

# Ash Center for Democratic Governance and Innovation ■ Winter 2010 Volume 5

# Communiqué

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The Roy and Lila Ash Center for Democratic Governance and Innovation advances excellence in governance and strengthens democratic institutions worldwide. Through its research, education, international programs, and government innovations awards, the Center fosters creative and effective government problem solving and serves as a catalyst for addressing many of the most pressing needs of the world's citizens. The Ford Foundation is a founding donor of the Center.



Chairman Peter Sondakh and Dean Ellwood at Rajawali Foundation Institute for Asia Signing Ceremony

## Ash Center Receives \$20.5 Million Gift from the Rajawali Foundation Establishes Institute for Asia and Indonesia Program

At a time of tremendous economic growth and political transformation throughout East Asia, Harvard Kennedy School has announced a \$20.5 million gift to launch an important new initiative designed to expand and strengthen the School's support for policy research and educational programming in Asia.

The permanently endowed Rajawali Foundation Institute for Asia was established on January 1, 2010, to bring together academics and practitioners from around the world to enhance research, teaching, and training on public policy and governance issues of critical importance in Asia. A separate gift also establishes a new Harvard Kennedy School Indonesia Program within the Institute, which will promote research, education, and capacity building in support of democratic governance and institutional transformation in Southeast Asia. As the

world's largest majority Muslim country, Indonesia will continue to be an important model for positive institutional change.

Both the Institute and the Program will be housed within the newly renamed Ash Center for Democratic Governance and Innovation.

"The Rajawali Foundation Institute for Asia at Harvard Kennedy School will create opportunities for Harvard scholars and students to work with people and institutions throughout the Asian continent," said Harvard University President Drew Faust. "It will serve as a hub for policy research, education, and dialogue on a region which continues to grow in political and economic influence."

"We are deeply grateful for this generous gift to the Kennedy School," said HKS Dean David T. Ellwood. "Asia has experienced

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## An Investigation of Indonesia's Improbable Democracy Center Faculty Explores Democratic Practices in Former Authoritarian Regime



President Susilo Bambang Yudhoyono speaks at JFK Jr. Forum at Harvard's Institute of Politics

"Indonesia is one of the world's most improbable democracies," said Tarek Masoud, assistant professor of public policy at Harvard Kennedy School and faculty affiliate of the Ash Center. "It's poor, ethnically diverse, geographically dispersed, and majority Muslim. Each one of these things on its own is thought to make democracy less likely; the fact that you have them all in a single country that has nevertheless managed to get and keep democracy is nothing short of remarkable."

Formerly an authoritarian regime, Indonesia recently celebrated its 10-year anniversary as a multi-party democracy. The sustainability of Indonesia's democracy is the subject of a recently launched, multi-year Ash Center study. Building upon the Center's intellectual capital—with faculty who conduct cutting-edge research on democracy, governance, and development—the project will explore both how Indonesia can serve as a model to other democratizing countries, and how its political and economic institutions can be reformed in order to ensure that its fledgling democracy endures and thrives.

The project is part of the Ash Center's broader exploration of the relationships

between democratic governance and social problems. The Center's research is organized into three broad themes:

- Democratic strands in former and current authoritarian regimes (of which the multi-year Indonesia project is a part);
- Innovations in democratic participation in government; and
- Democracy and immigration.

### Successes & Challenges

At a recent JFK Jr. Forum event at Harvard Kennedy School, Indonesian President Susilo Bambang Yudhoyono praised his nation's diversity and postulated a shift in world economic power away from Europe toward Asia.

"We can be a powerful example that Islam, democracy, and modernity can go hand in hand," he remarked. However, he noted that celebration of Indonesia's progress must be tempered by a recognition of the harsh realities facing the archipelago nation. "We have actually made a lot of progress but at the same time we also face many challenges in the management of poverty and unemployment problems, and in how we can maintain and strengthen our democracy."

The challenges are stark. While Indonesia's GDP is projected to grow by four percent this year, the country struggles with high rates of poverty and unemployment. Its nominal GDP per capita is a modest \$2,200 per year, far below the minimum level of economic development thought necessary for democracy to endure. Such shaky economic ground is further unsettled by Indonesia's near-endemic rates of corruption. Ranked 126 out of 180 in the most recent *Transparency International Corruption Perceptions Index*, Indonesia tied with such notoriously corrupt countries as Uganda, Ethiopia, and Libya. A 2005 World Values Survey notes that over 60 percent of Indonesians had little to no confidence in their country's governing institutions, such as its parliament, the People's Representatives Council (Dewan Perwakilan Rakyat or DPR).

