellow ‘12, was the deputy chief of mission and minister for the Embassies of Bangladesh, Tashkent, and Uzbekistan.



Elung, Paul Che, Mason Fellow '12, most recently served as director general for the Republic of Cameroon's Ministry of Finance.

Kwengwere, Paul Lameck, Mason Fellow '12, was formerly the sector-wide approach coordinator for Malawi's Ministry of Irrigation and Water Development.

Pradhan, Prateek, Mason Fellow '12, was editor-in-chief of *Karobar Economic Daily* in Nepal.

HKS Indonesia Program Fellowship

The HKS Indonesia Program offers fellowships to support Indonesian students enrolled at Harvard Kennedy School and conducting research on public policy issues in Indonesia. Donny Eryastha, MPA/ID 2012, was selected as the Program's inaugural fellow. Eryastha completed his undergraduate studies in finance at the University of Indonesia, and has worked as both an investment banker and a microfinance analyst, building expertise in the areas of private sector development, financial intermediation, and investment.

Lee Kuan Yew Fellowship

The Lee Kuan Yew Fellows Program brings mid-career students to HKS for one semester each year. Coming from 10 countries in Asia, these 19 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:

Abdul Rashid, Wan Rosliza, Principal Assistant Secretary, Development Division, Ministry of Transportation, Malaysia

Adena Tan, Rowena Nieves, Presiding Judge, Regional Trial Court – Balangiga, Supreme Court of the Philippines, Philippines

Ateel, Saqib Ali, District Officer Revenue, Board of Revenue, Pakistan
Bin Bahari, Rohaizi, Principal Assistant Secretary, Ministry of Agriculture, Malaysia

Gamage, Biyanka Niroshani, Deputy Director, Department of Trade, Tariff & Investment Policy, Ministry of Finance and Planning, Sri Lanka

Hernandez, Von Glenn Sace, Executive Director, Greenpeace Southeast Asia, Philippines

Husein, Zacky Zainal, Partner, Ali Budiardjo, Nugroho, Reksodiputro (ABNR) Counsellors at Law, Indonesia

Ismail, Mohamed Farouk Bin Mohamed, Senior Assistant Director, Foreign Manpower Management Division, Ministry of Manpower, Singapore

Jain, Mahendra, Development Commissioner, Ministry of Commerce, India

Jian, Wu, Deputy Director, Center for Consular Protection, Ministry of Foreign Affairs, China

Jiebin, Chen, Deputy Division Director, Ministry of Foreign Affairs, China

Kah Keong, Patrick Ong, Head, General Staff Branch – Headquarters Guards, Singapore Armed Forces, Ministry of Defense, Singapore

Ming, Zhao, Vice Governor, Shandong Agricultural Administrator's College, China

Ranjan, Praveer, Deputy Inspector General of Police, Central Bureau of Investigation, India

Fellows Focus



Su Peng, Lee, Deputy Director, Joint Counter-Terrorism Centre, National Security Coordination Secretariat, Prime Minister’s Office, Singapore

Trang, Nguyen Quynh, Director, Economic Policy Research Division – Economic Affairs Department, Ministry of Foreign Affairs, Vietnam

Vasinonta, Aditad, Director, Department of Industrial Promotion, Thailand

Xiaoying, Wang, Division Chief, International Information Center, International Department of the Central Committee Communist Party of China

Xi, Yang, Director of the International Department, Shanghai Federation of Industry and Commerce, China

Democracy Fellowships

As part of the Ash Center’s commitment to fostering the growth of the next generation of leaders, it offers Democracy Fellowships that provide financial support for doctoral and post-doctoral scholars conducting research related to democratic governance. This two-year academic fellowship is for students with completed, or nearly completed, dissertations in the fields of political theory, political philosophy, sociology, political science, law, or history. The following fellows join the Ash Center:

Doerr, Nicole, Ph.D., European University Institute, Florence, Italy

Geissel, Brigitte, Professor of Political Science and Political Sociology, Goethe University, Frankfurt, Germany

Schober, Henrik, Ph.D. Candidate, Hertie School of Governance, Berlin, Germany

Shahkbaturova, Jennifer, SJD Candidate, Harvard Law School

Spada, Paolo, Ph.D., Bologna University

These fellows join the Center’s existing group of Democracy Fellows including **Elena Fagotto**, Ph.D. Candidate, Erasmus University, The Netherlands; **Quinton Mayne**, Ph.D., Princeton University; **Francisca Rojas**, Ph.D., MIT; and **Hollie Russon-Gilman**, Ph.D. Candidate, Harvard University.

