

Asia Competitiveness Institute

IMPACT REPORT

2016 Edition



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In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

About ACI

The Asia Competitiveness Institute (ACI) was established in August 2006 as a research centre at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). It aims to build the intellectual leadership and network for understanding and developing competitiveness in the Asia region. ACI seeks to contribute to the enhancement of inclusive growth, living standards and institutional governance through competitiveness research on sub-national economies in Asia. It identifies mitigating issues and challenges for potential public policy interventions through close collaboration with regional governments, business corporations, policy think-tanks and academics. ACI's three key research pillars include (i) sub-national economies level competitiveness analysis and city-level liveability analysis, (ii) firm-level competitiveness analysis in 16 Asia economies, and (iii) Singapore's long-term growth strategies and public policy analysis.

ACI's value propositions may be encapsulated in its acronym:

Analytical inputs to initiate policies for policy-makers and business leaders in Asia

Capacity building to enable others through improvement in productivity and efficiency

Intellectual leadership to create pragmatic models of competitiveness and inclusive growth

The institute's core research competencies can also be encapsulated in this acronym describing our evidence-based assessments conducted on public policies for **A**SEAN in the context of the rise of **C**hina and **I**ndia.

Vision and Mission

- ACI's over-arching vision is to build up its research credibility with policy impact, contributing as a professional, world-class think-tank.
- ACI's mission is to establish our niche as a leading policy think-tank by identifying competitiveness trends, opportunities and challenges, as well as promoting competition and synergising complementarities amongst Asian economies and business corporations.
- ACI endeavours to articulate sound recommendations, entice discourse, and shape agenda in the arena of public policy amongst Asian governments.
- ACI undertakes evidence-based analysis of public policy issues and decisions, in order to provide assessment of their effectiveness as well as economic and societal impact.

Research Initiatives and Collaborations

- I. Identify trends of competitiveness and policy analysis on trade and investment of ASEAN, within the regional context of competition and complementarities with China and India.
- II. Identify competitive strengths and conduct policy analysis on Singapore within the context of regional economies with international benchmarking.
- III. We are regularly releasing three indices on liveability ranking including 64 Global Cities, 100 Greater China Cities and 17 Shandong Cities.
- IV. We have established an Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies for 21 sub-national economies of India and 33 sub-national economies of Indonesia.
- V. We have signed Memoranda of Understanding with The World Bank (2015), SPRING Singapore (2014) and European Central Bank (2014). The Memorandum of Understanding between The World Bank and National University of Singapore, coordinated through ACI, was signed in 2016.
- VI. We have signed Memoranda of Understanding with various institutions in Greater China economies, including Shanghai Academy of Social Sciences (2016), Shandong Academy of Social Sciences (2015), Chongqing Municipal People's Government (2015), China Institute for Reform and Development, Haikou (2015), Counsellors' Office of the People's Government of Guangdong Province (LOI, 2014) and Chung-Hua Institution for Economic Research, Taiwan (2015).
- VII. We have signed Memoranda of Understanding with six Chief Ministers' Offices in Andhra Pradesh (2015), Bihar (2015), Chhattisgarh (2015), Madhya Pradesh (2015), Odisha (2015) and Punjab (2015).

- VIII. We have signed Memoranda of Understanding with Committee for Acceleration of Priority Infrastructure Delivery at Coordinating Ministry for Economic Affairs, Indonesia (2016), Indonesia Investment Coordinating Board (2014), Indonesian Agency for Agricultural Research and Development at Ministry of Agriculture (2014), Indonesian President's Delivery Unit for Developing Monitoring and Oversight (2013) and Employer's Association of Indonesia (2013).
- IX. We have signed Memoranda of Understanding with ASEAN think-tanks and institutions, including Vietnam Chamber of Commerce and Industry (2016), Centre for Strategic and International Studies, Indonesia (2015), Institute of Strategic & International Studies, Malaysia (2015), Philippine Institute for Development Studies (2015), Thailand Development Research Institute (2015) and Central Institute for Economic Management, Vietnam (2015).

