

Communiqué

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On September 24, 2007, the Ash Institute honored the achievements of seven 2007 Innovations in American Government Award winners as well as the organization's first IBM Award in Transforming Government at a reception and gala at the US Chamber of Commerce in Washington, D.C. The event marked the formal kick off of the Ash Institute's full year of festivities celebrating the twentieth anniversary of the Innovations in American Government Awards program. The audience included civic leaders from all levels of government as well as past Innovations in American Government Award winners. Former United States Secretary of the Treasury Paul O'Neill delivered the keynote address and Dean David Ellwood

made introductory remarks. Other notable guests included His Royal Highness Prince Feisal Bin Al-Hussein of Jordan and Seattle Mayor Greg Nickels.

Since its inception in 1986, the Innovations in American Government program has celebrated the accomplishments of more than 400 innovative programs from all levels of government. Many past winners have become forerunners for state and federal legislation and play an instrumental role in furthering academic research and public policy administration curricula at Harvard University and academic institutions worldwide. Award winners receive \$100,000 toward sharing best practices and fostering

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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.

From the Director

Dear Innovators and Colleagues:

I am delighted to share with you our first newsletter. Going forward, three times each year, our newsletter will bring you news and information on the work of the Ash Institute. I hope it will also give you a sense of our commitment to the study of democratic institutions and innovations here and around the world.

It has been a busy semester for the Institute. In September we officially launched our year-long twentieth anniversary celebration of the Innovations in American Government Awards program. There is much to celebrate. Perhaps it will be no exaggeration to claim that the attempt to make governments effective through innovations is fast becoming a worldwide movement towards effective good governance. Nor is there any denying of its transformative impact on the way in which the public purpose is realized and governance delivered. We are delighted that many of the government innovations that we have honored over the years are now regarded as standard operating procedure for the government. However, the celebration of the twentieth anniversary is also the occasion for both retrospection and looking forward.

We will commemorate the year with several books on innovations in governance and will host our biannual meeting of the Global Network of Government Innovators in March of this year. With a diverse array of international civic leaders and national innovators scheduled to attend, the conference promises to offer participants a fascinating exchange of ideas on how innovations in governance can solve pressing global issues. I urge you to contact me for more information.

On the home front, the Institute continues to be an invaluable resource for students and faculty. As you will read here, several of our faculty associates are at the forefront of analysis on the intersection of information delivery and governance as well as improving government service delivery to traditionally marginalized groups. Due to the gracious contributions of Roy and Lila Ash, the Ash Institute recently created the Roy and Lila Ash Fellowship in Democracy. Such fellowships offer financial support while allowing incoming HKS students to engage in our democratic governance research priorities.

In the spirit of information sharing and exchange, the Institute has carried its works overseas, organizing numerous events from Dubai to Mexico, The Netherlands to India. Each of our conferences brought practitioners and academics to the drawing table to discuss solutions to government transparency, e-government, and civic engagement issues. As we continue to serve an even broader international community, it is our online events that unite our diverse and dispersed audience of innovators and reformers with the click of a button. This quarter, civic leaders in India joined in dialogue with participants in Latin America and the US to discuss a range of issues from green affordable housing to India's rise as a superpower.

I hope you will find the newsletter helpful in keeping you informed of our initiatives and programs. And if you have any thoughts or suggestions for future newsletters, I will be always grateful to receive them. Warm regards and most grateful thanks for all of your help.



Gowher Rizvi

Director, Ash Institute for Democratic Governance and Innovation



Roy and Lila Ash



Director Gowher Rizvi



The 2007 Innovations in American Government winners are:

Automated Community Connection to Economic Self-Sufficiency ①
State of Florida

Florida redesigned and modernized its process for determining eligibility for public assistance. The ACCESS Florida model is streamlined, cost efficient, and nationally recognized for excellence.

Citizen and Law Enforcement Analysis and Reporting (CLEAR) ②
City of Chicago, Illinois

Citizen and Law Enforcement Analysis and Reporting (CLEAR) is the enterprise information system for the entire Chicago Police Department and one of the most sophisticated information systems in the nation.

Climate Protection Initiative ③
City of Seattle, Washington

The Climate Protection Initiative accelerates climate protection action citywide and in hundreds of other cities, catalyzing grass-roots action around the country and promoting state and federal policy changes.

