

# Ash Center for Democratic Governance and Innovation ■ Fall 2010 Volume 7

# Communique

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



Dean Ellwood, Anthony Saich, Dean Firmanzah, Trias Kuncahyono, Fritz Simandjuntak, and Peter Sondakh

## An Island Nation with Poor Ports

### New Ash Center Report Assesses Indonesia's Prospects for Success

Over the last ten years, Indonesia has transformed from an authoritarian state into the world's first majority-Muslim, multi-party democracy. The country's successes and challenges as a new democracy are the subject of the Ash Center's Rajawali Foundation Institute for Asia report, "From Reformasi to Institutional Transformation: A Strategic Assessment of Indonesia's Prospects for Growth, Equity, and Democratic Governance."

Peter Sondakh, founding donor of the Rajawali Foundation Institute for Asia, commissioned the report due to concerns that Indonesia's fledgling democracy might be faltering despite general praise of the country's steady progress. An HKS team led by Professor Anthony Saich began to explore Indonesia's deeper problems of inadequate infrastructure, inequality, and a stunted economy. The findings of the report led to the Rajawali Foundation establishing the Harvard Kennedy School Indonesia Program at the Ash Center in order to expand and

strengthen policy research and training in the country.

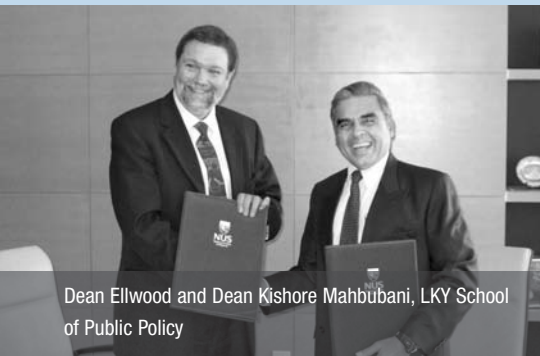
"The achievements of Indonesia's *Reformasi* era (1998 to present) are important and lasting," said Anthony Saich. "But the country must undertake a substantive institutional transformation, and it must do so quickly to make the most of globalization and avoid the pitfalls of heavy dependence on natural resources and low-wage manufacturing."

The report begins with a description of Indonesia's current economic and social conditions. Indonesia's infrastructure ranks 96 out of 133 countries.<sup>1</sup> Only 55 percent of roads are paved, and the country still lacks a cross-Java highway. Low capacity and frequent cargo delivery delays of the nation's ports have forced many companies to opt for more efficient neighboring Singaporean ports for shipments.

The report's authors argue that spending on public health and academic achievement has been similarly inadequate. "At 1.1 per-

*continued on page 15*





Dean Ellwood and Dean Kishore Mahbubani, LKY School of Public Policy



Dean Ellwood and Vietnam's Minister of Agriculture Cao Duc Phat

## Dean Ellwood Visits East and Southeast Asia

In mid-September, Dean David Ellwood went on a tour of East and Southeast Asia, visiting benefactors and alumni in key programs affiliated with the Ash Center. Ellwood traveled to Singapore where he signed a renewal of agreement formalizing future collaboration between the Lee Kuan Yew School of Public Policy and the HKS Singapore Program. He then traveled to Indonesia, where he delivered the public address “Creating Jobs, Reducing Poverty, and Improving the Welfare of the People: Acting in Time on Hard Problems” at the Presidential Palace in Jakarta. Present at this lecture were both Indonesian President Susilo Bambang Yudhoyono and Vice President Boediono along with cabinet ministers, heads of various state agencies and commissions, and representatives from business and academic communities. In his visit to Vietnam, Ellwood met with the leadership of the Fulbright Economics Teaching Program (FETP), and saw firsthand how the work of this leading center of policy teaching and research is impacting public policy in Vietnam. The Minister of Agriculture, a graduate of the FETP, personally conducted a tour of



Dean Ellwood at the Fulbright School, Vietnam



Peter Sondakh, Dean Ellwood, and Dean Firmanzah in Indonesia



Saich at the *From Reformasi to Institutional Transformation* Book Launch

the Red River region to introduce Ellwood to the Vietnamese countryside. Ellwood concluded his trip with a visit to China, meeting in Beijing with key alumni and graduates of the New World Fellows Program, an executive education and training program for the next generation of prominent Chinese leaders. Ellwood also made additional trips to visit Tsinghua University and the Chinese Academy of Governance, where he received an honorary professorship. He ended with a visit to the Harvard China Center in Shanghai where he broadcast a live video feed to the conference on technology and governance being held at HKS.

## HKS Singapore Program Joins the Ash Center



This summer, the HKS Singapore Program joined the Center. Housed within the Rajawali Foundation Institute for Asia and chaired by Kenneth Winston, lecturer in ethics, the Program promotes collaboration in research, education, and outreach between HKS and the Lee Kuan Yew (LKY) School of Public Policy at the National University of Singapore. These activities include joint research projects, case studies, faculty exchanges, policy conferences, and executive education programs.

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## Ash Center Welcomes New HKS Indonesia Program Director

Elizabeth Osborn joined the Ash Center as the new program director of the HKS Indonesia Program in July 2010. She has worked in Indonesia for approximately half of the last 17 years and is fluent in the Indonesian language. This experience will help her establish the critical linkages between HKS and Indonesia needed to meet the Program goals of improving research, teaching, and training on public policy and governance issues. Most recently, Osborn worked with the U.S. Agency for International Development (USAID), where she launched several new initiatives such as the basic education governance project, Aceh Polytechnic partnership, and a new suite of programs in higher education.