About ACI's Research Pillars

ACI has consciously engaged in economic research that has significant relevance to Singapore and the Asian region. Over the years, ACI has focused on our expertise in quantitative competitiveness analysis and simulation, spinning off volumes of research output in the applications of our methodology and regional insight. At this stage, ACI has identified three core research pillars that will guide and define its research efforts moving forward. The three research pillars are as follows:

Pillar I. Sub-national Economies Competitiveness Analysis

ACI engages in systematic and methodical competitiveness analyses of the sub-national economies by using an evidence-based, empirical approach involving a comprehensive list of relevant indicators, which are categorised under multiple layers called the 'environments'. A number of our projects, including competitiveness analyses of Greater China, ASEAN-10, India, and Indonesia, as well as other thematic research projects, were conducted by adopting this common methodology, with potential variations in the specific environments and indicators. ACI's competitiveness analysis of Asian economies goes beyond the usual ranking to offer constructive policy recommendations on how individual member states can improve their rankings vis-à-vis their sub-national or regional peers through the application of the 'what-if' simulation, which provides the projected improvements of each state's ranking whereby the bottom one-fifth of its indicators are enhanced.

Pillar II. Micro-based Firm Level Competitiveness Analysis

Micro-based firm level competitiveness analysis is ACI's second research pillar that has been developed in view of the intrinsic importance of firm-level competitiveness in terms of productivity, efficiency, and governance. In the context of globalisation, mobility of economic activities, and blurring of borders, an understanding of the determinants and dynamics of firm-level competitiveness is paramount, in order for policy makers to make adjustments and prepare their industries for an increasingly competitive economic landscape. To this end, ACI has partnered with the European Central Bank to carry out research in this area, possessing a solid foundation in firm-level productivity research in the form of European Competitiveness Network database and methodology. ACI envisaged the expansion of CompNet into Asia, thereby pioneering the Asia CompNet research network encompassing 16 economies in Asia.

Pillar III. Singapore's Long-term Economic Growth Strategies and Public Policies Analysis

The third and imminent research pillar focuses on Singapore's long-term economic growth strategies in the context of changing circumstances, future trends, and emerging opportunities for Singapore in the decades ahead. In particular, ACI will take on the task of critically examining Singapore's public policy strengths and areas of improvement by assessing policy successes of the past, identifying new issues to address and the current policy gaps, through a systematic and evidence-based research inquiry using quantitative methodology and empirical data, leveraging on our network of policy experts.

Founding Patron and International Advisory Panel



Founding Patron: **Mr George Yeo**
Visiting Scholar, Lee Kuan Yew School of Public Policy, National University of Singapore
& Former Minister of Foreign Affairs, Singapore

International Advisory Panel

Co-Chairs: **Professor Michael Porter (2006-2010)**
Bishop William Lawrence University Professor

Ms Marjorie Yang (2006-2012)
Chairman, Esquel Group

Members: **Professor Kishore Mahbubani**
Dean, Lee Kuan Yew School of Public Policy, National University of Singapore

Dr Kuntoro Mangkusubroto
Head, President's Delivery Unit for Developing Monitoring and Oversight (UKP4),
Indonesia

Mr Narayana Murthy
Chairman, Infosys Technologies Limited

Mr Philip Yeo
Chairman, SPRING Singapore

Mr Loh Khum Yean
Permanent Secretary, Ministry of Trade and Industry

Ms Yong Ying-I
Permanent Secretary, Public Service Division

Professor Chan Kam Leung Alan
Dean, College of Humanities, Arts and Social Sciences, Nanyang Technological
University

Asia Competitiveness Institute

Co-Directors: **Associate Professor Tan Khee Giap (2011 till now)**
Professor Tan Kong Yam (2011 till now)

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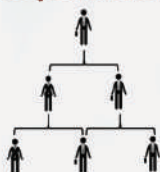
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EXECUTIVE SUMMARY