Research Fellowships

Indonesia Research Fellowship

The HKS Indonesia Program hosts notable Indonesian researchers, academics, and practitioners to pursue independent research projects while in residence at HKS. Such research is designed to build upon the Ash Center’s existing intellectual capital by exploring how Indonesia can serve as a model to other democratizing countries and how its political and economic institutions can be reformed to ensure that its fledgling democracy can succeed. This year’s fellows include:

Anwar, M. Syafi’i, Executive Director, International Center for Islam and Pluralism

Djakababa, Maria Nelden, Trauma and Disaster Psychologist

Hanan, Djayadi, Lecturer, University of Paramadina, Jakarta

Yusgiantoro, Inka, Interdisciplinary Social Scientist focused on Monetary, Fiscal, & Development Policies

Akhmad Rizal Shidiq, Ph.D. candidate at George Mason University, returns for a second academic year as an Indonesia Research Fellow.

New World Fellows

Established in 1998, the New World Fellows program is recognized by the government of the People’s Republic of China as one of the best overseas training programs worldwide. The program fosters



sustained collaboration between rising Chinese leaders and their international counterparts, while also opening up new opportunities for scholarship and policy reform between the United States and China. The following government officials are serving as New World Fellows for the fall academic semester:

Tong, Mingkang, Deputy Director-General, State Administration of Cultural Heritage, China

Yu, Keping, Director, Center for Chinese Government Innovations, Peking University

Zhang, Sujun, Vice Minister, Ministry of Justice, China

Rajawali Fellows

Representing academic, government, and business sectors, Rajawali Fellows pursue independent research projects on a host of policy areas focused on Asia. In addition to their research project, fellows participate in a broad range of academic programs including auditing classes at any of the Harvard schools, attending seminars, and making seminar presentations. This semester's 23 fellows include:

Dai, Changzheng, Dean & Professor, School of International Relations, University of International Business & Economics, China

Fernandez, Juan Antonio, Professor of Management, China Europe International Business School

Gachuz Maya, Juan Carlos, Postgraduate Director, International Technical Institute, Puebla Campus, Mexico

Ge, Tianren, Ph.D. Candidate, Department of Sociology, School of Humanities & Social Sciences, Tsinghua University, China

Jin, Caihong, Associate Professor, Institute of Economics & Foreign Affairs, China

Lee, Hanhee, Special Advisor on International Affairs to the Gyeonggi-Do State Government, Korea

Liu, Meng, China's Representative, UN Global Compact

Liu, Yi, Associate Professor, Center for Public Safety Research, Tsinghua University, China

Luo, Feng, Vice-Director, Public Management Department, Shanghai Administration Institute, China

Ma, Chun-Chieh, Associate Professor, National University of Tainan, Taiwan

Ma, Wei, School of Public Policy & Management, Tsinghua University, China

Manohar, Prathima, Founder & President, The Urban Vision

Patil, Shalaka, LLM Candidate, Harvard Law School

Shen, Ming, Editor, *Social Thought Library*

Shi, Yan, Ph.D. Candidate, Department of International Relations, School of Humanities & Social Sciences, Tsinghua University, China

Sui, Jianbo, Engineer, Emergency Management Division, National Earthquake Response Support & Service, China

Tang, Min, Director, International Cooperation Department, Yunnan Power Grid Corporation, China

Tong, Chiling, CEO, International Leadership Foundation

Wang, Haoqing, Associate Professor, School of Media & Design; Deputy Director, The Global Communication Research Institute