## Senior Mayoral Policy Advisors from America's Largest Cities Drive Urban Innovation and Networked Governance



Duriya Farooqui, Atlanta Mayor's Office



Laurel Blatchford, U.S. Department of Housing and Urban Development, and Kirk Lewis, Detroit Mayor's Office

On August 5–7, 2010, the Ash Center, the Rockefeller Foundation, and Professor Anthony Williams hosted the fourth meeting of the Urban Policy Advisory Group (UPAG). Senior mayoral advisors representing 27 of the group's member cities participated in a thoughtful and candid dialogue centered around the transformative capabilities of networked governance in three distinct areas: leveraging higher education institutions in community development; the role of philanthropy in economic development; and labor partnerships for increased public sector productivity.

The event also included a lunch Q + A session with Laurel Blatchford, chief of staff to U.S. Department of Housing and Urban Development Secretary (and former Innovations Award winner) Shaun Donovan.

The conference's first panel, "Anchor Institutions and Neighborhood and Workforce Development," featured panelists SUNY Chancellor Nancy Zimpher, Center for Community Partnerships Director Ira Harkavy, and Johns Hopkins University Special Advisor on Economic Development Andrew Frank. They discussed the importance of higher education institutional leadership in order to establish deep and meaningful partnerships with city government.

Creating collaborative networks was also the subject of the second panel, "Philanthropy and Economic Development." Pan-

elists Teresa Lynch, director of research at the Initiative for a Competitive Inner City, and Ronald Richard, president of the Cleveland Foundation, discussed how city-foundation partnerships often require a shifting perspective on how issues are presented to potential funders. "Foundations are 'pull oriented,'" said Lynch. "They like to hear ideas, and if there is one that matches their interests, they will fund it."

In the concluding panel, "Organized Labor and Municipal Budget Reform," Andy Stern of the Service Employees International Union, Linda Kaboolian of HKS, and Marcia Calicchia of Cornell University addressed participants' frustration working with local public sector unions in the current fiscal climate and the difficulty of creating effective productivity agendas. Panelists encouraged city representatives to adopt several

overarching best practices to more effectively work with unions.

UPAG was founded in 2007 by Mayor Stephen Goldsmith—now on leave from HKS as New York City's deputy mayor for operations—to encourage the replication of innovative, high-impact policy ideas in our nation's 35 largest urban centers. Part of the Project on Municipal Innovation, UPAG is a joint venture of Living Cities, the Ash Center, and the Rockefeller Foundation. In addition to in-person biannual meetings, the group convenes quarterly webinars and provides technical assistance to cohorts of cities focused on specific policy areas such as transit-oriented development and economic growth.



Mayor Anthony Williams



Mayor Stephen Goldsmith



## Bright Ideas Recognizes Innovative Government Programs

### Selects 173 Noteworthy Government Programs

On September 29, 2010, the Ash Center announced 173 government programs selected for its newly-created Bright Ideas program. In its inaugural year, Bright Ideas is designed to recognize and share creative government initiatives around the country with interested public sector, nonprofit, and academic communities.

Bright Ideas seeks to complement the long-standing Innovations in American Government Awards Program by providing government agencies with a collection of new solutions that can be considered and adopted today. This new program serves to recognize promising government programs and partnerships that government officials, public servants, and others might find useful when faced with their own challenges.

This year's cohort of Bright Ideas was chosen by a team of expert evaluators made up of academics, practitioners, and former public servants. Selected from a pool of nearly 600 applicants including smaller-scale pilots, 2010 Bright Ideas address a range of pressing issues including poverty reduction, environmental conservation, and emergency management.

"For over 20 years we have been honoring the country's most creative public sector initiatives through our Innovations in American Government Awards Program," said Anthony Saich, director of the Ash Center. "The creation of Bright Ideas was a natural next step to shed light on an even greater number of noteworthy programs and practices across our nation and to encourage practitioners to make these ideas work in their own backyards."

The 2010 Bright Ideas will be showcased on the Center's Government Innovators Network, an online marketplace of ideas and examples of government innovation for policymakers and practitioners. The inaugural group of Bright Ideas will serve as a cornerstone of a new online community where innovative ideas are proposed, shared, and disseminated. The Ash Center also envisions that these Bright Ideas have the potential to become future Innovations in American Government winners. The Center will be accepting applications and recognizing more Bright Ideas on a rolling basis throughout the year.

Bright Ideas is an initiative of the Ash Center's Innovations in Government Program, which spotlights exemplary models of government innovation and advances efforts to address the nation's most pressing public concerns. Throughout its history, the Program has generated a wealth of research based on award-winning government innovations and the study of how innovation occurs.