Add to all of this the fact that Indonesia is the fourth most populous country in the world with an estimated population of 237 million people dispersed over 17,508 islands. Despite its religious homogeneity—more than 85 percent of Indonesians are Muslim—the country is ethnically fragmented: Javanese make up 40 percent of the population, followed by the Sundanese at 15 percent, with the remaining 45 percent comprised of more than 300 ethnic groups, including an often-persecuted Chinese minority of about four percent.

### Reforming on the Margins: Considerations for the Future of Indonesia's Democracy

In his recent Ash Center working paper, "Institutional Choices for Indonesia's Future," Professor Masoud offers a host of considerations as the Center launches its exploration of the country's democratic and economic prospects. He focuses on what he considers two of Indonesia's most pressing challenges: making public officials answerable to the people, and binding the far-flung country together. He argues that Indonesia faces a difficult tradeoff: measures to increase accountability also risk fragmenting the country politically.

For example, Masoud explains that one way to increase the accountability of public officials is to change the way they are elected. Instead of having large electoral districts in which voters cast ballots for slates of candidates put up by political parties, one could have smaller districts in which each voter casts a ballot for a single representative. Political scientists have argued that the latter system reduces the "distance" between the voter and his or her representative in parliament: voters know whom to punish if things do not go well, and representatives know that their political futures depend solely on whether constituents are happy with their performance. The result is that the representative is, in theory, more accountable to citizens. Masoud notes, however, that representatives elected in this manner may focus myopically on the needs of their small corner of the country, with little incentive to work on behalf of broad, national goals.

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## Minister Li Yuanchao Speaks to Harvard Community

### Head of the Organization Department of China's Communist Party Discusses U.S.-China Relations



Dean Mary Jo Bane, Minister Li Yuanchao, Anthony Saich, and members of Minister Li's delegation

Minister Li Yuanchao, one of the top leaders in the People's Republic of China, gave the lecture at Harvard Kennedy School "Dealing with Crisis: China and Global Mutual Action." Minister Li is a member of the Political Bureau of the CPC Central Committee and head of the Organization Department of the Communist Party in China. His lecture drew a standing-room only crowd of faculty, students, and staff from across Harvard. The lecture was hosted by Jorge Domínguez, vice provost for International Affairs at Harvard.

In his talk, Minister Li spoke about China's changing and increasingly important global role as the world addresses the current financial crisis. He praised his country's timely response in adjusting its macroeconomic policies to ensure growth, expand employment opportunities, and encourage domestic consumption. Such a shift from an export to a consumer economy is reflected in China's latest fiscal reports: the country cites a 15 percent rise in domestic consumer spending over last year, and the luxury goods market is finding increased traction with Chinese consumers.

In addition to macroeconomic policies, China has developed strong mechanisms of support for tackling the current financial cri-

sis according to Minister Li. He discussed his country's establishment of reform institutions and the collective strength of the Chinese Communist Party in motivating the public and concentrating resources to solve the crisis. Minister Li concluded his talk by addressing the importance of globalization. All countries are partners, said Li, and China's solid economy can promote harmonious development and world stability.

Minister Li's public address was part of a larger fact-finding mission exploring overseas executive training programs throughout the United States. During his visit to Cambridge, Minister Li met with President Drew Faust as well as faculty from the Faculty of Arts and Sciences, Harvard Business School, Harvard Kennedy School, Harvard Law School, Harvard School of Public Health, and the University Committee on the Environment to learn more about each school's research initiatives and training programs focused on U.S.-China relations.

Minister Li is himself a graduate of "Leaders in Development: Managing Change in a Dynamic World." This HKS executive education training program fosters enhanced leadership skills in addressing reform, globalization, and collaboration with other countries. While attending HKS,



Minister Li Yuanchao

Minister Li was a New World Fellow. Established in 1998, the New World Fellows Program is now recognized as one of the best overseas training programs by the government of China. The program fosters sustained collaboration between rising Chinese leaders and their international counterparts and has sponsored over 120 experienced civil servants, policy makers, and rising leaders from China to attend short-term executive training programs or conduct research for a semester at the Ash Center.