Wang, Yuzhe, Ph.D. Candidate, School of Public Policy & Management, Tsinghua University, China

Yang, Ni, Ph.D. Candidate, Government Management, School of Government, Peking University, China

Zhang, Ming, Senior Research Fellow, Institute of World Economics & Politics, Chinese Academy of Social Sciences

Zhu, Lan, Professor, Chinese Academy of Governance

Fellows Focus

Experiential Learning at Its Best

Students Gain Hands-On & Field Research Experience

The Ash Center's summer fellowship and research programs are a model in experiential learning, giving students hands-on public sector experience and providing meaningful, real-world work experience in the offices of some of the most creative and effective public officials and policy advisors in the country. Students have the opportunity to translate the cutting-edge trends and ideas learned in the classroom into practice. This summer, the following seven students were selected as Summer Fellows in Innovation:



Jodi Beckstrom-Korzenowski, HKS MPP 2012, helped Maine evaluate the award-winning Wraparound Maine, which serves youth with complex needs who are involved in multiple service systems.

Isabelle Brantley, HKS MPP 2012, played a critical and multi-faceted role in Detroit Mayor Bing's development efforts, offering oversight assistance with a forthcoming federally-funded project.

Jonah Evans, HKS MPP 2012, worked with Pittsburgh's Cities of Service office to identify innovative ways to use unoccupied land and establish new citizen engagement efforts. Mayor Ravenstahl declared August 11, 2011 "Jonah Evans Day" in recognition of his work.

Brian Hull, HKS MPP 2012, assessed and created a reform plan for the city of Providence's workforce development efforts.

Inessa Lurye, HKS MPP 2012, worked for the office of New York City Mayor Bloomberg on a government reform effort focused on IT and citizen engagement.

Samantha Silverberg, HKS MPP 2012, supported New York City Mayor Bloomberg's office with NYC Business Acceleration, a program to facilitate new business owners

with inspection and permitting processes. **James Solomon**, HKS MPP 2012, helped Newark Mayor Booker's team on a philanthropically-funded government modernization effort.

In addition to Summer Fellowships in Innovation, the Center supports student efforts to expand upon and perform field research around the world. This year, the Vietnam Program selected the following four summer interns to study at the Fulbright School in Ho Chi Minh City, Vietnam:

Cristian Bowen, HKS MPA 2012, studied infrastructure development in light of current urbanization pressures in Vietnam.

Philipp Essl, HKS MPA 2012, worked on land policy issues including property rights.

Minh Trinh, Harvard College 2014, researched recent trends in Vietnam's macroeconomic policies with a focus on monetary policy.

Yoon Loong (Andrew) Wong, Bates College 2012, explored the livelihoods of migrant families and their children in Ho Chi Minh City, Vietnam.



In Their Own Words

"I was surprised to receive a proclamation from Mayor Ravenstahl declaring August 11th 'Jonah Evans Day' in Pittsburgh in recognition of the work the Ash Center gave me the opportunity to do. I'm sharing this because I know that all of the Ash Center fellows have made huge impacts in their host cities this summer. It's another reminder to me that—through this fellowship—HKS students can have the opportunity to apply their education in ways that improve local government and make a lasting impact long after our fellowship is over."

Jonah Evans, HKS MPP 2012

Bridging the Gap Between Activism and Policymaking in Malawi

Mason Fellow Paul Kwengwere Studies Solutions for Economic Growth at HKS



Paul Kwengwere with HIV Awareness singing group in Malawi

It is a typical morning in rural Malawi. Women wearing colorful red, yellow, and blue patterned dresses carry large metal buckets, many balancing them on their heads, and often with young infants strapped to their backs. To get fresh water for their families, most travel an average of two miles on unpaved, meandering roads. At present, 30 percent of rural Malawians do not have access to safe drinking water.

“The lack of safe water access is just one of the many disheartening statistics that contributes to Malawi’s widespread poverty,” said Paul Kwengwere, one of the Ash Center’s five Ford Foundation Mason Fellows for the 2011–12 HKS academic year. “When I first traveled outside of Malawi to Kenya and then later to the UK and U.S., I was shocked by the dramatic gap between the poor of other countries and the poor of mine.”