ASIA COMPETITIVENESS INSTITUTE (ACI) IMPACT REPORT

History, Recovery Strategy and Sustained Growth of ACI

1. ACI was inaugurated by Mr Tharman Shanmugaratnam, then Singapore's Minister for Education in FY2006, with a block grant of \$2.5 million per year from the Ministry of Trade and Industry (MTI) till FY2010. When new management took over the ACI on 3 January 2011, the unhappiness of the funding institution over performance and fund utilisation during the previous five years portended to an extremely uncertain future on the sustainability of further funding beyond the period 2011.
2. Under such severe conditions, the two Co-Directors, Associate Professor Tan Khee Giap and Professor Tan Kong Yam came to the conclusion that the model of operation in the initial three years starting 2011 had to be lean and nimble in order to survive and sustain ACI in operation. ACI thus went into a total restructuring of the research orientation in terms of direction and focus, overhauled the entire research infrastructure in terms of collaboration networks and partnerships, and rebuilt from fresh the entire research and administrative manpower in favour of a lean, nimble and cost effective new ACI team.
3. The conceptual framework was a "*horse and wagon strategy*" with two lead horses pulling along a string of carriages and wagons to create high-quality and impactful research outputs that are relevant for evidence-based public policy assessment. The two-horse team comprised the two co-directors who provide the intellectual leadership, identify issues and pertinent studies to focus on that are likely to make significant scholarly and public policy contribution and have impact on public policy-makers across the region.
4. The *wagons* and *carriages* were of very low fixed costs: a cadre of high quality, truly talented and very committed young researchers from ACI who were being encouraged to pursue PhD degrees in top universities overseas, and would return upon graduation to be part of the institution's leadership renewal and continuity process which are currently taking place for at least four ACI staff who have already started along this journey.
5. Supplementing this "*horse and wagon strategy*" was the complementary *stallion strategy*: establishing research collaborations in the form of Memoranda of Understanding (MOUs) and Letters of Intent (LOIs) signed with international organisations such as The World Bank, European Central Bank, national think-tanks in the Asia region including those from Association of South East Asian Nations, Mainland China and Taiwan. ACI also established MOUs, LOIs, and linkages with Government Ministries in Asia both at the national and sub-national levels. Such policy research networks were pertinent as they helped ACI to detect and identify close to the ground major policy shifts, prevailing economic development, deep and unique local information at first hand which are often not available easily or promptly in those Asian economies at sub-national levels.

6. In order to feel the pulse of local businesses, understand those pressing issues confronting business individuals and sensing gaps between authorities and entrepreneurs, ACI has embarked on regular research networking with private sector representatives and agencies such as the Confederation of Indian Industry and Employers' Association of Indonesia, both at the national and sub-national levels.
7. ACI has also extended its research networking efforts with global researchers whose areas of expertise fit into ACI's work and can help lead some projects as well as contribute to the projects with specific value-added. Although they are unlikely to locate full time with ACI, ACI still needs such accreditation with external experts and their institutions.
8. This overall competitive strategy of research collaboration and networking led to a highly effective, efficient and impactful policy-oriented research contributions by exchanging policy views with international organisations and global researchers. Such grand design and set up of the research infrastructure required tremendous time investment in cultivating a matrix of sincere and honest inter-personal relationship at every level.
9. ACI has come a long way since 2010, from the brink of funding discontinuity to a steady-state equilibrium today. It continues to evolve and improve while constantly and increasingly receiving accolades for its achievements from notable institutions worldwide. As a testament to ACI's sustained effort and achievements, for two consecutive years in 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think-tanks world-wide under the "Best University Affiliated Think-Tank" category by the Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania, USA.
10. ACI's core research competencies can also be encapsulated in its acronym describing our evidence-based assessments on public policies for **A**SEAN in the context of the rising **C**hina and **I**ndia. ASEAN is poised to be the world's third largest economic entity by 2030, and Indonesia being the largest economy with the largest market within ASEAN is a rising middle power which has the potential to lead ASEAN development. ACI is therefore tasked with the mission to conduct impactful policy research which would raise the standard of living, promote liveability of cities in Asia, improve governance, and provision of public services for the majority of Asians.
11. A notable recognition and endorsement of the quality and relevance of ACI's research came about when ACI was one of only two Singapore-based think-tanks that were specifically mentioned in the 2017 Report of Singapore's Committee on the Future Economy (CFE). Moving forward, ACI will continue to strive to push its achievement horizon by ensuring a combination of academic rigour and robustness that will produce significant policy impacts in the region.