## Innovations in Government Program Honors Government Innovators

Develops New Areas for Faculty and Student Research



Data Feeds: Democratization of Government Data



Mapping Evapotranspiration



Higher Education Initiative



Commonwealth Health Connector Authority



New Leaders for New Schools



Wraparound Milwaukee



Kathleen Kennedy Townsend



Stephen Goldsmith

### 2009 Innovations in American Government Awards

In September, the Ash Center announced the 2009 winners of the Innovations in American Government Awards. Honored at a reception in Washington, D.C., this year's award winners demonstrate unique solutions to some of our nation's most pressing issues including economic development, education, mental health, health insurance, government transparency, and water scarcity.

The 2009 Innovations in American Government Award winners represent innovative government programs in two states, two cities, one county, and one school district:

- Commonwealth Health Connector Authority, Massachusetts
- Data Feeds: Democratization of Government Data, Washington, D.C.

- Higher Education Initiative, Kingsport, Tennessee
- Mapping Evapotranspiration, Idaho
- New Leaders for New Schools, Chicago Public School District, Illinois
- Wraparound Milwaukee, Milwaukee County, Wisconsin

At the awards event, Kathleen Kennedy Townsend, 2009 acting chair of the Innovations Awards National Selection Committee, offered opening remarks about the importance of government innovation, recalling her late uncle Senator Ted Kennedy's strong belief in politics as a noble profession designed to make government work for the people. "Today we have great challenges in making government effective, but what we do together makes our lives better," said

Kennedy. "Government is a place where we make our most solemn decisions."

In addition to remarks from Center Director Anthony Saich and Innovations in Government Director Stephen Goldsmith, Edward DeSeve, assistant to the vice president and special adviser to the Office of Management and Budget director for implementation of the Recovery Act, delivered the event's keynote address exploring specific drivers to influence and encourage government innovation to flourish. He argued that innovation requires the internal spirit and insight of individuals with a vision to make the world a better place.

The event concluded with the premier of 2009 Visionaries, a PBS-produced documentary highlighting all winners' innovations. Please visit [www.youtube.com/ashinstitute](http://www.youtube.com/ashinstitute) to watch the documentary.



### Academic Impact

Since 1986, the Innovations in American Government Awards (IAG) has recognized over 400 public sector initiatives that forward innovative practices that benefit citizens. Throughout its history, the program has generated a wealth of research based on award-winning government innovations and the study of how innovation occurs to inform students, faculty, and practitioners. The Division of Youth Services in Missouri, a 2008 Innovations winner, recently was the subject of the first multimedia case study at Harvard Kennedy School, and several additional Innovations Award winners are the subject of future cases. More than 450 courses at Harvard and over 2,250 courses worldwide have incorporated Innovations in American Government case studies including Milano Graduate School, University of West Indies, and the Hong Kong Polytechnic University.

“The public sector innovations honored this year and over the 20-year history of the Innovations in American Government Awards program demonstrate creative approaches to previously intractable civic challenges and prove instrumental in enhancing scholarly research and academic study of government innovation,” said Anthony Saich, director of the Ash Center.

### Summer Internships in Innovation

As part of efforts to enrich students’ academic experience at HKS, the Ash Center offers Harvard Kennedy School degree students opportunities to work with winners of the Innovations in American Government Awards. Such internships are designed to better prepare students for a world of practice while harnessing student talent and experience to foster excellence in government.

This past summer, three Kennedy School Master in Public Policy (MPP) students served as summer interns in innovation thanks to Ash Center support. Students worked on the following projects:

- Acquisition Fund, City of New York, New York (2008 IAG winner): The Acquisition Fund is a \$230 million partnership that finances the purchase of land and buildings for affordable housing. Private finance tools allow smaller developers to compete in a tough market. During her internship, Megan Thibos worked on encouraging the redevelopment of formerly contaminated land parcels into affordable housing.
- CitiStat, Baltimore, Maryland (2004 IAG winner): CitiStat is a performance accountability tool that is now the industry standard for driving down government costs and improving citizen engagement initiatives. During her internship, Janice Flynn helped the city integrate budget performance measures into CitiStat procedures.
- Solid Waste and Energy Management, Yukon River Tribes, Alaska (2008 IAG finalist): Sixty-six indigenous tribes have improved the solid waste systems on the Yukon River, removing six million pounds of hazardous materials and recyclables. Chris Kolerok supported the Yukon River Tribes work to ensure that the voices of indigenous peoples were integrated into decision making processes.

