

Ash Institute for Democratic Governance and Innovation ■ Spring 2008 Volume 2

Communiqué

IN THIS ISSUE

Frontiers of Innovation Conference
Sheds Light on Global Good
Government Practices

HKS Latin American Student Caucuses
Organizes Latin American Mayors'
Conference

China: Challenge and Change

Fazle Abed and Vinay Rai Sign Historic
Agreement

Top 50 Government Innovations
Announced

Ash Fellow Bina Agarwal Awarded
Padma Shri

On the Bookshelf: *Unlocking the Power
of Networks*

Students and Faculty Awarded Institute
Research Grants

The Roy and Lila Ash Institute for Democratic Governance and Innovation fosters excellence in government around the world in order to generate and strengthen democracy. Through its research, publications, curriculum support, global network, and awards program, the Ash Institute explores critical issues in democratic practice and effective governance.



Former President of Mexico Vicente Fox Delivers *Frontiers* Commencement Address

Ash Institute Hosts Events to Commemorate 20th Anniversary

In late March through early April 2008, the Ash Institute hosted a series of events in commemoration of the twentieth anniversary of the Innovations in American Government Awards, the fifth year of the Institute, and the second convening of the Institute's Global Network. Events included the *Latin American Mayors' Conference*, *Frontiers of Innovation: 20 Years of Innovation in Government*, and *China: Challenge and Change*.

Frontiers of Innovation Conference: Second Bi-Annual Global Network Conference

On March 31 through April 2, 2008, the Ash Institute hosted *Frontiers of Innovation: 20 Years of Innovation in Government*. This bi-annual conference was a premier event of

the Institute's Global Network convening a worldwide community of leaders dedicated to effective government and public service. This year's conference marked the culmination of the Institute's celebration of the twentieth anniversary of the Innovations in American Government Awards Program. Over 400 senior government managers, elected officials, and non-profit leaders from more than 50 countries shared best practices in e-governance, anti-corruption reforms, citizen engagement initiatives, and social justice in the areas of global health and disaster management.

Former President of Mexico Vicente Fox delivered the conference commencement address "Democracy, Good Government,

continued on page 3

From the Director

Dear Innovators and Colleagues:

We have completed yet another busy semester at the Ash Institute. As you know, our Institute has had much success promoting government effectiveness and strengthening democratic governance worldwide. We are deeply grateful to the strong commitment of our partner organizations and the Harvard Kennedy School community as well as the tireless work of our staff in advancing the Institute's mission in the areas of teaching and training, knowledge building, student research, innovations programming, and Global Network initiatives.

In April, we commenced the *Frontiers of Innovation: Celebrating 20 Years of Innovation in Government* conference, a week-long celebration honoring both the fifth anniversary of the Institute, the second convening of the Global Network, as well as the twentieth anniversary of the Innovations in American Government Awards. During the week, we also hosted mayors from across Latin America, academics, and policy advisors to engage in detailed policy and practical discussion on vital issues ranging from urban development in Latin American cities to China's governance practices.

The *Frontiers of Innovation* conference agenda was designed through extensive consultation with the members of the Institute's Global Network and the faculty at Harvard Kennedy School. Over 400 senior government managers, elected officials, and non-profit leaders from more than 50 countries shared best practices in e-governance, anti-corruption reforms, citizen engagement initiatives, and social justice in the areas of global health and disaster management.

We were particularly honored to welcome Vicente Fox, former president of Mexico; Thomas J. Vilsack, former governor of Iowa; Fazle Abed, founder and chairperson of BRAC; and Nabil Alyousuf, director general from Dubai Government's Executive Office as keynote speakers. In addition, we were pleased to include our nine Liaison Partners for Democratic Governance and Innovation as well as many Harvard Kennedy School faculty members at the event. Speakers and presenters shared a wealth of insight and unique experience around government innovation. However, at the heart of the conference were the contributions and interesting perspectives of our conference participants.

In addition to the *Frontiers of Innovation* event, we advanced our commitment to the HKS student population with several new fellowships and grants this semester. No doubt, it is the creativity, research, and dedication of our students that proves invaluable to enhancing our body of research and optimizing our programming. We look forward to learning from their contributions and further adapting our mission to support them.

Throughout this semester, we have also convened past winners of the Innovations in American Government Awards Program to share best practices with students and HKS faculty. We also honored the Top 50 innovative government programs which will compete for the 2008 Innovations Awards to be announced this September.

Sadly, it is time to bid my personal farewell. This will be my last semester with the Ash Institute. It has been a true honor to serve on such a noble mission and with such a professional staff and body of committed public servants. It is also a source of great happiness and personal satisfaction for me to welcome my long time friend and colleague, Tony Saich, as the new director of the Institute. Tony is not only a great scholar and a fine human being but also a committed innovator, and will bring his vast array of experience and contacts to the service of the Institute. We are truly blessed to have him lead the Institute to greater heights and success. And to all of you I remain beholden for giving me the opportunity to serve. Thank you.