Community Care ④
State of North Carolina

Community Care is a physician-led Medicaid managed care program of local provider networks serving 750,000 patients. The networks improve quality and access to care while saving millions of dollars.



Electronic Court Records ⑤
King County, Washington

Electronic Court Records gives court case file users electronic access. Scanning and e-filing have eliminated paper files, resulting in faster processing, desktop access to documents, and better security.

Overt Drug Market Strategy ⑥
City of High Point, North Carolina

The Overt Drug Market Strategy 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.

Urban Land Reform Initiative ⑦
Genesee County, Michigan

The Urban Land Reform Initiative 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.



The IBM Award in Transforming Government winner is:

Institute of Technical Education ⑧
Singapore

Formerly a last resort for low-achieving students, Singapore's Institute of Technical Education (ITE) underwent a 10-year reform plan revamping irrelevant curriculum, upgrading learning environments, and instating new academic requirements for current teachers.



Left and above: Mayor Greg Nickels makes remarks at Innovations in American Government Awards ceremony

Mayor Greg Nickels: Provocative Lessons in Leadership

By Stephen Goldsmith, Director of the Innovations in American Government Program

Seattle has forged a ground-breaking path in its efforts to reduce greenhouse gases. Spearheaded by Seattle Mayor Greg Nickels, the city's Climate Protection Initiative was honored as a 2007 Innovations in American Government Award winner. As a result of the initiative, Seattle has successfully reduced government carbon dioxide emissions by 60 percent from 1990 levels and fossil fuel consumption by 12 percent from 1999 levels. These achievements are the result of a range of creative solutions including the country's first carbon neutral electric utility company, smart urban planning, and biodiesel-run public works and transport systems.

Mayor Nickels' leadership in the environmental movement proves that it is possible to be the catalyzing force in an effort which falls outside of the normal scope of the leader's office. Global warming is neither trash pickup nor opening schools on time—benchmarks for which we normally hold our local elected leaders accountable—and it does not lend itself to easily assessing short term success or failure. Not only did he have the foresight to take ownership of an

issue that is now on the national agenda, he did so while clearly articulating to voters the issue's importance in ongoing conversations and educational civic engagement initiatives. In addition, tackling an “uncharacteristic” problem means organizing unlikely constituents. As the city reported, “On February 16, 2005, coinciding with the effective date of the Kyoto Protocol, Seattle Mayor Nickels launched the US Mayors Climate

Protection Agreement (MCPA) with the vision of driving national policy through local government leadership. As of September 19, 2007, 672 mayors across the country have signed the MCPA, representing roughly 73 million Americans from all 50 states.” Seattle's leadership in involving cities in addressing climate change provides interesting lessons on how to combine local and global priorities in nontraditional ways.



Left to right: Deputy Mayor Tim Ceis, Mayor Greg Nickels, and Gowher Rizvi

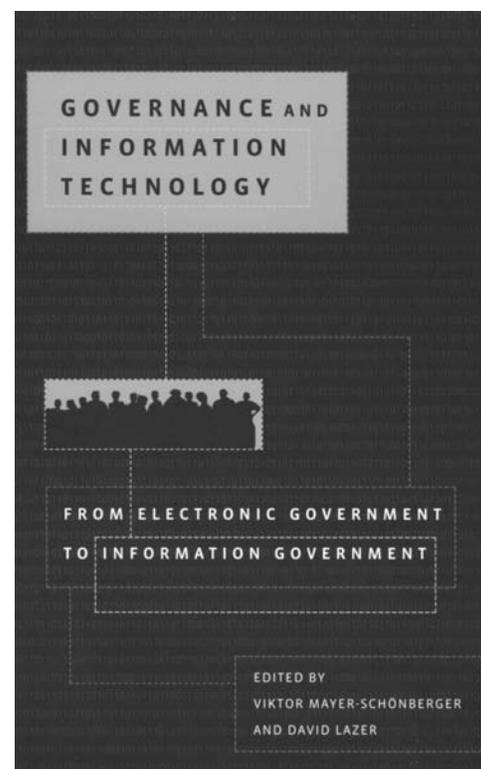
From E-Government to Information Government: Book Symposium Addresses New Implications of IT on Governance

On November 14, the Ash Institute co-hosted a symposium highlighting findings from *Governance and Information Technology: From Electronic Government to Information Government*. Edited by Kennedy School faculty Viktor Mayer-Schönberger and David Lazer, the publication argues for a shift from the narrow focus of “electronic government” on public service delivery transaction technology to the broader perspective of information government—the way information flows between the public sector and citizens, among citizens, and within the public sector—as a way to better understand the changing nature of governing and governance in an information society.