Nearly 40 percent of Malawi’s population lives below the poverty line.¹ Kwengwere notes that Malawi’s per capita income, currently at \$300/year, has made relatively little

progress in the last three decades.² While 70 percent of the population are considered literate, only 30 percent have a formal education. Despite the country’s implementing free primary education in 1994, 20 percent of school-aged children do not attend school.³

Before coming to the Kennedy School, Kwengwere served as the sector wide approach coordinator for the country’s Ministry of Irrigation and Water Development. He acted as a mediator between donors and the government to move forward public works projects increasing water access in rural areas. As five departments within the Ministry alone work on water issues, no comprehensive map of water needs had ever been created, and donor-funded projects were dictated by donors, not necessarily by population need. Under Kwengwere’s guidance, this process is starting to change: a new basket funding model has been approved by all parties in which funds are pooled and used according to need and a detailed district-level analysis of water access is underway.

Serving as an intermediary is not a new role for Kwengwere. In his previous work at ActionAid International both in Malawi and the UK, he collaborated with regional non-profits, community leaders, and government agencies to spearhead projects to improve agricultural production, increase awareness of HIV/AIDS, and build schools in rural areas. Delivering such services and tools required more than just resources. As Kwengwere explains, “you must become a member of the community you are trying to help; it should not feel like we are imposing ideas upon them.”

After a fellowship at Yale focusing on leadership and NGO networks, Kwengwere transitioned to become the president of the Economics Association of Malawi. He offered water, health, and education sector analysis of key government budgetary decisions to interested stakeholders, and set up the country’s first ever budget training program for members of the Malawi National Assembly. Again as a mediator between government and the nonprofit sector, Kwengwere witnessed many disconnects between the grassroots advocacy community and policymakers at the national legislative level. “In Malawi, there is a lot of talk, but little action,” said Kwengwere. “Most of the policies are on the books, but very little is well implemented.”

Upon return to Malawi at the end of his mid-career MPA, Kwengwere hopes to establish a think tank organization that would bridge the communication gap between the advocacy and legislative communities to foster real improvements in the lives of Malawians. “We have seen many countries make tremendous economic progress, and I want to determine what recipes for success could be adapted to Malawi,” said Kwengwere. “The fresh, innovative ideas of my fellow colleagues and professors at HKS promise to renew my focus on improving Malawi.”

1. *Welfare and Monitoring Survey 2009*, National Statistical Office 2010 publication.

2. http://www.unicef.org/infobycountry/malawi_statistics.html

3. *WMS 2009* – National Statistical Office

Standing at the Crossroads: Taiwan's Future and Its Relations with Mainland China

September 15, 2011

Dr. Pu-tsung King, executive director of the reelection campaign office of President Ma Ying-jeou, Republic of China (Taiwan), spoke to a standing room only crowd of HKS students, faculty, and members of the community as part of the run-up to President Ma's presidential election in January 2012. Previously, Dr. King served as secretary general of the Kuomintang Party from December 2009 to January 2011. Dr. King discussed the ruling Kuomintang Party's Cross-Strait Policy, especially as it might contrast with that of Taiwan's opposition party, the Democratic Progressive Party (DPP), and its implications for the United States. He argued that Taiwan's confrontational stance towards China—adopted by the Democratic Progressive Party in 2008—should be more inclusive and collaborative and suggested that such a softer approach had already benefited his country with increases in visa waivers to Taiwanese nationals and an overall upgrading of Taiwan's status on the global stage. That same day, the opposition presidential candidate Tsai Ying-wen discussed her campaign platform arguing that democracy remains a keystone to Taiwan's culture.