Your friend and servant,



Gowher Rizvi

Director, Ash Institute for Democratic Governance and Innovation



Director Gowher Rizvi

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and Development: Mexico, An Experience in Latin America” to a sold out audience of HKS students, faculty, and conference participants at the JFK Forum. President Fox argued for a culture of globalization over protectionism and championed the principles of democracy and freedom, the market economy, and cost-effective, transparent government practices.

During the conference, Thomas J. Vilsack, former governor of Iowa; Fazle Abed, founder and chairperson of BRAC; and Nabil Alyousuf, director general from the Executive Office of the Dubai Government delivered keynote addresses on innovations in governance. In addition, panels on pressing governance issues, made up of practitioners from around the world and Harvard faculty, fostered stimulating dialogue and debate. Panels addressed the following topics:

- Innovations in Governance: Ethics and Accountability in the Public Sector
- Innovations in Participation: Citizen Engagement in a Deliberative Democracy
- Innovations in Global Health: New Approaches to Neglected Diseases
- Roundtable: Government Innovation and Social Justice
- Innovations in Emergency Management: Making Governments Flexible and Responsive
- The Future of Innovation: 21st Century Models of Governance

Latin American Mayors' Conference

The first *Latin American Mayors' Conference*, convened 21 mayors from all over Latin America to share innovations and best practices in local governance. The event was organized by the HKS Latin American Student Caucuses and co-sponsored by the Ash Institute, the David Rockefeller Center for Latin American Studies, and Harvard's Center for International Development.

Mayor Curtatone of Somerville, former Mayor Stephen Goldsmith of Indianapolis, and former City Manager Erik Gerritsen of Amsterdam, along with HKS faculty led panels on a host of issues ranging from urban development, green cities, financial management, and public safety. Following the day's seminars, the mayors attended the *Frontiers of Innovation* conference and participated in several networking receptions and dinners with students and HKS faculty.

continued on page 11



Latin American Mayors

Latin American Mayors' Conference Attendees

- Dr. Pablo Bruera** La Plata, Argentina
- Daniel Giacomino** Córdoba, Argentina
- Oswaldo Cáffaro** Zárate, Argentina
- Dr. Cristian Breitenstein** Bahía Blanca, Argentina
- Gabriela Michetti** Buenos Aires, Argentina
- Luis Revilla Herrero** La Paz, Bolivia
- Claudio Orrego** Peñalolén, Chile
- Manuel José Ossandón** Puente Alto, Chile
- Gonzalo Cornejo** Recoleta, Chile
- Samuel Moreno Rojas** Bogotá, Colombia
- Dr. Jorge Iván Ospina** Cali, Colombia
- Fernando Callejas Barona** Ambato, Ecuador
- Allan Ramos Molina** Puerto Cortés, Honduras
- Gabriela Cuevas Barrón** DF/Miguel Hidalgo, México
- Francisco Javier Bravo Carvajal** Puerto Vallarta, México
- Vicente Guerrero Reynoso** León, México
- Dionisio Marengo** Managua, Nicaragua
- Mónica Castagnino** Piura, Perú
- Oscar Berríos Fuentes** Concepción, Perú
- César Acuña Peralta** Trujillo, Perú
- Roberto Salcedo** Santo Domingo, República Dominicana



Former President of Mexico Vicente Fox



HKS Professors Kenneth Winston and Archon Fung



BRAC Chairperson Fazle Abed



Liaison Partners Amy Besaw Medford and Rhoda Kadalie



Innovations in Emergency Management Panelists



Ash Institute Director Gowher Rizvi and Dubai School of Government's Nabil Alyousif