The event convened many of the book’s contributors to discuss the paradoxical nature of information flows and its implications on political mobilization, democratic

accountability, and efficiency. A morning panel evaluated the range of technological changes and information flows in government and an afternoon panel reviewed different case examples of how such changes in information flow affect democracy and civic engagement practices.

Over 30 students attended the symposium and Kennedy School Professors Stephen Goldsmith and Jerry Mechling made introductory remarks. Students asked questions and offered feedback in the panel discussion.



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program replication nationwide.

Similar to the Innovations in American Government Award, and in commemoration of the program’s twentieth anniversary, the \$100,000 IBM Award in Transforming Government was designed to recognize worldwide initiatives that have made profound achievements toward improving the lives of citizens. The Republic of Georgia, Canada, and Singapore along with a host of other international government programs competed for this special award.

“We congratulate the 2007 Innovations in American Government and IBM award recipients as well as the nearly 400 award-winning government programs honored over the past twenty years,” said Stephen Goldsmith, director of the Innovations in American Government Program at Harvard’s Kennedy School of Government. “These programs demonstrate that government on all levels can achieve scalable solutions to pressing global issues.”



Left to right: Gowher Rizvi, His Royal Highness Prince Feisal Bin Al-Hussein of Jordan, and Nancy Afran at Innovations in American Government Awards ceremony

August 2007

Latin American Regional Forum of the Global Network of Government Innovators

Monterrey, Mexico

Nearly 150 people from 12 countries focused on innovations in democratic practices, public decisions, and civic engagement. The forum was held in partnership with the Graduate School of Public Administration and Public Policy (EGAP) of Tecnológico de Monterrey (ITESM) and Harvard's Partnership Program between EGAP and Harvard's Kennedy School (HKS). Keynote addresses by HKS' Alex Keyssar and Merilee Grindle sparked dialogue and debate.

September 2007

Affirmative Action Meeting

New Delhi, India

Hosted by the Institute of Social Sciences (ISS) and jointly sponsored by the ISS, the African American Policy Forum, and the Ash Institute, this bi-lateral conversation between Indian and American scholars, researchers, and advocates examined the current state and future trajectory of affirmative action discourses in both India and the United States. Participants discussed the nature of ongoing forms of institutional/structural discrimination, as well as the importance of affirmative action policies designed to eliminate these problems.

Cross-Boundary Transformation: Making It Happen with Geographic Information Systems

~Online event~

Co-sponsored by the Leadership for a Networked World Program and moderated by Professor Jerry Mechling, this session highlighted how GIS technology supports police and government services with location and time-specific citizen needs. Such technology proves instrumental, for example, in disaster preparation and response by supplying the public with critical information on resources, emergency health zones, and evacuees.

South Asian Regional Forum of the Global Network of Government Innovators

New Delhi, India

Ninety attendees from seven South Asian countries explored how innovations in service delivery, disaster mitigation, local governance, and social justice could be replicated in the region. Partners included the Rai Foundation, the All India Disaster Mitigation Institute, the Institute of Social Studies Trust, the National Centre for Advocacy Studies, and the Self Employed Women's Association.

Think India: A Discussion with Vinay Rai

~Online event and Harvard Kennedy School Conference~

This interactive discussion with *Think India's* co-author Vinay Rai brought together 200 global participants to discuss India's rise as a



Latin American Regional Forum of the Global Network of Government Innovators



Latin American Regional Forum of the Global Network of Government Innovators



Think India: A Discussion with Vinay Rai



A Dialogue on Strengthening America: The Civic and Political Integration of Muslim America

democratic superpower and its relations with the United States. At a Harvard Kennedy School conference later that day, Rai explained how India's democratic government, education system, values, institutions, and entrepreneurship will continue to drive its success over the next half-century.