China Goes Global

October 2–4, 2011

The fifth annual China Goes Global conference convened participants at Harvard Kennedy School from government, academic, nonprofit, and business sectors to present original, multi-disciplinary research on China's globalization. "China's globalization is an especially important topic for research, yet in a lot of popular press, and more broadly in politics, it is a topic generating more heat than light," said Ash Center Director Anthony Saich at the conference's opening ceremony. Saich outlined key geopolitical, business, and domestic issues of importance for research on China's globalization that conference attendees explored in depth during 17 panel discussions. Professor John Child, University of Birmingham; Professor Yadong Luo, University of Miami; and Professor Joseph S. Nye Jr., Harvard Kennedy School delivered addresses. China Goes Global was co-sponsored by the Ash Center, Harvard Kennedy School; the Center for International Business Education and Research, Georgia Institute of Technology; Jacobs University, Bremen, Germany; and the Crummer Graduate School of Business and Rollins China Center, Rollins College, Winter Park, Florida. The conference was part of a larger initiative encouraging multidisciplinary and transnational research on the Chinese economy and its enterprises.



Standing at the Crossroads conference



Dr. Pu-tsung King



John R. McIntyre, Christoph Lattemann, Ilan Alon, Marc Fetscherin, and Julian Chang

A Better Welcome Home: Transformative Models to Support Veterans and Their Families

November 2, 2011

Hosted by the Ash Center, this day-long workshop addressed a host of innovative programs that help veterans and their families adjust to post-military life and more easily reintegrate within their communities. Colonel Christian Macedonia, a military physician and program manager at the Defense Advanced Research Projects Agency (DARPA) who most recently served as the Medical Sciences advisor to the former chairman of the Joint Chiefs of Staff, Admiral Mike Mullen, delivered the keynote address. The program was separated into the following topic-specific panels, each featuring a diverse group of government and community organizations: innovative service delivery models offering job training, health care, and housing assistance; art, advocacy, and physical activities for aiding veterans returning to civilian life; and community support networks for veterans and their families. A number of local veteran service organizations and many current HKS students that are also active or former members of the United States Armed Forces observed. The session concluded with a lively discussion on opportunities for future collaboration and lesson sharing amongst the group of participants.

Shanghai Executive Management Program

November 3–5, 2011

Shanghai's internationalization, urban development, and economic growth continue to outpace many municipalities worldwide even in the midst of the global economic downturn. Designed to equip senior Chinese officials in Shanghai municipal government with key tools to govern during the region's accelerated period of growth, the Shanghai Executive Management Program offered a range of unique perspectives on strategy, leadership, management of service delivery, urban planning and development, crisis management, and social policy, as practiced in the United States and other countries. Fifty municipal officials attended this three-day public policy training program taught by Harvard Kennedy School's Jorrit de Jong, John Donahue, and Arnold Howitt at the Shanghai Administrative Institute in Shanghai, China.




Colonel Christian Macedonia



A Better Welcome Home conference



Anthony Saich at China Goes Global opening ceremony



In Focus: Myanmar

Conclusions from Ash Center Research

Since 2006–2007, Myanmar's overvalued exchange rate has depressed paddy prices and ruined the profitability of production. Adjusting the rate to 1000 kyat to the dollar could reverse this negative impact.

Deeply indebted farmers may not benefit from new loans alone; solutions that reduce their debt and recapitalize them should be explored.

Investments in providing quality seed and fertilizer, water control, better infrastructure, and access to reliable advice would improve rural incomes over the long term.

If bad weather and higher paddy support prices in Thailand result in higher world rice prices, Myanmar's landless consumers may need supportive measures.

Source: *Myanmar Agriculture in 2011: Old Problems and New Challenges*, Ash Center, November 2011

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**Ash Center
for Democratic Governance and Innovation**
Harvard Kennedy School
79 John F. Kennedy Street
Cambridge, Massachusetts 02138

617-495-0557
www.ash.harvard.edu

Director
Anthony Saich

**Director of the Innovations in Government
Program**

Stephen Goldsmith

Executive Directors
Julian Chang, Arnold Howitt, Marty Mauzy

Editor
Kate Hoagland

Design
forminform

Photography
AP Photo/Khin Maung Win, Meghan
Dhaliwal, Martha Stewart, Studio HKS