Former Iowa Governor Thomas Vilsack



Vicente Fox with HKS students



HKS Dean David Ellwood



Ash Institute Fellow Peter Geithner



Frontiers of Innovation Conference Attendees

Amartya Sen, Harvard University



HKS Professor Elaine Kamarck at Frontiers Conference



HKS Professor Graham Allison at Frontiers Conference



Puente Alto Mayor Manuel José Ossandón

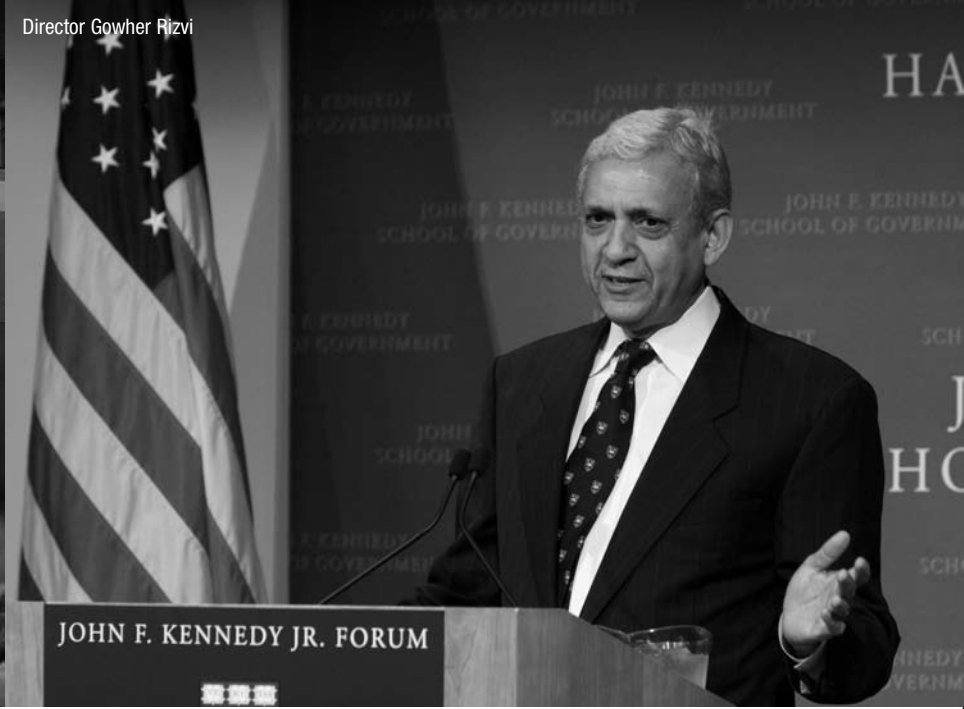


Ash Institute Fellow Jorrit de Jong



Somerville Mayor Curtatone and Puerto Cortés Mayor Allan Ramos Molina

Director Gowher Rizvi



JOHN F. KENNEDY JR. FORUM



Mayor Jorge Iván Ospina

2008 Innovations in American Government Awards: Top 50 Programs

In April 2008, the Ash Institute announced the Top 50 Programs of the 2008 Innovations in American Government Awards competition. Selected from a pool of nearly 1,000 applicants, these programs embody the best in government innovation from local, county, city, tribal, state, and federal levels. The Top 50 Programs represent a range of jurisdictions from across the country, and include 17 cities/towns, four counties, six federal agencies, three school districts, 19 states, and one tribal government. Massachusetts, Pennsylvania, Connecticut, and Maine have multiple programs represented in the Top 50. On June 12, 2008, programs will present their innovations before the National Selection Committee, chaired by David Gergen, which will determine the 2008 winners. The winners of the 2008 Innovations in American Government Awards will be announced and honored at an awards gala and reception in September 2008.

Each of the Top 50 Programs underwent several rounds of rigorous evaluation from a committee of practitioners and policy experts at Harvard Kennedy School as well as renowned institutions nationwide. Selected programs address a number of important policy areas including health and social services; management and governance; community and economic development; education and training; criminal justice; transportation and infrastructure; and the environment.



Mark Your Calendar

April 15 Top 50 Programs Announced

June 3 Finalists Announced

June 12 Finalist Presentations before National Selection Committee

September 2008 2008 Innovations in American Government Winners Announced



Arizona

Construyendo Círculos de Paz/Constructing Circles of Peace*

Santa Cruz County, Arizona

Santa Cruz County's Constructing Circles of Peace program is a long-term, restorative justice counseling program that brings together multiple stakeholders—the perpetrator, victim, family, and community—in response to crimes of domestic violence.

Election Reporting System

Maricopa County, Arizona

Maricopa County's Election Reporting System is an online database for capturing and categorizing information, recording the source, and assigning resolution to staff that receive instant notification based on the issue category.

Getting Ready: Keeping Communities Safe

State of Arizona

The Department of Corrections' real world re-entry effort, Getting Ready, begins the day inmates are admitted and continues throughout their sentence. This system-wide reform measurably reduces relapse, revocations, and recidivism.

California

Bank on San Francisco

City and County of San Francisco, California

Bank on San Francisco addresses the needs of unbanked residents by moving the marketplace to offer suitable financial products. Through a coalition of 15 financial institutions, the original goal of banking 10,000 unbanked San Franciscans was met in just one year.

Neighborhood Action Team

City of Stockton, California

In a collaborative Action Team partnership, the Stockton Police Department is using market-based policing and code-enforcement strategies as the foundation of an innovative renaissance movement in a distressed neighborhood.

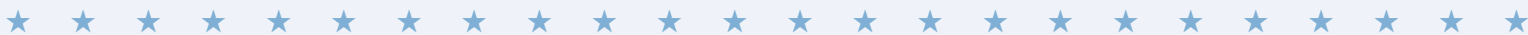
Operation Archangel

City of Los Angeles, California

The City of Los Angeles's Operation Archangel, in partnership with the Department of Homeland Security, developed Automated Critical Asset Management System, a secure interoperable web-based system to manage critical asset information.

*Those programs with an * are also semifinalists for the 2008 Annie E. Casey Innovations Award in Children and Family System Reform*





National Selection Committee of the Innovations Program

Welcome Back Center

State of California

The Welcome Back Center assists internationally trained health professionals as they pursue re-entry into the health workforce.

Colorado

Climate Wise

City of Fort Collins, Colorado

Climate Wise is a voluntary program that assists local businesses in Fort Collins to reduce greenhouse gases and increase cost savings by reducing consumption. Climate Wise provides businesses with practical tools, measurement techniques, and public recognition.