\* \* \* \* \*

BRIGHT IDEAS

**3D-4D-BIM Program for the Public Sector Owner** U.S. General Services Administration

**511 New York** State of New York

**Adoption Home Recruitment** State of Alabama

**Advantage Custom Search Engine** U.S. General Services Administration

**Affordable Housing Initiative** Cook County, IL

**Alliance for Homeownership Preservation** St. Louis City, MO

**Alternative Diploma Program** State of Maryland

**Aspiring Scholars Matching Grant Program** State of Arkansas

**Attorney Emeritus Program** New York State Unified Court System

**Axxess Ontario Fiber Ring Initiative** Ontario County, NY

**Beacon Hill Village** City of Boston

**Behavioral Health's Community Crisis Services** San Bernardino County, CA

**Building Everyone's Skills for Tomorrow** City of Fresno, CA

**Building School Success One Relationship At A Time** Sacramento City

Unified School District, CA

**Capital Area Michigan Works! Employer Councils** State of Michigan

**Capital Area Teen Court** Wake County, NC

**Capital Improvement Projects Acceleration Program** City of Sunnyvale, CA

**Cardiac Cath Lab Field Activation** North Richland Hills, TX

**Career Centers in Prison Initiative** State of Iowa

**Change Management/Internal Consulting** Commonwealth of Pennsylvania

**Chauffer and Designated Driver Program** Santa Fe County, NM

**Children's Crisis Intervention Training** Bexar County, TX

**Civic Education Program** State of Ohio

**Claim It Texas** State of Texas

**Clear Alley Program** City of Seattle, WA

**Clear the Air Challenge** Salt Lake City, UT

**Collaborative Delivery of Human Services** City of Rockford, IL

**Communities for a Lifetime** State of Florida

**Concrete Program** City of Darien, IL

**Conservation Landscape Initiative** Commonwealth of Pennsylvania

**Consortium of North East States and Tribes** State of Vermont

**Council for Unity** Suffolk County, NY

**Creative Economy Tax Increment Financing** City of Portland, ME

**Credit for Success - Bank Consortium** County of Ulster, NY

**Credits for Caring Scholarship Program** Suffolk County, NY

\* \* \* \* \*



**Crime and Disorder at Motels** City of Chula Vista, CA  
**Crutcho Park Acquisition Project** Oklahoma County, OK  
**Curley School Project** Pima County, AZ  
**Cut It Out Cambridge** City of Cambridge, MA  
**Cuyamaca Rancho State Park Reforestation: Carbon Financing** State of California  
**Debit Cards and ATMs for Community Custody Inmates** State of Nebraska  
**Deceased Veterans Document Historical Program** Climax Township, MI  
**Department of Motor Vehicles Outreach** U.S. Department of Homeland Security  
**Development Process Wizard** City of Philadelphia, PA  
**Deweyless Libraries** Maricopa County, AZ  
**Digital Inclusion Program** City of Riverside, CA  
**Dislocated Worker Tuition Waiver Program** Allegheny County, PA  
**Downtown Improvement Program** City of Bryan, TX  
**Driver Empathy** Office of the Chief District Court Judge for Orange and Chatham Counties, NC  
**Earnings from Energy Program** Commonwealth of Massachusetts  
**Egrants Comprehensive Grants Management System** State of Wisconsin  
**Election Reporting System** Maricopa County, AZ  
**Electronic Arrest Affidavit** Pinellas County, FL  
**Electronic Bench Warrants** State of Hawaii  
**Electronic Commercial Drivers License Testing** State of West Virginia  
**Electronic Traffic Tickets** State of Indiana  
**Elm Street Program** Commonwealth of Pennsylvania  
**Environmental Justice Enforcement Initiative** State of California  
**Estes Valley Restorative Justice Partnership** Town of Estes Park, CO  
**Faith-Based Organization Disaster Initiative** State of Missouri  
**Family Violence Reduction Project** City of West Columbia, SC  
**Fathering Court Initiative** District of Columbia  
**Fleet Share** City of Houston, TX  
**Flexible Rebate Incentive Program** City of Boulder, CO  
**FluLine** State of Minnesota  
**Focus Program** State of Mississippi  
**Forest Carbon Credit Program** Rockland County, NY  
**Freedom from Fire** City of Philadelphia, PA  
**Fugitive Safe Surrender** U.S. Department of Justice

**Gateway Strategic Development Plan** City of Mesa, AZ  
**Globe Tool Lending Library** City of Globe, AZ  
**Grandma Cop Child Safety Program** City of Lincoln, CA  
**Green Energy through Landfill Waste** City of Dallas, TX  
**Green Jobs Cabinet** State of New Mexico  
**Green Partnership** City of Seattle, WA  
**GreenChill Partnership** U.S. Environmental Protection Agency  
**Health Careers for Youth** King County, WA  
**Health Information Exchange** State of South Carolina  
**Healthy Howard Health Plan** Howard County, MD  
**Helping Every Living Person Curriculum** State of Washington  
**Hiland Mountain Correctional Center Inmate String Orchestra** State of Alaska  
**homeworkalabama.org** State of Alabama  
**Idea Factory** U.S. Department of Homeland Security  
**IDOT ARRA Quality Management System** State of Illinois  
**Immigrant Resources Center** City of Littleton, CO  
**Incubator Program** City of San Jose, CA  
**Inner-City Residential Enterprise Zone** City of Hopkinsville, KY  
**Interdistrict Cooperative Grant Program** State of Connecticut  
**Interim Cargo Solution** U.S. Department of Transportation  
**Invasive Species Threat Campaign** U.S. Department of Agriculture  
**Jail Collaborative** Allegheny County, PA  
**Joint-Use Library** City of Casa Grande, AZ  
**Kitchen Fire Safety** Orange County, FL  
**Language Assessment and Training Program** City of New York, NY  
**Leaders in Export Trade Program** Commonwealth of Virginia  
**Lease Search** State of Alabama  
**Legacy Project: Partnering for Our Sustainable Vision** City of Burlington, VT  
**Legislative Information Management System Web Portal** Johnson County, KS  
**Library Without Walls** Orange County Library District, FL  
**Life Sciences Initiative** Commonwealth of Massachusetts  
**Lifecycle Building Challenge** U.S. Environmental Protection Agency  
**Liquor Compliancy Online** State of Rhode Island  
**Make a Difference: Busting the Drought** Walnut Valley School District, CA  
**Manor Labs** City of Manor, TX  
**Meet the Lender** City of Austin, TX