### Policy Analysis Exercises

The Ash Center provides travel grants to HKS students working on their Policy Analysis Exercises. Students are encouraged to explore research related to pluralist societies, social justice, accountability, and restoring trust in government and will receive assistance by the Center with available resources.

Past Policy Analysis Exercise grantees the Ash Center has supported include:

- “Principles for Ethical Equity Investing in Microfinance Institutions,” Ben Clark, Stephanie Lazicki, and Suba Sivakumaran
- “Managing Labour Migration: The Case of the Filipino and Indonesian Domestic

Helper Market in Hong Kong,” Emilyzen Ignacio and Yesenia Mejia

- “Special Economic Zones in South Asia: A Comparative Analysis of Bangladesh, Sri Lanka, and India,” Semil Shah

### Innovations in Government Seminars

The Innovations program continues to engage faculty and students in research and co-curricular activities around the key findings of innovative government programs. This academic year, the Center launched the Innovations in Government Seminar Series for Ford Foundation Mason Fellows, Roy and Lila Ash Fellows in Democracy, and other interested students and faculty. Designed to educate and inform the next generation of government innovators, the series explores key areas in government innovation and avenues for implementing innovative ideas in the public sector.

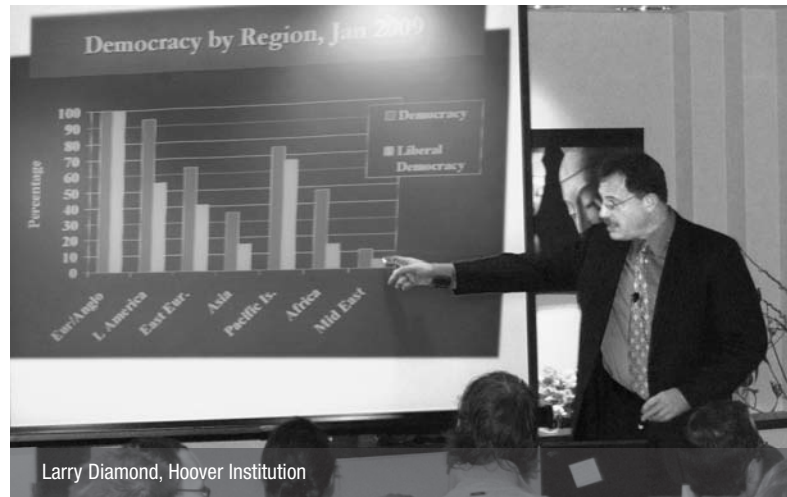
Seminars feature Innovations in American Government Award winners and innovation experts, who present current innovations across a spectrum of policy fields. Fall speakers included Innovations Director and former Indianapolis Mayor Stephen Goldsmith, Somerville Mayor Joseph Curtatone, and *Governing Magazine’s* Jonathan Walters.

In addition, several seminars are specifically designed to further the research and understanding of the dissemination and replication of innovative practices in government. Spearheaded by Ash Center Research Fellow Sandford Borins, professor of strategic management at the University of Toronto, a host of HKS faculty will lead discussions and share different theories and models for replication of innovation.

### China's Leaders in Development Training Program

April 20–June 18, 2009

Established in 2001, China's Leaders in Development program is widely recognized by the Chinese government as one of the best overseas training programs for government officials. Taught both at Tsinghua University, China, and Harvard Kennedy School, this eight-week training program is specifically designed to help prepare senior local and central Chinese government officials to more effectively address the ongoing challenges of China's national reforms. Courses in public management, policy reform, public finance, economic development, and globalization are taught by both Tsinghua and HKS faculty. The program concludes with a focus on real-world economic and management cases and innovations that address the changing needs of governance in the 21st century. Over 50 Chinese civil servants participated in this year's training program.