Connecticut

De-Illumination

Town of Old Saybrook, Connecticut

The focus of Old Saybrook's De-Illumination Program is the reduction of streetlamp wattage and the elimination of roadway illumination in order to save money, reduce fossil fuel consumption, and limit illumination pollution.

Family Civil Intake Screen Process*

State of Connecticut

Connecticut's Family Civil Intake Screen Process is a scientifically-validated, comprehensive assessment methodology designed to identify parenting conflicts and match the dynamics of the family with a corresponding array of evidence-based alternative dispute resolution services.

No Child Left Inside*

State of Connecticut

Connecticut's No Child Left Inside initiative reconnects families to nature by exposing them to outdoor recreational opportunities, thus growing healthier kids, fostering environmental stewards, and showcasing the joy of playing outside.

District of Columbia

Positive Youth Development*

City of Washington, District of Columbia

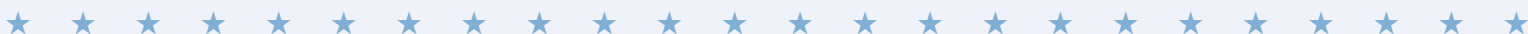
The District of Columbia's Department of Youth Rehabilitation Services is becoming the nation's first juvenile justice agency based on the tenets of Positive Youth Development, an effort to meet the needs of young people by building their competencies and enabling them to become successful adults.

Florida

School Improvement Zone

Miami-Dade County School Board, Florida

Thirty-nine chronically low-performing schools in the Miami-Dade County Public School District are provided extended day and school year instruction that utilizes research-based educational materials and focuses on literacy as the core component.





Kentucky

Arts Toolkit

State of Kentucky

An arts-education partnership led by Kentucky Educational Television, Arts Toolkit created multimedia classroom resources that have expanded student experiences and engagement in the arts, boosted teacher preparedness, and improved test scores.

Maine

Child Welfare Reform*

State of Maine

Maine has achieved child welfare reform over the past six years through conscious, data-driven management, driven by the vision that every child needs a family.

Youth Leadership Advisory Team*

State of Maine

The Youth Leadership Advisory Team engages youth in foster care with state and federal policymakers to create significant improvements in child welfare policies, legislation, and programs.

Maryland

Lethality Assessment Program

State of Maryland

Maryland's domestic violence Lethality Assessment Program is an on-scene process by which law enforcement immediately identifies and links victims at risk of being killed to service providers.

Responsible Community and Economic Development Initiative

City of Baltimore, Maryland

Baltimore, through the Responsible Community and Economic Development Initiative, addresses the physical, economic, and human conditions of a neighborhood in one comprehensive plan and is seen as the new model for revitalizing the nation's cities.

Massachusetts

Creating Consensus for Balanced Growth

Town of Barnstable, Massachusetts

The Town of Barnstable restructured town government and established programs to increase citizen participation in order to implement creative smart growth strategies that protect its historic character and natural environment.

Demand Response Program

Commonwealth of Massachusetts

Demand Response Program is a no-cost contract that motivates and facilitates the use of regional utility programs by state agencies. This Commonwealth of Massachusetts program protects the electrical grid and has earned over \$500,000 for state facilities.

Foreclosure Intervention Initiative

City of Boston, Massachusetts

Boston's Foreclosure Intervention Initiative is a comprehensive proactive strategy designed to curb mortgage foreclosures on owner-occupied homes and prevent blight through foreclosure prevention and foreclosure intervention.

MassDocs

Commonwealth of Massachusetts

MassDocs makes affordable housing development in Massachusetts easier by creating one set of loan documents that simplifies the closing process, saving time and money.

Teacher Residency

Boston Public School District, Massachusetts

Based on the medical residency model, Boston Teacher Residency employs a hands-on, in classroom approach to teacher training and preparation, recruiting and retaining teachers to work in the Boston Public School system.

Teen Prostitution Prevention Project

Suffolk County, Massachusetts

Suffolk County's Teen Prostitution Prevention Project is a partnership among criminal justice, child protection, legal advocacy, and others who believe that only genuine collaboration can yield positive outcomes for prostituted youth. This non-traditional alliance affords increased safety and well-being for often forgotten victims of exploitation.

Michigan

Leadership Academy

State of Michigan

The strategic purpose of Michigan's Leadership Academy is to select high potential leadership candidates and accelerate their development over two years to prepare them to step into high-level positions.

Traffic Safety Management System

Oakland County, Michigan

For 41 years, Oakland County's Transportation Improvement Association has developed a "culture of traffic safety" with its innovative



traffic management system focusing on programs that support the 3E's of traffic safety: engineering, education, and enforcement.

Missouri

Division of Youth Services*

State of Missouri

The Division of Youth Services rehabilitates juvenile delinquents through small, humane treatment centers, characterized by rigorous treatment, education, and extensive family and community engagement. The “Missouri Model” has achieved cost effectiveness through transforming young people into law-abiding and productive citizens.