BRIGHT IDEAS

**Military Welcome Home Initiative** State of Wisconsin  
**Model Plan Review Program** State of Florida  
**NASBLA BOAT Program** United States Coast Guard  
**Neighborhood Place** Louisville Metro Government, KY  
**No Child Left Inside** State of Connecticut  
**Offender Kiosks** State of Missouri  
**Office of Financial Education** Commonwealth of Pennsylvania  
**Older Adult Injury Prevention Program** City and County of Broomfield, Colorado  
**On the Fence** City of Chattanooga, TN  
**On The Road Together: Safe Teen Driving Circles** City of River Falls, WI  
**Online Voter Registration** State of Arizona  
**Parks Capital Grants Program** City of San Jose, CA  
**Performance Institute** City of Casa Grande, AZ  
**Permanency Roundtable** State of Georgia  
**Poet Laureate Initiative** Erie County, PA  
**Point of Engagement** Los Angeles County, CA  
**Portland SmartTrips** City of Portland, OR  
**Ports Technology Advancement Program** City of Los Angeles, CA  
**Poverty Reduction Collaboratives** State of Connecticut  
**Project Conserve** City of Elk River, MN  
**Protecting Citizens Personal Health Information** State of Wyoming  
**Protocol for Assessing Community Excellence in Environmental Health** State of Florida  
**Public Sector Collaborative Training** City of Englewood, CO  
**Public Spaces Collaborative** City of Philadelphia, PA  
**Railroad Flatcar Bridges** Buchanan County, IA  
**Real Connections** State of Rhode Island  
**Redemption, Inc.** City of New York, NY  
**Regional Cluster Study Spurs Growth** Polk County, FL  
**Restorative Justice Community Action** Minneapolis, MN  
**Safe Needle Collection and Disposal** Boone County, IN  
**Single Side Trash Pick-Up** City of Kokomo, IN  
**Space of Her Own** City of Alexandria, VA  
**STAR-Laboratory Interactive Training Environment** U.S. Department of Health and Human Services

**Start with a Story Project** Alameda County, CA  
**Step Up 2 Green** Monterey County, CA  
**Stop, Drop, & Go TV Recycling** City of Dallas, TX  
**Strategic Investment Initiative** City of Cleveland, OH  
**StreetSafe Boston** City of Boston  
**SunWise Program** U.S. Environmental Protection Agency  
**Sustainable Prisons Project** State of Washington  
**Teen Center** Village of Niles, IL  
**Text to 9-1-1 Project** Black Hawk County, IA  
**The Cotillion Program** City of Newark, NJ  
**The Learning Bridge** Burlington County, NJ  
**The Library Partnership** Alachua County Library District, FL  
**Town Helps Project** Town of Prescott Valley, AZ  
**Traders to Teachers** State of New Jersey  
**Transformation Initiative** State of Oregon  
**Transformative Response to High Fuel Costs** Polk County, FL  
**Tribal Development Division** Leech Lake Band of Ojibwe, MN  
**Trip Resource & Incentive Program** City of Redmond, WA  
**Tuition Guarantee Program** State of Mississippi  
**Urban Fringe Development Area Plan** Missoula County, MT  
**URx Your Pharmacy Plan** State of Montana  
**Vegetable Oil Exchange** Montgomery County, MD  
**Virginia Interoperability Picture for Emergency Response** Commonwealth of Virginia  
**Virtual Parking Management** State of California  
**Virtual Supermarket** City of Baltimore, MD  
**Warrior Adventure Quest** U.S. Department of Defense  
**Waste Land to Sports Complex** City of Oneida, TN  
**Westside Subway Public Participation Program** Los Angeles County, CA  
**Youth Development Programs** City of La Mirada, CA  
**Youth Leadership Academy** City of Asheville, NC  
**Youth Services Center** City and County of Honolulu, HI  
**Youthful Offender Apprenticeship Training Program** State of Kansas  
**Youth-Police Unity Project** City of Rochester, NY  
**Zoning Hearings Automation** Miami-Dade County, Florida  
**ZotWheels Bikeshare** University of California





## China Goes Global Conference

### Explores Social, Political, and Economic Implications of China's Globalization

Held October 6–8, 2010, the fourth annual China Goes Global conference brought together academics, business leaders, and public officials from around the world as part of the Ash Center's efforts to advance analytical research and the overall state of knowledge about China's growing role in the world economy. During this year's conference, over 100 academics convened to present original research on a host of issues including:

- Social, political, and economic influences of China's globalization;
- The effects of China's globalization on the business environment of firms in developed and emerging countries;
- The role of the U.S. and China as economic, political, and business leaders in the 21st century;
- Factors associated with China's emerging global economic prowess; and
- Western political and economic models and theories that explain China's current trajectory.

"The rise of China's economy and the increasing global reach of its companies are drawing worldwide attention," said Anthony Saich, director of the Ash Center. "China is now a major economic actor and governments, companies, and many academics are looking to see how its policies will unfold and how they will affect the global economic recovery. We were pleased to convene such a prestigious group of scholars to discuss the implications of China's growing profile on the world's stage."

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; the Crummer Graduate School of Business and Rollins China Center, Rollins College; and the University of Potsdam, Germany. The conference was part of a larger initiative sponsored by the Alexander von Humboldt Foundation to encourage multidisciplinary and transnational research on the Chinese economy and its enterprises.