October 2007

A Dialogue on Strengthening America: The Civic and Political Integration of Muslim America

Harvard Kennedy School

Co-sponsored by the Dubai Initiative, HKS' Middle East Initiative, and Harvard's Islam and the West program, an expert panel assessed the current Muslim American experience and discussed the recommendations made in the June 2007 independent report "Strengthening America," released by the Chicago Council of Global Affairs. Jocelyn Cesari, director of the Islam and the West Program, Center for Middle Eastern Studies, Harvard presented and Monica Duffy Toft, HKS moderated.

Seizing Opportunities in Green Affordable Housing

~ Online event ~

Leading experts addressed successful models and best practices in green affordable housing development. Topics included current standards and latest funding opportunities. Paul Grogan moderated this panel, which included renowned "green" developer Jonathan Rose.

What XML Can Do For You: A Better Way to Share Criminal Justice Data

~Online event~

Co-sponsored by the National Institute of Justice, this session provided participants with a comprehensive overview of the Global Justice XML Data Model (GJXDM). Many law enforcement, justice, and state agencies are planning or have already implemented projects using GJXDM as a cost-effective and more efficient alternative to traditional data sharing solutions.

November 2007

Conservation Finance Innovation

~Online event~

Moderated by Jim Levitt, director of the Program on Conservation Innovation at the Harvard Forest, Harvard University, speakers assessed international progress on sustainable development as facilitated by institutions such as the Global Environmental Facility.

Innovations in Governance Workshops

Dubai, United Arab Emirates

Developed by HKS faculty, in conjunction with partners at the Dubai Initiative and the Dubai School of Government, more than 70 individuals from The Mohammed bin Rashid Program for Leadership



A Dialogue on Strengthening America: The Civic and Political Integration of Muslim America

Event Snapshots

Development and the Dubai Electricity and Water Authority participated in two innovations workshops. Presenters included HKS Professors John Donahue, Linda Kaboolian, Viktor Mayer-Schönberger, and Guy Stuart.

Strengthening Democratic Governance: Improving Access to Public Services

The Hague, Netherlands

Hosted by Leiden University's Centre for Government Studies, this event included an audience representing more than 15 countries and drawing from academic, government, and private sectors. Participants shared solutions for reasserting democratic values in service delivery to marginalized groups. Linda Kaboolian, HKS, presented at the event.



Strengthening Democratic Governance: Improving Access to Public Services

Mark Your Calendar

March 31 – April 3, 2008

Frontiers of Innovation: Celebrating 20 Years of Innovation in Government

Harvard's Kennedy School
ashconference@ksg.harvard.edu

Designed for senior government managers, elected officials, and non-profit leaders, this biannual conference will host participants from more than 50 countries to highlight how governments can be more effective at solving problems and improving the lives of citizens in four key cross cutting themes: information flow in e-governance; anti-corruption reforms that have stood the test of time; successes in engaging citizens in democracy; and social justice. Participants will also discuss how to bring innovation to important public policy priorities in the areas of global health and disaster management. Vicente Fox, former president of Mexico, and Fazle Abed, BRAC's founder and chairperson, will deliver keynote addresses.

Topics Include:

- Safeguarding Public Values: Ethics, Transparency, and Accountability in Governance
- Citizen Engagement in Deliberative Democracy
- Frontiers of Innovation in Global Health: New Ways of Addressing Neglected Diseases
- Government Innovation and Social Justice
- Dealing with Emergencies and Disasters: Making Governments Flexible, Adaptive, and Responsive
- 21st Century Models of Governance



Strengthening Democratic Governance: Improving Access to Public Services



Strengthening Democratic Governance: Improving Access to Public Services

Faculty Research

Professor Archon Fung is currently engaged in an analysis of California Speaks, a statewide deliberative forum on health care reform that took place on August 11, 2007 in eight counties in California, involving over 3,500 Californians. He is using the event to examine several broad sets of questions. First, what do Californians want in health care policy reform and how do such preferences change as a result of focused deliberations about different policy alternatives? Second, how does highly visible public deliberation affect policy-makers and policy elites? Do some of them alter their positions to respond to articulated public values and preferences? Do elites attempt to manipulate deliberations? Do elites “spin” deliberation to suit whatever prior policy agendas they happen to have?