New Jersey

Jersey Fresh Marketing Program

State of New Jersey

The Jersey Fresh Marketing Program is a promotional and quality-grading effort aimed at emphasizing the freshness, safety, and superior quality of New Jersey agricultural products.

New Mexico

Home Program

City of Santa Fe, New Mexico

The Santa Fe Home Program requires 30 percent of new ownership housing and 15 percent of rental housing to be affordably priced, based upon earnings of 50 percent to 100 percent of the area median income.

New York

Acquisition Fund

City of New York, New York

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.

Officers Management Institute

City of New York, New York

The Fire Department of the City of New York's (FDNY) Officers Management Institute, a customized management training program for senior fire and EMS chiefs, has catalyzed the FDNY's rapid enhancement of operational and technological capabilities to meet the complex challenges of a post-9/11 world.

Project Zero*

City of New York, New York

Project Zero, a juvenile justice reform initiative of the Department of Probation, offers family-focused, community-based programs as alternatives to juvenile incarceration.

North Carolina

Homicide Cold Case Squad

City of Charlotte, North Carolina

The Charlotte-Mecklenburg Police Cold Case Homicide Squad pairs detectives with a volunteer review team that determines which cold homicide cases are worthy of reinvestigation and conducts analyses.

Learn and Earn

State of North Carolina

The Learn and Earn Initiative allows high school students to gain job skills, jumpstart their college education, and earn a four-year degree debt free.

Oregon

Home Again

City of Portland, Oregon

Home Again is a plan to end homelessness in Portland and Multnomah County by focusing on the chronically homeless, coordinating access to services, and investing in programs that offer measurable results.

Lobbying Entity Registration and Reporting Program

City of Portland, Oregon

To create transparency in government, Portland requires lobbying entities to register with the city and report whom they lobbied and the subjects discussed. Elected officials are also required to report any gifts over \$25.

Pennsylvania

Fresh Food Financing Initiative

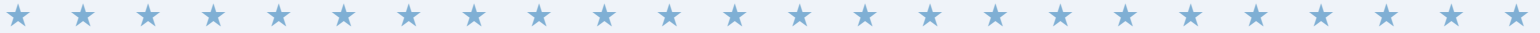
Commonwealth of Pennsylvania

The Fresh Food Financing Initiative increases access to fresh, affordable food by providing grants and loans to supermarkets and grocery stores in underserved communities.

ACCESS Plus

Commonwealth of Pennsylvania

ACCESS Plus delivers health care services to low income children and families, adapting incentives for prevention and disease management found in managed care to fee-for-service settings.



South Carolina

Family Violence Reduction Project

City of West Columbia, South Carolina

West Columbia's Family Violence Reduction Project uses enhanced investigation techniques in combination with advanced technology to curb domestic violence; child and elder abuse and neglect; and sexual assault within the city.

South Dakota

Outdoor Wellness Centers

State of South Dakota

Through the collaboration with the South Dakota Department of Health and the South Dakota Division of Parks and Recreation, South Dakota's state parks have become vibrant, outdoor wellness centers.

United States Federal Government

Future Leaders Growing Future Leaders

United States Department of Agriculture

The United States Forest Service cultivates young and new employees as future agency leaders through a self-sustaining development program largely run by the future leaders themselves.

Global Maritime Domain Awareness

United States Department of Transportation

Global Maritime Domain Awareness is a low cost, and rapidly deployed, global vessel traffic monitoring system that contributes to the maritime security and safety of the United States and its allies.

In Service Support / Fast-Forward

United States Department of Defense

The United States Navy's In Service Support / Fast Forward aligns Navy and Marine Corps funding directly to engineering, logistic, and program management knowledge products in a fully measurable fashion leading to a continually improving organizational response.

Intelligence Community Civilian Joint Duty Program

Office of the Director of National Intelligence

The Intelligence Community Civilian Joint Duty Program requires intelligence professionals to complete assignments outside their agency to achieve executive rank, with the goal of developing leaders who can break through stovepipes that prevented the intelligence community from "connecting the dots" prior to 9/11.

Louis Stokes Alliances for Minority Participation

National Science Foundation

The Louis Stokes Alliances for Minority Participation fosters students' academic, social, and professional integration through summer bridge activities, skills-building, research experiences, mentoring, and scientific conferences. Among 200,000 minority participants annually, more than 25,000 receive Bachelor's degrees.

New Markets Tax Credit Program

United States Department of the Treasury

The United States Treasury's New Markets Tax Credit Program provides tax incentives, on a competitive basis, to induce private-sector, market-driven investment in businesses and real estate developments located in distressed communities.

United States Tribal Government

Solid Waste and Energy Management

Yukon River Tribes

Sixty-six indigenous tribes and First Nations have improved the solid waste systems on the Yukon River through their BackHaul program, removing over six million pounds of hazardous materials and recyclables that would otherwise return to the mainland empty.

Virginia

Knowledge Management

Commonwealth of Virginia

Knowledge Management supports the Virginia Department of Transportation by strengthening its ability to share critical knowledge and experiences of its employees to improve ongoing processes and products.