Tonia Warnecke of Rollins College speaks at China Goes Global conference



Xiaohua Yang, University of San Francisco



Paul Ross, Alcatel-Lucent



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



### Examining China's New Policy Climate

July 2010

In recent months, Chinese economic planners have been engaged in a balancing act of deflating asset bubbles and controlling inflation without dampening growth excessively. In her presentation at the Ash Center in July, Jing Ulrich, J.P. Morgan's managing director and chairman of China Equities and Commodities, examined the implications of three key shifts that are occurring in the Chinese economy: the shift from an ultra-expansionary policy stance toward a tightening bias; recent policy changes in the all-important property sector; and the long-term shift from an investment-driven economy to one that is propelled by private consumption. Ulrich was ranked one of *Fortune Magazine's* 50 Most Powerful Global Businesswomen in 2009. This event was co-sponsored by Harvard University Asia Center.



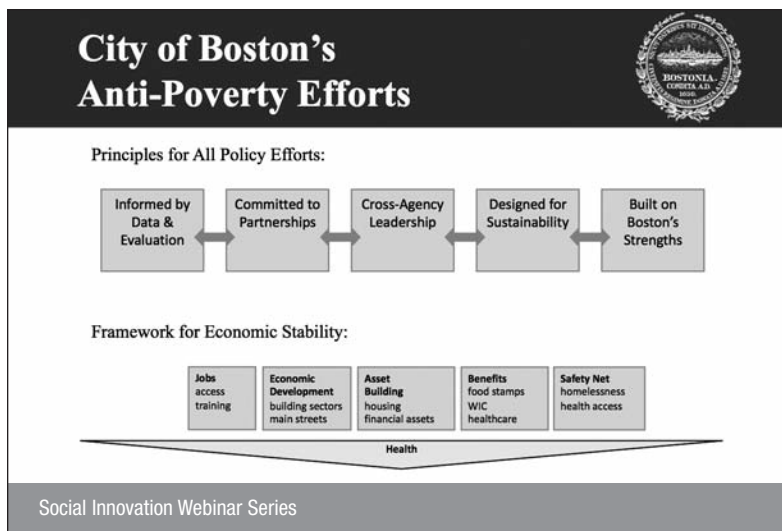
Jing Ulrich, J.P. Morgan

### The Power of Social Innovation Webinar Series

Summer 2010

This summer, the Center's Innovations in Government Program launched the Power of Social Innovation Webinar Series. Each webinar of the series featured an exclusive conversation, moderated by Harvard faculty, with leading social innovators—a new breed of entrepreneurial reformers working to ignite policy change and drive results in a range of areas including health care, education, and social services. The five webinars in this ongoing series explored, for example, methods for overcoming the barriers inherent to designing and scaling innovation in social services. Each webinar also highlighted practical strategies that public officials and other civic leaders can employ to create an environment fertile for innovation in their communities. Recordings of this summer's webinars are available on the Center's Government Innovators Network ([www.innovations.harvard.edu/xchat.html](http://www.innovations.harvard.edu/xchat.html)):

- "Igniting Change in Juvenile Justice"
- "The Mandate and Caution of Engaging the Government"
- "The Role of Procurement in Social Innovation Funding"
- "Engaging the Citizen as Co-Producer of Social Good"
- "Mobilization and Member-Based Organizations for Social Change"



### Vietnam Policy Update

September 2010

The Vietnam Program engaged a select group of provincial and national-level policymakers in policy dialogue through its Vietnam Policy Update (VPU) program held in partnership with the Lee Kuan Yew School of Public Policy at the National University of Singapore. Vietnam faces a range of complex policy challenges in an international context fraught with uncertainty. Against this backdrop, Vietnamese policymakers are preparing the country's development strategy for the next ten years, which will be debated and adopted at the Party Congress in 2011. Over three days, VPU engaged the participants in a structured discussion with leading Vietnamese and international experts on a range of issues related to Vietnam's socioeconomic development. Key topics included regional development strategies in an international context, geopolitical develop-



Vietnam Policy Update Participants





Archon Fung and Rishi Manchanda



Demetrios Papademetriou



Thamy Pogrebinski



Tarek Masoud and Lucan Way

ments in East and Southeast Asia, the regional and global economic outlook, an analysis of Vietnam's competitiveness and economy, and infrastructure challenges.

### Democracy Seminars

Fall 2010

The Democracy Seminar Series brings distinguished speakers to Harvard Kennedy School for the academic year to address critical challenges facing democratic governance. During the fall semester, the Ash Center hosted seven seminars on issues related to democratic participation and civic engagement; immigration in the U.S.; and democratic challenges in formerly authoritarian regimes. Seminars included:

- "Moving Away from Liberal Democracy: Participation, Representation, & Political Experimentalism in Brazil," Thamy Pogrebinski, State University of Rio de Janeiro
- "Competitive Authoritarianism: Hybrid Regimes After the Cold War," Lucan Way, University of Toronto
- "Rx Democracy: Innovations at the Intersection of Health Care, Democracy, and Civic Engagement," Rishi Manchanda, MD MPH, Rx Democracy
- "Immigrant Inclusion: Governance Dilemmas Then, Now, and in the Next Two Decades," Demetrios Papademetriou, Migration Policy Institute
- "The Korean State: How South Korea Lifted Itself Out of Poverty and Dictatorship to Affluence and Democracy," Stein Ringen, University of Oxford
- "Immigration and Democracy, from Know-Nothings to Koran Burning: Facing the Challenge of Demographic Change," Jack A. Goldstone, George Mason University
- "The Cracked Bell: America and the Afflictions of Liberty," Tristram Riley-Smith



## One Million More Children Live in Poverty Since 2000: What Can Cities Do?

### Improving Child Well-Being Forum Convenes City Policymakers

One in six children is now raised in poverty—a rate that the Annie E. Casey Foundation reports has increased by over one million since 2000, an 18 percent rise. Experts estimate that over 40 percent of children in the United States are now born into single-parent households. Before the age of eight, those children will witness their mothers in at least three separate relationships and their fathers in five.