Larry Diamond, Hoover Institution

### Better, Faster, Cheaper Website Launches

July 27, 2009

In the midst of the biggest fiscal meltdown government has faced in decades, public officials urgently need innovative ideas and cutting-edge solutions for doing the public's business better, faster, and cheaper. Responding to this need, *Better, Faster, Cheaper* ([www.bfc.ashinstitute.harvard.edu](http://www.bfc.ashinstitute.harvard.edu)) launched in late July as a non-partisan source for concrete, actionable information on what is working in government right now. Bringing together a community of government innovators for up-to-date news, opinion and blog, as well as insights from influential public sector thought leaders, the site is presented by Professor Stephen Goldsmith. From management to infrastructure and the environment, the site captures the latest creative policy approaches and partnerships between government and the private sector.



Rosemarie Day, Commonwealth Health Insurance Connector Authority

### Strengthening Our Nation's Democracy Conference

August 2–4, 2009

The Strengthening Our Nation's Democracy conference convened over 100 practitioners, federal managers, activists, and leading thinkers, along with members of the Obama administration to develop a vision for improving the nation's democracy and aligning reform efforts with the new administration. Held in Washington, D.C., this two-day conference was cosponsored by the Ash Center, Everyday Democracy, Demos, and America Speaks. The conference culminated with all participants presenting short- and long-term reform recommendations including new public engagement training, electoral reforms, annual health of democracy reports, and the development of demonstration projects whereby citizens nationwide could deliberate on issues of national significance such as health care and global warming.



Sandford Borins, University of Toronto





Jane Mansbridge, Heather Gerken, and Archon Fung

### Democracy Seminar Series

Fall 2009

Throughout the 2009–2010 academic year, the Democracy Seminar Series will welcome distinguished speakers to the Ash Center to address critical challenges facing democratic governance. During the fall semester, seminars addressed several key themes: democratic strands in former and current authoritarian regimes; innovations in democratic participation in government; and democracy and immigration. Notable seminars included

- “Immigration, Economic Security, and the American Labor Movement: Enduring Conflicts in Recombination,” Daniel Tichenor, University of Oregon
- “Democracy Promotion Under Obama: The Complexities of Reengagement,” Thomas Carothers, Carnegie Endowment for International Peace
- “The Art of Not Being Governed,” James Scott, Yale University
- “Why Is There No Arab Democracy?” Larry Diamond, Hoover Institution and Freeman Spogli Institute for International Studies



Vietnam Executive Leadership Program

### Innovations in Government Seminar Series

Fall 2009

This year-long series is designed to educate and inform the next generation of government innovators by exploring key areas in government innovation and avenues for implementing innovative ideas in the public sector. The various aspects and approaches to the study of replicating government innovations are also examined. During the fall semester, notable seminars included

- “The Importance of Leadership in Innovation,” The Honorable Joseph Curtatone, Mayor of Somerville, Massachusetts
- “Creating a Culture that Promotes Innovations and Implementing Innovative Ideas,” Jonathan Walters, *Governing Magazine*
- “Health Care for All: A Discussion with the Massachusetts Commonwealth Health Connector Authority,” Rosemarie Day, 2009 Innovations in American Government Award Winner
- “Spreading Innovation: Innovation as Narrative,” Sandford Borins, University of Toronto



Vice Minister of Foreign Affairs Nguyen Quoc Cuong and Deputy Prime Minister Nguyen Thien Nhan

### Vietnam Executive Leadership Program

November 1–6, 2009

In early November, the Ash Center’s Vietnam Program hosted 19 Vietnamese senior government officials, led by Deputy Prime Minister Nguyen Thien Nhan. Each day of this week-long executive education training program was devoted to the discussion of a single theme, tailored to the issues most relevant to Vietnam, and taught through a combination of presentations by Harvard and visiting faculty members, Vietnam case studies, and site visits. Issues discussed included the global economy, industrial policy, climate change, education, Asian geopolitics, and rural development.

## Treating Kids as Kids

### HKS First Multimedia Case Spotlights Therapeutic Treatment of Troubled Youth



Youth from the Division of Youth Services

Recognized as “the guiding light in juvenile justice” by the American Youth Policy Forum, the Missouri Division of Youth Services (DYS) demonstrates a new philosophy in the treatment of youth offenders. While most states opt for cells, solitary confinement, and jumpsuits to reform offenders in an environment mirroring adult prisons, the DYS chooses small dormitories, group meetings, and street clothes to rehabilitate youth in a homelike setting. The program’s unique mission is to treat children as children, capable of change despite troubled backgrounds scarred by drug addictions, mental health issues, criminal records, abuse, and neglect.