Washington

Government Management Accountability and Performance

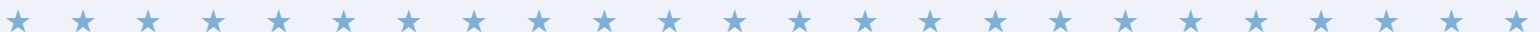
State of Washington

Washington's Government Management Accountability and Performance's improves government performance by relying on performance measures, citizen participation, and a disciplined approach to executive decision-making to achieve better results.

Partnership Approach to Safe Routes to School

Auburn School District, Washington

This innovation addresses two large-scale problems: transportation inefficiency and childhood inactivity. Partnerships between Auburn School District and community residence and professionals increase safe walking and cycling routes to and from school.



Ash Visiting Research Scholar Lan Xue and HKS Professor Anthony Saich Speaking at *China: Challenge and Change* Conference



continued from page 3

China: Challenge and Change

Jointly sponsored by the Ash Institute and HKS Asia Programs, *China: Challenge and Change* convened HKS faculty and students as well academics and policy makers from institutions around the world. The event offered thought-provoking panel discussions on the following topics: “Results and Implications of the Party and People’s Congresses,” “Understanding the Chinese Policy Process,” “Key Institutions and Players,” “Sectoral Challenges,” and “Security and Foreign Affairs.”

Since the late 1970s, China has been transitioning from a planned economy to a market economy, from a rural and closed society to an urban and open society, and from a governance structure based on individual will and charisma to one based on democratic principles and rule of law. While the first two transitions have generated tremendous achievements over the past 30 years, progress on the latter transition has not been as successful. Nevertheless, there have been gradual evolutions within the political system that have fundamentally changed the way China’s governance system operates. Because many of these changes have been gradual, they have not attracted the attention they deserve.

This conference was designed to shed



Suisheng Zhao, Feng Cao, and Lan Xue

necessary light on such intricacies and processes in Chinese governance practices. Participants reviewed the changing political landscape and discussed both the current changes in the public policy process in China and the roles different political and social institutions have played in these processes. As China has embraced the idea of reform and openness and has shifted gear to follow a more scientific approach to development, the capabilities to make the right decisions on public policy issues and to implement them becomes paramount. The conference participants intend to generate further interest on this topic through a forthcoming edited volume.

Vinay Rai and Fazle Abed Sign Historic Agreement

On April 2, 2008, during the *Frontiers of Innovation* conference, eminent philanthropist Vinay Rai and BRAC Chairperson Fazle Abed signed a partnership agreement. Under the agreement, underprivileged young women from rural Bangladesh studying at BRAC (Bangladesh Rural Advancement Committee) University will be able to pursue graduate and post-graduate studies at Rai Foundation Colleges located in metropolitan areas in India. These Bangladeshi women will be provided free medical support, room and board, and a host of internship opportunities in order to excel both academically and professionally. Rai Foundation Colleges currently reserves 50 percent of its seats for scholarship students; this agreement marks the first time BRAC University students will be able to participate at Rai University Colleges.

The partnership is the culmination of over seven months of relationship-building between Abed and Rai. The leaders first met at the Ash Institute’s South Asian Regional Forum in September of 2007. This Global Network workshop was held in New Delhi, India and brought together practitioners from seven South Asian countries to discuss means for replicating innovations in social justice, local governance, and disaster mitigation.

One of the largest NGOs in the world focused on poverty alleviation and empowerment of the poor, BRAC pioneers a range of development programs in health, education, and social development. Rai Foundation is a philanthropic non-profit organization dedicated to strengthening India’s competitive workforce by improving the quality of education at all levels and addressing socio-economic and socio-cultural barriers.



Rai and Abed at Signing Ceremony

A Conversation with a 2007 Innovations Award Winner: ACCESS Florida

December 2007

Representatives from ACCESS Florida, one of the winners of the 2007 Innovations in American Government Award, addressed HKS faculty and staff at this interactive brownbag session. Automated Community Connection to Economic Self-Sufficiency (ACCESS) Florida is the newly retooled and modernized public assistance service delivery system for the citizens of Florida. This model is based on streamlined workflows, policy simplification, technology innovations, and partnership with local community organizations.

Visit of Ugandan Delegation on Muslim Life in the United States

January 2008

The Ash Institute hosted a delegation of 10 Muslims from Uganda on January 17, 2007. The US State Department selected this delegation, which included representatives from academia, government, not-for-profit, and religious social service organizations. Participants were especially interested in the Institute's work on Muslim Integration in the US with the Chicago Council on Global Affairs as well as religious tolerance and political involvement of Muslims in the US. Nearly 12 percent of Uganda's population is Muslim; these knowledge building events prove invaluable for sharing the challenges and opportunities of unique groups.