Core Competence and Regional Policy Impact

12. ACI is a relatively young think-tank, and its twin-core competencies include evidence-based assessment of public policies and quantitative policy research. Three research clusters are being categorised and three research stages are being laid out as follows:

Research cluster for studying sub-national economies in Asia for stage-one:

- (a) Macro level annual update of competitiveness ranking, simulation studies and income growth analysis for well over 100 sub-national economies in Asia including 34 Greater China economies, 34 provinces of Indonesia, 36 states and federal territories of India and ten Association of South East Asian Nations;
- (b) City-based studies on liveability and intelligent cities with special focus on urban migration and urbanisation policies.

Research cluster for micro-based company level studies for stage-two:

- (a) Conduct company level studies on tracking productivity, monitoring efficiency and improving competitiveness for Asian companies in 16 Asian economies including China, India, Hong Kong, Japan, Korea, Taiwan and ASEAN-10 for potential synergies between them and those from the European Union especially amongst the small and medium enterprises (SMEs);
- (b) Identify shifts in global production networks within Asia and advise on opportunities for multinational corporations (MNCs) to engage in manufacturing migration and evaluate infrastructure investment and development under the “One-belt One-road” strategy initiated by China in 2013

Research cluster to assess Singapore’s public policies and long-term growth strategies in a global context for stage-three:

- (a) Re-assess Singapore’s public policies in the post-Lee Kuan Yew era which was relevant in the past, continued to be relevant today and are likely to be so in the future within the globalised context;
- (b) Re-evaluate Singapore’s public policies in the post-Lee Kuan Yew era which need fine-tuning due to changes in conditions and circumstances;
- (c) Formulate public policies and future growth strategies for Singapore so as to stay relevant in the post-Lee Kuan Yew era, extrapolating from new emerging trends, opportunities to be seized with challenges to be met and mastered.

For the research cluster in stage-three, which is the most critical of the three clusters, as it deals with Singapore’s longer-term survival as a nation, ACI is thus looking at the policies options over the horizon of two to three decades from now.

Flagship and Thematic Research Projects

13. For a leading think-tank, what is the significance between policy impact and research output and is there a fine balance? Very often research output is confused with research impact. ACI takes pride in being helpful to local governments of states of India and provincial governments of Indonesia by helping them to attract foreign direct investment, improving business friendliness and set competitive policies through ACI's Ease of Doing Business Index. ACI has also seized the opportunity to offer India a Strategic Master Plan for Regional Economic Development Vision 2030. Since 2015, ACI is conducting a rigorous quantitative analysis on contributing factors and trends of growth slowdown in sub-national economies of Asia, as well as the impact of exchange rate fluctuations on foreign direct investment (FDI) inflows to Asia.
14. ACI is also currently spearheading a joint research project with the Shandong Academy of Social Sciences to conduct an integrated liveability and composite competitiveness ranking of 17 cities in the Shandong province with a research focus on sustainable development. Beyond Shandong, ACI previously advised the provincial government of Guangdong on how to promote further the innovation-driven growth, advising Mayor's Office of Chongqing Municipality on the grand plan of an aerotropolis city. Following the pioneering effort to develop a Global Liveable Cities Index for world's major 64 cities across five continents, ACI provided a benchmark model for the World Bank through ACI's 100 Greater China Liveable Cities Index to assist these Chinese cities for improving their liveability. Going even further, ACI embarked on a pioneering effort to construct an Index on Cost of Living, Purchasing Power and Wages of ordinary residents and expatriates for world's major 103 cities.
15. ACI works with The World Bank on tracking and analysing the quantitative impact Master Plan of ASEAN Connectivity (MPAC) adopted by ASEAN Leaders in October 2010. ACI also works with the European Central Bank by adopting a common methodological framework to study at company level the competitiveness, productivity and efficiency of European and Asian companies for potential synergies between them. These are good examples of research initiatives constituting impactful policy research. In the first tranche of the research project, we are kick-starting the data analysis process amongst SMEs in Singapore, Indonesia, Guangdong, Taiwan and Vietnam by comparing firm level productivity and management efficiency across these economies.