Professor Todd Pittinsky is researching innovative programs for social cohesion. In seeking to establish benchmarks and identify best practices of social cohesion programs, he is developing a scholarly research manuscript of innovative and successful examples of social cohesion programs throughout the world. His work will:

- Identify government programs operating in a wide range of sectors, social groups, and political situations;
- Examine, through a social scientific perspective on intergroup relations, the underlying mechanisms of each program;
- Provide a typology for successful and innovative government social cohesion programs; and
- Set the stage for a first-of-its-kind collaborative conference for social cohesion program leaders.



Upcoming Publications

Innovations in Government: Research, Recognition and Replication
Sandford Borins, editor
Available March 31, 2008, this publication presents a comprehensive approach to advancing the practice and study of innovation in government. It discusses new research on innovation and considers challenges to the replication of innovations. Contributors include Jonathan Walters, Steve Kelman, Archon Fung, Marta Farah, Peter Spink, John Donahue, Eugene Bardach, Robert Behn, and Jean Hartley.

The State of Access: Successes and Failures of Democracy in Creating Equal Opportunities
Jorrit de Jong and Gowher Rizvi, editors
Available in summer of 2008, this book explores the ways in which

democratic institutions fail to deliver equal opportunities to all citizens. The discussions address the mechanisms and root-causes that lead to such exclusion and examine real life innovations for improving inclusive access to government services.

Student Initiatives

In September, the Ash Institute created its first Student Advisory Group. Student members meet periodically throughout the year to share their passion for social justice and democratic participation with the Harvard Kennedy School community. The Group offers its members an opportunity for leadership and networking while they in turn inform the Institute’s research agenda and help catalyze communities of practice in the Global Network.

The Institute has also created the Roy and Lila Ash Fellowship in Democracy for incoming Kennedy School students seeking financial assistance. Selected from a pool of 80 applicants representing 43 different countries, this year’s 2007–2008 recipients are:

- Zulfiquar Haider, India—Haider is a career development professional most recently working in Afghanistan for an international NGO.
- Cecilia Barja Chamas, Bolivia—Barja Chamas founded a national political party and was elected to political office in the capital city of La Paz.

Both represent the best of the Ash Institute in their commitment to public service, social justice, and to using both knowledge and real-world practice to improve government.

Finally, in further recognition of the talent and experience of HKS students, the Institute is involving them in the dissemination of government innovations. Its new Ash Summer Fellowship in Innovation offers select students—with a strong interest in a career in the public sector—a \$7,000 stipend to spend the summer working with an Innovations in American Government award winner on a meaningful project related to disseminating its innovative program or policy. Students will gain a unique perspective on government from the most creative and effective agencies in the country.

In Profile: Dr. Lan Xue

The Ash Institute is pleased to welcome Dr. Lan Xue as its International Scholar for the 2007–2008 academic year. Dr. Xue is professor and executive associate dean of the School of Public Policy and Management at Tsinghua University, Beijing, China. His teaching and research interests include public policy analysis and management, science and technology policy, and crisis management.

Dr. Xue holds a Ph.D. in Engineering and Public Policy from Carnegie Mellon University and taught at George Washington University in the US. He has served as a policy advisor for many Chinese government agencies and has consulted for the



World Bank, the Asia-Pacific Economic Cooperation Council, the International Development Research Centre, and other international organizations. He is a recipient of the 2001 National Distinguished Young Scientist Award.

While at the Ash Institute, Dr. Xue will continue his research on the current incremental reforms in China's public policy process with emphasis on the roles that social institutions have played in these processes, and the impacts and limits of these reforms on China's political development in terms of building infrastructure for democracy.

The Ash Institute is hosting the following research fellows during 2007–2008:

G. Shabbir Cheema

G. Shabbir Cheema is the director of the Global Forum for Reinventing Government of the United Nations. As a senior UN official over the past 15 years including six years as the director of the Governance Division of UNDP, Dr. Cheema provides leadership in crafting democratic governance and public administration programs at the country, regional, and global levels, and in designing global research and training programs in electoral and parliamentary systems, public-private partnerships, human rights, transparency and accountability of government, urban management, and decentralization. Dr. Cheema is currently editing a volume on civil society's role in inclusive governance and recently edited *Decentralizing Governance* with Dennis Rondinelli.