Democracy & Governance: The Commonwealth Experience

March 2008

Hosted by the Ash Institute and the Weatherhead Center for International Affairs, this seminar featured Commonwealth Secretary-General Don McKinnon and encouraged thoughtful discussion on the role of the Commonwealth Secretariat in promoting democratic practices, good governance, and respect for human rights. Secretary-General McKinnon addressed solutions for building strategic partnerships with international organizations and civil society and the need for developed countries to reduce agricultural subsidies in order to give developing countries a fair chance to trade their way out of poverty.

Policy Planning Group Meeting

April 2008

In early April, the Ash Institute hosted His Excellency Khalifa Al Mansouri, director of the Policy Division of the Abu Dhabi General Secretariat, along with Dr. Masood Abdulla Badri, Sara Alshamsi, and Emir Mavani. Al Mansouri addressed his plans and vision for Abu Dhabi and elaborated on the current work and future challenges of the Policy Division of the General Secretariat. HKS Faculty John Thomas, Akash Deep, Guy Stuart, Meghan O'Sullivan, and Jerry Mechling along with Ash Fellow Jorrit de Jong spoke about their research and areas of expertise.

A Conversation with a 2007 Innovations Award Winner: Urban Land Reform

April 2008

The Urban Land Reform Initiative of Genesee County, Michigan, is a self-sustaining economic model which connects tax foreclosure with management and disposition of vacant and abandoned property to stabilize neighborhoods and improve the value of urban land. At this brownbag session, program representatives elaborated on program achievements with HKS faculty and students.

A Conversation with a 2007 Innovations Award Winner: Overt Drug Market Strategy

April 2008

The Overt Drug Market Strategy, an initiative of the High Point, North Carolina Police Department, is a law enforcement/community partnership that collapses drug markets, reduces violence by directly engaging dealers and their families, creates predictable sanctions, and offers a range of services. Representatives of this award-winning program shared best practices at an interactive brownbag session with HKS students and faculty.

Bangladesh Democracy Conference

June 2008

The Bangladesh Development Initiative (BDI), a USA-based non-profit organization, in collaboration with the Democracy and Development in Bangladesh Forum (DDBF) and the Ash Institute hosted a two-day conference examining the economic, political, and social issues facing Bangladesh in the 21st century. Attendees participated in panel discussions on improving education quality and impact; private sector and infrastructure development; microfinance; aid, FDI, and remittances; and solutions for revitalizing democracy. Speakers included Institute Director Gowher Rizvi and BRAC University Vice Chancellor Dr. Jamilur R. Choudhury.

Fellow Focus

Institute Visiting Research Fellow (2006–2007) Bina Agarwal was awarded the Padma Shri in January 2008. Distributed by the President of India, the Padma Awards are amongst India's highest honors recognizing the outstanding contributions of Indian citizens in a host of fields. As a Professor of Economics at the Institute of Economic Growth at Delhi University, Agarwal was honored for her invaluable work in the field of education. Her prize-winning book *A Field of One's Own: Gender and Land Rights in South Asia*, as well as multiple other publications, have made a substantial policy impact on women's land rights, agriculture, and development issues in South Asia. Since the Padma Award was instituted in 1954 only 14 percent of recipients in the Education and Literature category have been women.

Agarwal holds a Ph.D. in Economics from the Delhi School of Economics, University of Delhi. She earned her M.A. in Economics as well as her B.A. in Economics Tripos from the University of Cambridge, UK. She is the associate editor of *Feminist Economics* and holds leadership positions at the International Association of Feminist Economics (IAFFE).



Bina Agarwal

On the Bookshelf



Unlocking the Power of Networks: Keys to High Performance Government

Stephen Goldsmith and Donald F. Kettl, editors

Available September 2008

Based on the insights of the Network Performance Project, *Unlocking the Power of Networks* explores networked governance practices for improving government performance and identifies the next generation of issues in network management and procurement. Funded by the Smith Richardson Foundation, the Network Performance Project brings together prominent academic thinkers in the field of public administration to analyze issues of public governance, network forms of government, and third-party government. The book's cases include California's environmental management networks and Indiana's eligibility modernizations. Available in September 2008, *Unlocking the Power of Networks* is part of the Innovative Governance in the 21st Century Book Series, co-published by the Brookings Institution Press and the Ash Institute for Democratic Governance and Innovation.

Chapters include

- *Introduction* – Donald Kettl
- *From Conflict to Collaboration: Lessons in Networked Governance from the Cooperative Conservation Initiative* – William Eggers
- *Governing the Climate from Sacramento: Environmental Management Networks in California* – Barry Rabe
- *Networks in the Shadow of Government: The Chesapeake Bay Program* – Paul Posner
- *The Netcentric Environment and Network Management in the US Intelligence Community* – G. Edward DeSeve
- *There's No Security Unless Everyone is Secure: The United States Coast Guard and a Port Security Network of Shared Responsibility* – William Berberich & Anne Khademian
- *Dark Networks as Problems Revisited: Adaptation and Transformation of Islamic Terror Organizations since 9/11* – Brinton Milward & Joerg Raab
- *Moving from Core Functions to Core Values: Lessons from State Eligibility Modernizations* – Stephen Goldsmith
- *Conclusion* – Mark Moore

Faculty Research Grants

The Ash Institute has awarded the following faculty research grants for the 2008 academic year:

Political Legitimacy and Counter-Majoritarian Institutions in Divided Societies

Arthur Applbaum

This research explores the general claim that certain counter-majoritarian institutions and practices in a democracy not only are compatible with political legitimacy, but may even be necessary preconditions for political legitimacy. The research analyzes the concept of political legitimacy, arguing that the necessary conditions for political actors to act with legitimacy are in part substantive, and not merely ones of pedigree or procedure. The aim is to test the reach of claims to political legitimacy when these claims are under challenge from either inside or out. The substantive demands of political freedom and human rights limit the claims to normativity of both legal and democratic processes at home and abroad.