“If you never had the chance to have a childhood, it’s safe to have one here,” said one youth about his experiences at a DYS residential treatment center.

Youth participate in daily meetings with small peer groups to talk through challenges and serve as positive role models for each other. Each young person receives individualized educational assistance and participates

in multiple community volunteer activities.

The DYS reports promising results: over 90 percent of youth avoid further incarceration for three years or more after graduating from the program, and 48 percent of youth return to high school after release. Such numbers dramatically outpace national averages.

“Our system is based on the belief that the public interest is best served by helping young people turn their lives around and become productive and law-abiding citizens,” said Tim Decker, director of the Division of Youth Services.

Honored as a 2008 Innovations in American Government Award winner, the DYS is the subject of the first multimedia case study at Harvard Kennedy School. Thanks to the commitment of Professor Julie Wilson and Anne Drazen at SLATE, the written case study and corresponding video presentation promise to inform students and practitioners as well as enhance policy study in a host of HKS courses including criminal justice, social policy, community organizing, and



Wraparound Milwaukee

public management. The new multimedia video presentation that accompanies the written case puts a face to the metrics detailed in the case. Viewers watch group sessions in practice and become familiar with the range of youth treated by the DYS. To view the case study, please visit [www.ksgcase.harvard.edu/](http://www.ksgcase.harvard.edu/).

In addition to this contribution to the HKS curriculum, the DYS was spotlighted in early September by *Primetime 20/20* in a one-hour show on its approach to rehabilitating juvenile delinquents.

Several Innovations winners are the subject of upcoming cases. Wraparound Milwaukee, a 2009 Innovations winner, is being developed as the school’s second multimedia case. Much like the Division of Youth Services, Wraparound Milwaukee focuses on the treatment of troubled youth. Wraparound attempts to reduce costly and arguably ineffective residential care options by offering a host of individualized treatments that allow youth to stay with their families. New York City’s Acquisition Fund, a 2008 Innovations winner, will be taught as a case in Professor Stephen Goldsmith’s “Leading Cities” course this spring and will feature a video interview with U.S. Secretary of Housing and Urban Development Shaun Donovan, the program’s former director.



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This is particularly problematic given that Indonesia has already undergone a massive decentralization program that puts much of the country's decision making and budgetary authority in the hands of local governments. Decentralization has tended to mute separatist demands, but it also makes it difficult for the government to embark on projects to improve the national welfare, or to compel rich localities to contribute to the economic uplift of poorer ones.

Managing these tradeoffs will not be easy. Masoud suggests that Indonesia may have to adopt a mixed strategy: reducing accountability in the parliament in order to strengthen national political parties, while at the same time taking steps to deepen the accountability of local executives and regional assembly members. But the overwhelming complexity of Indonesia's political and economic landscape counsels caution. "Indonesia is where political science theories go to die," Masoud says.

For example, Masoud notes that most scholars believe that presidential systems are less stable than parliamentary ones. However, he suggests that in Indonesia, the presidency might act as a "centripetal, nationalizing force," in a country dominated by the centrifugal forces of localism and ethnic diversity. Moreover, the existence of the office of the presidency might even generate incentives for ex-military leaders to support and participate in democratic institutions instead of undermining them. In the last presidential election, for example, each of the three tickets had at least one military officer on it.

In the end, Masoud notes, it is precisely Indonesia's complexity that makes it an exciting laboratory for the Ash Center's work on democratic governance and innovation. And he suggests that the most important thing that Indonesia's democracy needs is time: "Indonesia is a young democracy. It's not fair to expect it to become perfect within one or two election cycles."

*The initial portion of this research project was funded by the Rajawali Foundation.*

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dynamic growth and change over the past two decades, enhancing the region's influence on international policy and discussions while also increasing the challenges facing governments throughout the region. The new Institute and Program at the Ash Center will help enrich the policy dialogue among scholars, students, policymakers and Asian leaders throughout many levels of government, business and civil society."

"I would like to express my sincere appreciation to Dean Ellwood and Director Saich for making this moment possible," said Peter Sondakh, chairman of the Rajawali Foundation. "We are embarking on a very important relationship. Establishing the Rajawali Foundation Institute for Asia will open new opportunities both at the Kennedy School and in the region of Asia. For those of us at Rajawali, it is our hope that this Institute will be a valuable instrument for deepening understanding of Asia, exploring possibilities for innovation, and advancing important initiatives that will affect millions of lives in Asia."