Conferences, Research Outputs and Potential Funding

16. The academic rigour and quality assured for all ACI outputs also come from various Economic Forums on Indonesia, ASEAN, India and Greater China. Annual ACI Conferences attract many ministers and senior government officials and industry captains from private sector as well as professionals and academics in Asia with wide media coverage in all languages. Many of ACI publications are translated into Bahasa Indonesia and Chinese to reach a wider audience.
17. ACI has also been consistent in producing outputs well above the targets in terms of Key Performance Indicators (KPIs) set by MTI given a rather modest staff size. For instance, in 2016, ACI published eight journal papers against a target of four, in addition to contributing to eight editorial opinions and policy briefs as voluntary KPIs. Table 1 and Figures 1 and 2 in Chapter 2 show the track record of ACI's outputs.
18. Given MTI's annual ACI funding of \$2.5 million per year up to 2021, the full time manpower for ACI as of 2016 is 46 with 19 full timers with 22 part-timers and 5 adjunct staff. The full time steady-state manpower requirement is projected to be 50 with the full time staff strength of 25 with 15 part-timers and 10 adjunct staff. Due to the overcrowding of office space, ACI has shifted to a more spacious new office premise at No. 18, Evan Road, Singapore in April 2016, where collaborating institutions such as The World Bank, European Central Bank, Confederation of Indian Industry, are expected to have reciprocal workstations located in ACI.

Since 2011, an effort was initiated by ACI's Co-Directors to set up endowment funds through solicitation of private sector donations, and the effort so far have yielded several millions. Currently ACI is looking for potential external sources of endowment fund and have put in place plans for attracting research grants to be awarded by international organisations, private sector and government agencies so as to build up the endowment fund further to the long-term target of \$50 million which should render greater impactful policy studies and research independence.

I. ACI'S HISTORY, RECOVERY STRATEGY AND SUSTAINED GROWTH

I.1 History of ACI

ACI was inaugurated by Mr Tharman Shanmugaratnam, then Singapore's Minister for Education in FY2006, with a block grant of \$2.5 million per year from the Ministry of Trade and Industry (MTI) till FY2010. When new management took over the ACI on 3 January 2011, the unhappiness of the funding institution over performance and fund utilization during the previous five years portended to an extremely uncertain future on the sustainability of further funding beyond 2011.

Under such severe conditions, the two Co-Directors, Associate Professor Tan Khee Giap and Professor Tan Kong Yam came to the conclusion that the model of operation in the initial three years starting 2011 had to be lean and nimble in order to survive and sustain ACI in operation. ACI thus went into a total re-structuring of the research orientation in terms of direction and focus, overhauled the entire research infrastructure in terms of collaboration networks and partnerships, and rebuilt from fresh the entire research and administrative manpower in favour of a lean, nimble and cost effective new ACI team.

The first funding extension for FY2011 and FY2012 was granted but with serious caution being imposed by MTI. As confidence restored, the second tranche of the three-year funding for FY2013, FY2014 and FY2015 was further granted. The rest is history. Currently ACI has secured a longer term funding cycle from MTI of \$2.5 million per year up to 2021. Longer term funding allows the institute to embark on more ambitious future research agenda with strategic planning.

I.2 ACI's Recovery Strategy

The conceptual framework was a *"horse and wagon strategy"* of two horses pulling along a string of carriages and wagons to create high-quality and impactful research outputs that are relevant for evidence-based public policy assessment. The main focus of ACI is on ASEAN in the context of rising China and India, with the latter two drilled down to sub-national levels, where ACI has global comparative advantage. To make substantial, original, and scholarly public policy contributions, such sub-national level analyses are extremely important for these countries. Such an approach, which has never been attempted by global researchers, is an important, innovative, imperative and strategic research direction.

The outcome is an invaluable set of database of more than 100 sub-national economies in Asia and eight ACI flagship projects, which are being updated annually. ACI thus has every advantage to do better than most because of its locational and cultural proximity with connections to helpful personalities in government, private sector and local academic community. This database is ACI's asset and the directors' local knowledge of Asia is ACI's core strength.