“America’s families are really in crisis now,” said Julie Wilson, director of the Malcolm Wiener Center for Social Policy, speaking to city policymakers and welfare agents at the Improving Child Well-Being Forum: What Cities Can Do event. “And it is within this environment that we are counting on you to innovate in our cities.”

The Improving Child Well-Being Forum was held on August 5, 2010, and convened over 100 city and child welfare practitioners and policymakers to examine innovative municipal programs and policies that are aiding young children and their families.

Panelists included 2009 Innovations in American Government Award winner Wrap-around Milwaukee, a consolidated social service program that has cut the cost of treatment of needy youth in half with notably improved clinical outcomes, and Maine’s Cutler Institute of Health and Social Policy, which created youth leadership teams of kids that have aged out of foster care. As a result of their work, legislation was passed to allow foster kids to visit with their siblings, sadly a rare occurrence before the bill.

*“I spend a lot of time on the street blowing bubbles with kids,” said Roberta Lipsman, coordinator of Community Partnerships for Protecting Children in Portland. “You need to spend time building relationships with the neighborhoods you serve.”*

The event was made up of three interactive panel discussions moderated by Wilson. Discussions addressed successful and innovative models for keeping kids in the home instead of foster care and juvenile delinquency facilities, and creative solutions



Julie Wilson, Harvard Kennedy School

for encouraging youth to be involved in decision making and civic opportunities. The final panel included Stephen Goldsmith, the Center’s Innovations in Government director, who shared his personal experiences while mayor of Indianapolis consolidating and improving synergies across treatment agencies by working more effectively with unions.

Much of the day’s discussion centered on the importance of community-based care, whereby case workers share the responsibility of a child’s treatment with parents. “I spend a lot of time on the street blowing bubbles with kids,” said Roberta Lipsman, coordinator of Community Partnerships for Protecting Children in Portland. “You need to spend time building relationships with the neighborhoods you serve.”

Michael Bock, a youth leader of 2005 Innovations in American Government winner Youth Civic Engagement in Hampton, Virginia, gave his own perspective on the importance of encouraging meaningful

*continued on page 15*



Brent Schondelmeyer, Local Investment Commission



Cassandra Miller, Neighborhood Place



## What Did You Do This Summer?

### Ash Summer Fellows Work on Innovative Projects Around the World



Jessie Cronan with colleagues from LINA, the Aceh Women's League

This summer, students at both Harvard Kennedy School and throughout the University rolled up their sleeves and got to work, supporting unique education, government, and service initiatives around the world as Summer Fellows in Innovation or through Indonesia summer research grants. To learn more about the Ash Center's resources and fellowships for students, please visit [www.ash.harvard.edu/students](http://www.ash.harvard.edu/students).

#### In Focus

##### *Summer Fellow in Innovation*

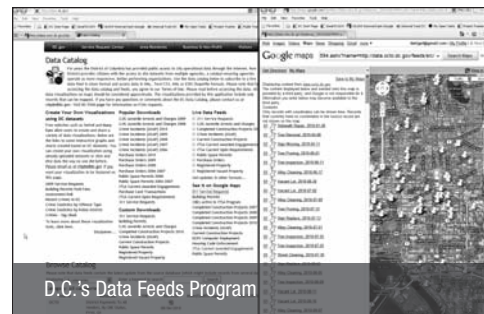
Alejandra Vallejos Morales, HKS MPA '11, explored data transparency in government this summer, offering research support to Washington, D.C.'s Office of the Chief Technology Officer. The Office's Data Feeds Program is the nation's first government initiative to make virtually all current city government data available to citizens. Quoting Louis Brandeis' famous adage, "Sunlight is said to be the best of disinfectants," Morales explained that while the program has exposed data performance to public criticism, such transparency has created an environment of self-improvement and accountability for civic offices. "In Latin America where I'm from, people come to the streets to complain," said Morales. "But

in e-government, we create streets for people to participate in 24/7. There's less mess and real change happens."

##### *Indonesia Summer Research Grantee*

Jessie Cronan, HKS MPP '11, spent her summer research grant working on women empowerment issues in Aceh, located in the island of Sumatra in Indonesia. She supported the efforts of LINA, the Aceh women's league, which was founded to empower women to participate more actively in the political, economic, and social life of the region in the aftermath of over 30 years of bloody conflict. Cronan worked on a variety of LINA's programs in the region including assisting with prenatal screenings, supporting staff at LINA's preschools, and helping with a conference on UN resolution 1325, which articulates the importance of including women in all aspects of the peace and reconstruction process. She also crafted organizational materials for future fundraising efforts.

"My summer internship in Indonesia felt like four years of college condensed into one summer," said Cronan. "I got a crash course in organizational development and really learned how to enhance women's political participation."