The Rajawali Foundation Institute for Asia will link together existing Kennedy School programs focusing on Asia such as the

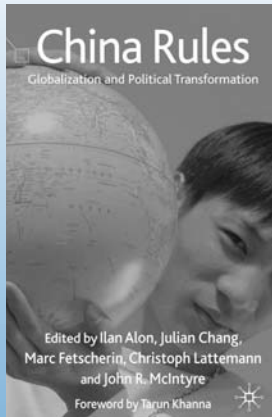
China Policy Program, the Vietnam Program and Asia Visions 21. Asian scholars and practitioners will spend time at the Center as research fellows, attending symposia and participating in executive education and policy dialogue programs. The Harvard Kennedy School Indonesia Program will host Indonesian scholars and policy makers who will undertake research fellowships and attend both degree courses and executive education programs. Harvard scholars will work in collaboration with Indonesian colleagues in Indonesia and will participate in events both in Indonesia and at Harvard.

Anthony Saich, director of the Ash Center for Democratic Governance and Innovation, remarked, "We are indebted to the Rajawali Foundation for their support in establishing the Rajawali Foundation Institute for Asia and the Harvard Kennedy School Indonesia Program. The newly created Institute promises to strengthen our teaching capacity and enhance our Center's public policy research and expertise not only in Indonesia but throughout Asia, encouraging ongoing dialogue and knowledge sharing among key policy makers, faculty, and students."



Jeffrey Winters, Anthony Saich, Peter Sondakh, Jonathan Pincus, Fritz Simandjuntak, and Arif Arryman at Signing Ceremony

On the Bookshelf



**China Rules: Globalization and Political Transformation**

Ilan Alon, Julian Chang, Marc Fetscherin, Christoph Lattemann, and John R. McIntyre, Editors, Palgrave Macmillan, 2009

As the world’s third largest economy, China’s reported economic growth is far outpacing the economies of many developed nations including the United States. In the third quarter of this year, China reported 8.9 percent growth by comparison to 3.5 percent growth in the U.S.

Scholars attribute such accelerated growth to the recent and ongoing financial crisis, which has potentially cast China in a new role on the world stage. As China demonstrates such new world leadership, Chinese enterprises are quickly becoming household names across the globe. Such companies not only are in talks to acquire top Western brands such as HUMMER and Whirlpool, but also are demonstrating a higher degree of sophistication in overseas operations.

“Chinese companies are coming or are already here,” said Julian Chang, executive director at the Ash Center. “We need to understand how they operate and in which specific sectors, as well as how they react to business constraints and supporting factors.”

**China Goes Global**

It is within this global context that the Ash Center recently convened the third annual China Goes Global conference. Bringing

together over 120 academics, business leaders, and public officials from around the world, the conference was part of the Center’s efforts to advance analytical research and the overall state of knowledge about China’s growing role in the world economy.

Through a series of academic paper presentations and panel discussions, conference presenters assessed current research on Chinese internationalization and provided recommendations. Discussion topics included

- Western political and economic models that explain China’s current trajectory;
- How China’s globalization will affect the business environment in developed and emerging countries;
- The globalization of Chinese higher education;
- Factors associated with China’s emerging global economic prowess; and
- China’s possible role in a globalized world after the financial crisis.

**Research**

While several publications are in development as a result of the in-depth discussion and analysis stemming from this year’s conference, *China Goes Global* conference organizers recently published *China Rules: Globalization and Political Transformation*, presenting key findings from the 2008 conference.

As the editors state in their concluding chapter, the book and research program

have at their core the root question of how Chinese companies and China will implement the mandate of going global. Building from a discussion of the underlying assumptions that inform the Chinese approach to foreign investment, and how they might be changing, *China Rules* addresses the significant geopolitical dynamics of China’s foreign investment. Drawing together a diverse international group of political economists, international business specialists, as well as specialists in various financial, trade, and institutional sectors, the book extends the literature on China’s globalization through the lens of the changing rules and resources in China.

“China’s rise to economic and political power over this century—renamed by many as ‘the Chinese Century’—has been nothing less than historic,” said Anthony Saich, director of the Ash Center. “We were pleased to contribute to the worldwide conversation on China’s growing international significance as a world player.”