Jorrit de Jong

Jorrit de Jong was the former director of the Centre for Government Studies, at Leiden University's Campus The Hague, The Netherlands. He was responsible for management, research, and development of the Centre and served as a senior researcher and consultant on modernization of government and as an adviser on the special committee on civil service culture, chaired by the Dutch Minister of Public Sector Reform. He was previously the managing director and co-founder of United Knowledge, Ltd in Amsterdam. At the Ash Institute, de Jong is researching and preparing a manuscript on the parameters and conditions that make public policy innovations possible.

Peter F. Geithner

Peter F. Geithner is an advisor to the Asia Center at Harvard University and a consultant to the Asia Pacific Philanthropy Consortium, Rockefeller Foundation, and the Sasakawa Peace Foundation. He serves on the boards of the National Committee on United States-China Relations, the China Center for Economic Research (Peking University), the Center for the Advanced Study of India (University of Pennsylvania), Clemente (Holdings) Asia, Inc., and the Institute of Current World Affairs. Geithner was previously with the Ford Foundation, where he held a series of program management positions focused on Asia.

Josu Jon Imaz

From 2003 to 2007, Josu Jon Imaz was president of the Basque National Party (PNV). Previously, he was a member of the European Parliament and member of the Energy, Science, and Technology Committee. He also led the Basque Strategy on Science, Technology, and Innovation while serving as the Basque Autonomous Government Minister for Industry, Trade, and Tourism. At the Ash Institute, Dr. Imaz will analyze the decision-making process in European public policies and its relation with the regions holding legislative powers. Focusing on the Basque Country, he will study how governability changes at different levels (region-state-Europe) in the areas of science, technology, and innovation.

Georgia Aris Kafantari

Georgia Aris Kafantari is currently an administrative officer of the Greek government's Hellenic Ministry of Education and Religious Affairs. Previously, she was the Research and Study officer in the National Centre for Public Administration and Local Government (E.K.D.D.A), Hellenic Ministry of Interior, Public Administration, and Decentralization. In this position, she developed unit training programs on economic affairs, quantitative methods and decision analysis, public-private partnerships, local governance, and management of development aid. At the Ash Institute, Dr. Kafantari will be writing on Greece's administrative reform since it gained membership in the European Monetary Union, with a special focus on the introduction of public-private partnerships as a new form of governance for delivering public sector infrastructure and services.

Mohammed Kalfin Bin Khirbash

As the United Arab Emirates Minister of State for Finance and Industry since 1997, Mohammed Kalfin Bin Khirbash is known for his forward-looking leadership style and his belief that government sectors need to continuously innovate to meet ever-increasing external demands. Dr. Khirbash is also a firm believer that change can only happen if the right competencies and tools are given to people. He graduated from Boston University with a B.A. in Economics in 1979 and an M.A. in Economics in Public Finance in 1982. Dr. Khirbash received his Ph.D. in Economics from Exeter University in the United Kingdom in 1991.

Charles Norchi

Charles H. Norchi is an associate professor of Law at the University of Maine School of Law. An international lawyer, educator, and author, he has lectured and consulted in more than two dozen nations and has taught and published widely in the areas of international law, human rights, law of the sea, public policy, and nation-building. Dr. Norchi has extensively worked on law and human rights in Afghanistan, has recently served as counselor to the United Nations in the Democratic Republic of the Congo, and is currently working on law and policy pertaining to maritime ports.

Rehman Sobhan

Rehman Sobhan is currently the chairman of the Centre for Policy Dialogue (CPD) in Dhaka, Bangladesh. He was previously a member

General Moeen Visits the Ash Institute

In October, Bangladesh Army Chief General Moeen U Ahmed met with Harvard Kennedy School faculty and students at the invitation of the Ash Institute. During his visit, General Moeen participated in the Kennedy School class, “Election Reform for a Sustainable Democracy in Bangladesh;” addressed the National Security Fellows over dinner and engaged in a discussion on national and global security issues; and made a luncheon presentation to a select group of faculty and students on the current political situation in Bangladesh and the future directions in the restoration of democracy in the country. Bangladeshi students at the Kennedy School and a number of Bangladeshi students from other academic institutions attended the lunch, asked questions, and exchanged views with General Moeen.