D.C.'s Data Feeds Program



Widharmika Agung at a rural school in Indonesia

#### Innovation Summer Fellows

Harini Angara, M.Ed. Candidate, Harvard Graduate School of Education  
Lindsay Berger, HKS MPP 2011  
Thackston Lundy, HKS MPP 2011  
Alejandra Vallejos Morales, HKS MPA 2011  
Jim Secreto, HKS MPP 2011 and Georgetown Law School  
Rebecca Strauss, HKS MPP 2011  
Tai Steven Sunnanon, HKS MPP 2001 and Doctoral Candidate, Harvard Graduate School of Education

#### Indonesia Summer Research Grantees

Widharmika Agung, HKS MPP/ID 2010  
Jessie Cronan, HKS MPP 2011  
Aryo Danusiri, Doctoral Candidate in Anthropology, Harvard College  
Panji Hadisoemarto, Doctoral Candidate in Science, Harvard School of Public Health  
Jung Paik, HKS MPA and MBA 2010  
Jaeson Plon, MTS 2011, Harvard Divinity School  
Anna Ruman, AB 2010, Harvard College



## Fellows Focus

### Ash Center Welcomes New Fellows

Roy and Lila Ash, Ford Foundation Mason, Democracy, and Rajawali Fellows to Study Democratic Governance and Innovation During School Year



Rajawali Fellows at Harvard Faculty Club ceremony

For the 2010-2011 academic year, the Ash Center welcomed its inaugural Democracy Fellow, five Ford Foundation Mason Fellows, two Roy and Lila Ash Fellows in Democracy, and 18 Rajawali Foundation Institute for Asia Fellows. Graduate and post-doctoral students along with business and government officials will undertake research broadly related to innovation and democratic governance during the school year. The Center provides ongoing academic guidance and logistical support, connecting fellows with pertinent faculty and programs to enrich their research and their academic experiences while at HKS.

"We are pleased to welcome such an impressive group of academics, business executives, and government officials to the Ash Center this year," said Anthony Saich, director of the Ash Center. "From low carbon policies in China to social justice in West Africa, the research this year's fellows will explore is as diverse as the experiences they bring to the Center. We look forward to supporting them during their academic careers at the Kennedy School, and building upon their creative scholarship to foster more dialogue about democratic governance and innovation."

#### Democracy Fellowship

In its inaugural year, the Democracy Fellowship is designed to support doctoral and post-doctoral students with scholarship focused on democratic governance that provides practical guidance to solving urgent social problems. This year, the Center welcomes Quinton

Mayne as the Center's first Democracy Fellow. Mayne holds a Ph.D. from Princeton University and comes to the Center from the European University Institute where he was a Max Weber Fellow. As a Democracy Fellow, Mayne will study the impact of institutional reform on democratic performance as it relates to deliberative and participatory mechanisms. His research will consider how such innovations improve the integration of racial, ethnic, and religious minorities in government and make elected politicians more accountable to such groups.

#### Ford Foundation Mason Fellowship

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 creative approaches to social and economic development. Such scholarships support mid-career professionals from some of the poorest nations in the world to attend Harvard Kennedy School for an intensive one-year master's degree in public administration. The following students were selected as Ford Foundation Mason Fellows for the 2010-2011 academic year:

**Abid, Sadaffe**, Ford Mason Fellow '11, was formerly the CEO of the microfinance organization KASHF, and was responsible for leading the company's growth from 70,000 to 300,000 clients.





**Gonda, Violet**, Ford Mason Fellow '11, has been a Zimbabwean radio journalist forced to broadcast to her country from exile in London because of media restrictions.

**Jusu, Sahr**, Ford Mason Fellow '11, is the former head of the Public Debt Management Unit of the Sierra Leone Ministry of Finance.

**Lafortune, Elie**, Ford Mason Fellow '11, most recently served as the deputy chief of party for a 47 million multi-year USAID-funded financial sector development project in Haiti called HIFIVE.

**Sarabi, Humayun**, Ford Mason Fellow '11, served as the senior manager for the Act Now Children's Fund (ANCF) in Peshawar, Pakistan.

#### Roy and Lila Ash Fellowship

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:

**González, Inez**, MCP '11, comes to the Center from the National Hispanic Media Coalition where she served as vice president of media policy.

**Pearce, Caroline**, MCP '11, most recently served as the West Africa regional advocacy coordinator for Oxfam.

#### Rajawali Foundation Institute for Asia Fellows

This year's cohort of Rajawali Foundation Institute for Asia Fellows is made up of academics, government officials, and business executives from across Asia. While at the Center, Rajawali Fellows will pursue independent research projects on a range of issues. Now in its tenth year, the Rajawali Fellowship is instrumental in leveraging the considerable talent of academics and practitioners from around the world to generate and disseminate research around important policy areas in Asia. This year's Rajawali Fellows and their respective research topics include:

**Azuma, Yoshiaki**, Deputy Chief Representative, Bank of Japan, will study the impact of Chinese local government investments.

**Bai, Ping**, Ministry of Justice, will study U.S. recognition and enforcement of foreign judgments along with public and private international law.

**Fu, Ziyang**, Vice Minister of China's Ministry of Commerce, will study the impact of international development assistance, both governmental and market-driven, on the least developed countries with a strong focus towards improving old funding mechanisms and identifying new ones.

**Gan, Lin**, Vice Governor of Hunan Province, will study the role of local governments in promoting investment and economic development.

**Guan, Cheng Hua**, Ph.D. candidate at China University of Political Sci-



## Fellows Focus



ence and Law, will study the impact of urbanization on the suburbs as well as how to govern such areas as they urbanize.

**Jiang, Xue**, Ph.D. candidate at Dalian University of Technology, will study the development of research universities in the U.S. and the respective roles of universities in the U.S. and China.

**Ju, Lixin**, Economics Professor at the Shanghai Administration Institute, will research changes in the U.S. economy since the 2008 financial crisis.

**Lan, Yuxin**, Ph.D. candidate at Tsinghua University, will study INGOs in the global climate including their roles and mechanisms of influence.

**Lee, Huay Leng**, Senior Executive Editor of Singapore Press Holdings, will study the political, economic, and military relationships between Singapore and China.

**Lee, Kun Chang**, Professor of South Korea's Sungkyunkwan University, will study the relationship between creativity and corporate performance.