The annual *China Goes Global* conference and its publications are cosponsored by the Ash Center, Harvard Kennedy School; the Center for International Business Education and Research, Georgia Institute of Technology; the Crummer Graduate School of Business and Rollins China Center, Rollins College; and the University of Potsdam, Germany, with seed funding provided by the Alexander Von Humboldt-Foundation, Germany.

## New Study Finds Internet Town Hall Meetings Increase Constituent Trust

The recently released report *Online Town Hall Meeting: Exploring Democracy in the 21st Century* finds that personal interaction with a member of Congress, in person or online, has a significant and positive impact on a constituents' views of the official and their likelihood to become more politically engaged. The report was created by the Congressional Management Foundation and a team of academic partners including David Lazer, director of the Program on Networked Governance at HKS.

The research team conducted 21 online town hall meetings to determine whether the Internet offers opportunities to bring citizens closer to their representatives in Congress as part of a project funded by the National Science Foundation and additional support from the Ash Center. In addition to HKS, researchers were drawn from the Congressional Management Foundation, Northeastern University, the Ohio State University, and University of California, Riverside.

"There has been tremendous interest in the role of the Internet in presidential politics. This report helps fill the void on how the Internet can also transform the relationship between members of Congress and their constituents," noted David Lazer.

Key findings of the report include

- The online town hall meetings increased constituents' approval of members of Congress. Members experienced an average net approval rating jump of 18 points. The sessions also increased constituents' approval of the member's position on the issue discussed.
- The sessions were extremely popular with constituents. A remarkable 96 percent of participants said they would like to be included in similar events in the future.
- The online sessions increased the probability of voting for the Congressional member. Those that participated in a session were 56 percent more likely to vote for their representative.

## Fellow Focus

Established in 1998, the **New World Fellows Program** encourages the next generation of prominent Chinese leaders to develop their professional skills and interact with international leaders of similar seniority and experience, as well as distinguished Harvard faculty, before returning to their positions of responsibility in the Chinese government. Since its inception, the program has enabled over 120 experienced civil servants, policy makers, and rising leaders from China to attend short-term executive training programs or conduct research for a semester at the Ash Center.

This year's New World Fellows include

- JIANG Yaoping, Vice Minister of Ministry of Commerce
- GUO Kailang, Vice Governor of Hunan Province
- SUN Baohou, Auditor-in-Chief of the National Audit Office
- XIAO Guiyu, Deputy Secretary General, Shanghai Municipal Government

The **Ford Foundation Mason Fellowship** recognizes individuals who have a strong commitment to the principles of democratic governance and public service and a capacity to innovate and implement traditional approaches to social and economic development. Such scholarships support mid-career professionals from some of the poorest nations in the world to Harvard Kennedy School for an intensive one-year master's degree in public administration.

The following students are Ford Foundation Mason Fellows for this academic year:

- Nizar Farsakh
- Wassim Khazmo
- José Marinero
- Richa Mishra
- Adamu Musa
- Andres Navarro
- Ayisha Osori
- Ying Xia

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. This year's Roy and Lila Ash Fellows include

- James Beverly
- Katherine Chon
- Rebecca Hawk
- Julie Leadbetter
- David Raper

As representatives from academic, government, and business sectors in Asia, **Asia Fellows** pursue independent research while residing at the Ash Center. For over nine years, the Fellows program has been leveraging the considerable talent of academics and practitioners from countries throughout the world and encourages the generation and dissemination of research in the fields of governance, innovation, and important policy areas focused on Asia. This year's Asia Fellows include

- CHENG Wei
- CHU Songyan
- FU Liping
- HU Xiaojiang
- LIU Chunlin
- LIU Xin
- MAO Jie
- MUNOZ Mark
- PAN Xuejun
- PILLANIA Rajesh
- REN Junfeng
- WILLIAMS Jeffrey
- YANG Dan
- YAO Yu
- ZHAN Weiping
- ZHANG Hanwei



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## In Focus: Indonesia

**17,508 Islands over surface area (sq. km) (thousands):** 1904.6

**Muslim Population:** 85%

**2008 Population, total (millions):** 228.25

**2008 GDP (current US\$) (billions):** 514.39

**2007 Mobile cellular subscriptions (per 100 people):** 62

**2005 Roads, paved (% of total roads):** 55

**2007 Internet users (per 100 people):** 11.1



Source: World Development Indicators Database, April 2009

## Communiqué

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