The Quality of National Democracy in the European Union

Pepper Culpepper

The goal of this research is to investigate the effect on national democracies of the separation between national party competition, which takes place at the level of member-states, and the authority to make definitive policy decisions, which sits increasingly at the level of the EU. The project examines how three different institutional devices ameliorate or exacerbate this problem: the use of referenda; the use of experiments in deliberative politics (this is a project already in progress in collaboration with Archon Fung); and the change of mainstream national party programs to allow direct competition on European issues.

Connecting to Congress

David Lazer

The traditional view within political science of the average citizen's knowledge of politics is grim: The average citizen knows very little about the issues of the day. However, this traditional view takes little account of citizens' capacity to become informed when the situation demands it. A key part of the role of citizens is to engage in an active dialogue with their representatives, a dialogue that may inspire the citizen to learn about policies and inform representatives about potentially latent preferences of citizens. This research will examine the impact of "electronic town halls" between a US Senator and a large group of constituents in order to explore whether the Internet as a communications medium is a potential way for Congress to reach many people cost effectively.

Innovations in the Science and Practice of Social Cohesion

Todd Pittinsky

This research examines ways that individuals as leaders—and institutions through acts of leadership—can bring together communities of people from different social, cultural, religious, ethnic, political, and language groups to coexist, interact, and support each other

with material help and by sharing group beliefs, customs, and expectations. Such cohesion is inextricably linked to democratization and governance, and in its absence there is often conflict, war, and instability (Rassoul, 2006). Democratic governments have both a need and a responsibility to ensure social cohesion, particularly in nations with many distinct identity groups. Democratic constitutions, governments, institutions, and processes must be designed and prepared to tackle the challenges of today's multi-religious, multi-cultural, and multi-ethnic communities.

Human Rights across Cultures

Mathias Risse

Sixty years after the 1948 Universal Declaration of Human Rights, human rights and the human rights culture have been and continue to be studied from numerous angles across disciplines. But even among those who do not share the more skeptical views on the human rights regime, important normative questions about their foundations (e.g., the reasons why one would be entitled or obligated to intervene on behalf of distant strangers) and function in the developing global order remain perplexing. This seminar series will examine the impact of the human rights regime, commencing with a talk on human rights in China in October 2008 followed by a seminar on human rights in Africa and Islam.

Summer 2008 Independent Student Research Grants

The Ash Institute depends on students' experience and ideas to influence its research agenda, supplement its knowledge base, and catalyze global discourse on democracy and good governance. This Summer, the Institute is supporting the following independent student research:

Ruth Kamukama, MPA1

Integrating Marginalized Groups into Policy and Development Processes in East and Central Africa; Faculty: Edith Stokey (HKS)

Leah Cohen, MPP, JD (HLS)

The Constitutional Mandate for Municipal Delivery of Water in South Africa: What Does it Really Mean for Cities and their Informal Settlements? Faculty: Archon Fung (HKS)

Cecilia Barja Chamas, Mason Fellow & Karina Weinstein, MPA2

Women Street Vendors in La Paz; Faculty: Martha Chen (HKS), Michael Chu (HBS)

Nicole Kekeh, Mason Fellow

The Involvement of the Military and its Effect on the Outcomes of Political Transitions in Three African Countries; Faculty: Calestous Juma (HKS)

Summer Student Research Fellowships in Innovation



The Ash Summer Fellowship, made possible by the generosity of Roy and Lila Ash, is part of the Institute's efforts to enrich students' HKS experience while harnessing the talent and experience of students to foster excellence in government around the world. Ash Summer Fellows are hosted by government agencies affiliated with the

Innovations in American Government Awards Program, which has promoted excellence and creativity in the public sector for over 20 years. This fellowship is designed to prepare innovative and creative students for careers in the public sector. Fellows have the opportunity to be part of a meaningful real-world project on the cutting edge of public sector innovation by working with some of the most creative and effective public officials in the country.

The following agencies will host the Ash Summer Fellows in Innovation:

- **King County, Washington Department of Justice Administration** – Planning national conference for public safety and justice system officials
- **City of Seattle, Washington Office of Sustainability and Environment** – Preparing for future impact of climate change on city infrastructure and operations
- **City of Chicago, Illinois Police Department** – Implementing and evaluating police-community engagement via the web





JUSTIN ALLARD/GE KNIGHT

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