**Li, Haiming**, Ph.D. candidate at the School of Public Policy and Management at Tsinghua University, will research proposals for outsourcing social security.

**Li, Xiaopeng**, Visiting Scholar of the Department of Land Economy at the University of Cambridge, will research the relationship between property and tax reform and speculation in the real estate market.

**Li, Xinjuan**, Associate Professor at Henan Polytechnic University and a Ph.D. candidate in Safety Management at the China Institute of Mining and Technology, will research similarities and differences in crisis management in the public and private sectors.

**Yao, Ning**, Ph.D. candidate at Tsinghua University, will study oil price fluctuation as a function of U.S.-China cooperation.

**Yao, Yao**, Ph.D. candidate at Tsinghua University, will study soft power and U.S. communications.

**Zhang, Lansong** of the World Bank in Beijing, will study the concept of an urban-rural integrated pension system to address economic inequalities between urban and rural areas.

**Zhang, Xiaomeng**, Ph.D. candidate at Tsinghua University, will study civil society, social enterprises, and philanthropy, including their formation, evolution, and influences.

**Zhao, Erdong**, Senior Lecturer at North China Electric Power University, will study low carbon politics in China and international influences on the developmental route.



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cent of GDP, Indonesia spends less on public health than any country in the region.” Current academic curricula lack a strong focus on science and technology, reflected in the country’s R & D spending of only 0.05 percent of GDP.

Because it exports non-value added natural resources while importing finished goods it could produce domestically, Indonesia is currently in a trade deficit with China. This heavy reliance on commodities—including palm oil, copper, and nickel—makes the country more susceptible to price fluctuations that lead to an overvalued exchange rate which depresses more long-term employment.

The report argues that deep-seated corruption is at the heart of the country’s economic and social challenges. Recent decentralization of central to regional authorities has fragmented power, making accountability difficult. “We used to have one dictator,” said David Dapice, Center economist and one of the report’s authors. “Now we have hundreds of dictators because every little county head thinks of himself as a Suharto.”

The report’s authors recommend several measures for moving Indonesia away from its legacy of corruption. As the country’s electoral processes are often corrupt and vary across the country, the authors propose exploring changes to the models by which politicians are elected. Electoral reform could reduce some of the complexities in elections and incentivize politicians to act more in the public interest.

To ensure longer-term prospects for economic growth, Indonesia could benefit from attracting foreign investment to the region.

China’s adoption of international standards of accountability and transparency has drawn foreign interest to the region; by following China’s example, Indonesia could halt ineffective practices influenced by domestic interests.

With over half of the country’s population living just above the poverty rate, Indonesia has a small middle class by comparison to other countries. Indonesia could promote a more entrepreneurial economy by expanding access to public education and social services including better credit and bankruptcy protection to strengthen this “missing middle.”

Other recommendations include encouraging Indonesia to create inter-governmental bodies to oversee decentralization and channeling public dissatisfaction with corruption into larger NGO watchdog groups, which would in turn give people more of a stake in their democracy’s ongoing stability.

According to the report, “Indonesia is changing, but most of the dynamic economies of East Asia are changing faster....Our main motivation in writing this report was to provide a framework for future research relating to the country’s institutions and institutional change.”

The report was authored by HKS faculty and staff Anthony Saich, David Dapice, Tarek Masoud, Dwight Perkins, Jonathan Pincus, Jay Rosengard, Thomas Vallely, Ben Wilkinson, and Jeffrey Williams. An Indonesian translation of the report has been published in Indonesia under the title *Indonesia Menentukan Nasib: Dari Reformasi ke Transformasi Kelembagaan*.

1. 2009–2010 World Economic Forum Global Competitiveness Report

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engagement with youth. Through the support of adult leaders, he and his peers brought about much needed renovations to a run-down health and teen center. “Our program was born out of the idea that there is nothing to do in suburbia,” said Bock. “But now we’re building relationships and still having fun.”

The event concluded with a policy brainstorming dinner keynoted by Kathleen Feely, vice president for innovations at the Annie E. Casey Foundation. Members of the conference were joined by the Urban Policy Advisory Group, made up of policy advisors from America’s largest cities.

Feely talked about her organization’s creation of Casebook, a real-time welfare case management system. “I saw my daughter’s Facebook page and was blown away by it,” she said. “We don’t have this capacity now, and we should. Our kids plan their social lives on it, and we need it for human services.”

Using the Foundation’s new Casebook, welfare agencies can better collaborate with all parties involved with a specific family’s social services. Instead of wasting valuable time recreating the family’s experiences with a welfare agency, all information is documented in one complete narrative for all parties. The new technology is designed to improve how case workers interact and cut down on unnecessary bureaucracy.

The forum was convened by the Ash Center and the Malcolm Wiener Center with sponsorship by the Annie E. Casey Foundation.







HARVARD Kennedy School  
**ASH CENTER**  
for Democratic Governance  
and Innovation

Ash Center  
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Harvard Kennedy School  
79 John F. Kennedy Street  
Cambridge, Massachusetts 02138

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## In Focus: Child and Family Well-Being in the U.S.

Children born at low birth weight (below 5.5 pounds): **8.2%**

Infant mortality rate: **6.7 per 1,000 live births**

Children living in families where no parent has full-time, year-round employment: **18%**

Children ages 10 to 17 overweight or obese: **32%**

Foster youth that age out of state care or run away each year: **20,000**

Children living in poverty in 2009: **15.5 million**

Children living in poverty in 2008: **14.1 million**

Source: U.S. Census Bureau, 2009 National Estimates

## Communiqué

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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](http://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**  
Tobias Estime, Martha Stewart