General Moeen’s visit included meetings with a number of senior faculty at the Kennedy School to discuss a broad range of issues including corruption and ethics in

public policy, governmental reform, electoral politics, e-governance, transparency, accountability, and performance management.

“The visit was organized to give students and faculty a forum to exchange views, ask questions, and voice their concerns directly with General Moeen,” said Gowher Rizvi, director of the Ash Institute.

The Ash Institute prides itself as a forum where practitioners and scholars come together and learn from each other. During the visit General Moeen not only made formal presentations, but also participated in extensive informal discussions with the students.

“It was good to have an opportunity to meet with General Moeen to discuss his views on the current political crisis in Bangladesh and to share our thoughts and concerns,” said Moushumi Khan, Harvard Kennedy School student. “I am very glad that the Ash Institute hosted this meeting.”

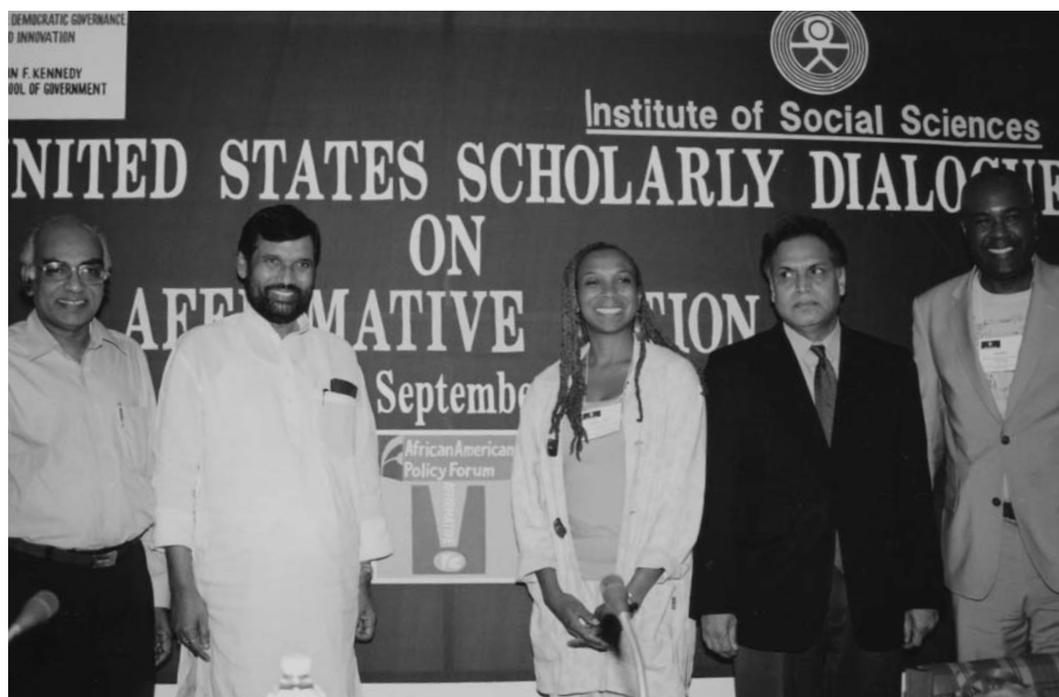


General Moeen at luncheon presentation with HKS faculty

of the Advisory Council of the President of Bangladesh in charge of the Ministry of Planning and the Economic Relations Division. He has also served as envoy extraordinaire of the Bangladesh government and was the president of Bangladesh Economic Association and chairman of the board of the Grameen Bank. Professor Sobhan holds previous positions with the Dhaka University, Bangladesh Planning Commission, Bangladesh Institute of Development Studies, and Oxford University. Dhaka has published 18 books and over 100 monographs and articles in professional journals.

Oyku Ulucay

Oyku Ulucay is a Fulbright Scholar from Sabanci University in Istanbul, Turkey. She is currently pursuing a Ph.D. on the challenges that independent regulatory agencies pose to democratic governance. At the Ash Institute, she is researching the impact of these bodies on elected representatives. Prior to pursuing her Ph.D. studies, Ulucay wrote on the size and impact of the informal sector on the Turkish economy.



Affirmative Action Meeting, New Delhi, India



JUSTIN ALLARDYCE KNIGHT

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