The two-horse team comprised the two co-directors who provide the intellectual leadership, identify issues and pertinent studies to focus on that are likely to make

significant scholarly and public policy contribution and have impact on public policy-makers across the region. Building up an extensive sub-national, country-level and regional statistical database to ensure that ACI eventually become a global centre of research excellence on Asian competitiveness was high up as an important agenda.

The wagons and carriages comprised of Bachelor of Arts / Bachelor of Sciences (BA/BSc) degree holders, including Mr Yuan Randong and Mr Nie Tongxin, who were Singapore government scholars with First Class Honours from National University of Singapore (NUS), and Ms Sangiita Yoong Wei Cher, who was an excellent ASEAN scholar from the Economics Department of NUS. These ACI research team members, along with another half a dozen potential First Class Honours scholars who joined ACI were young, bright, adaptable, enthusiastic and lower in cost. They did not mind short term contracts but have detailed country-specific knowledge, language skills, and are familiar with local county or township databases and the methodology to collect them.

The *wagons* and *carriages* were of very low fixed costs, a cadre of highly motivated and enthusiastic young researchers fired by great willingness to learn, coupled with nationalistic fervour working overnight and over the weekends to make contributions. It is also a model used and proven by private corporate entities that leads to minimal office politics to distract the organisation from its laser focus on research productivity. Such team members of high quality, truly talented and very committed young researchers from ACI were being encouraged to pursue PhD degrees in top universities overseas, and would return upon graduation to be part of the institution's leadership renewal and continuity process which are currently taking place for at least four ACI staff who have already started along this journey.

Supplementing this "*horse and wagon*" strategy was the complementary stallion strategy, where ACI established research collaborations through Memoranda of Understanding and Letters of Intent signed with international organisations such as The World Bank, European Central Bank, national think-tanks in the Asia region - including those from Association of South East Asian Nations, Mainland China and Taiwan. ACI also established MOUs, LOIs, and linkages with Government Ministries in Asia, especially those Offices of State Chief Ministers in India, Provincial Governors in Indonesia, Provincial Party Secretaries, and City Mayors in China. Such policy research networks were pertinent as they helped ACI to detect and identify close to the ground major policy shifts, prevailing economic development, deep and unique local information at first hand, which are often not available easily or promptly in those Asian economies at sub-national levels.

In order to feel the pulse of local businesses, understand those pressing issues confronting business individuals and sensing gaps between authorities and entrepreneurs, ACI has thus embarked on regular research networking with private sector representatives and agencies such as the Confederation of Indian Industry and Employers' Association of Indonesia, both at the national and sub-national levels. By conducting business surveys and policy roundtables with strategic business individuals and companies especially small and medium enterprises which are constantly fighting for their plight to be heard and addressed.

ACI has also extended research networking with global researchers whose area of expertise fit into ACI work and can help to lead some projects with specific value added contribution. While they are unlikely to locate full time in ACI, it is just as well as ACI

needs such accreditation with external experts and their institutions. They include Professor Woo Wing Thye, Professor Teo Kok Lay, Professor Ramkishan S. Rajan, Associate Professor Tilak Abeysinghe, Dr Grace Aw, Dr Harminder Chyle Rajan, Dr Filippo Di Mauro, Adjunct Professor Jusuf Wanandi, Adjunct Professor Luky Eko Wuryanto and Adjunct Professor Mahendra Siregar.

This overall competitive strategy of research collaboration and networking led to a highly effective, efficient, and impactful policy-oriented research contributions by exchanging policy views with international organisations and global researchers. Directly advising and regularly liaising with local government officials, policy makers from regional think-tanks and strategic private sector agencies further cross-pollinated, fertilised, and rendered relevance to ACI as a leading think-tank in the World. Such grand design and set-up of the research infrastructure required tremendous time investment in cultivating a matrix of sincere and honest inter-personal relationship at every level, and being a think-tank which originated from Singapore helped to open the door, certainly at the initial stage.

1.3 Ensuring ACI's Sustained Growth

Getting many young staff with first class honours or master degree qualifications at this stage, (rather than recruit many PhD holders now) fulfils many objectives. The first is to meet MTI's key performing indicators (KPIs) for funding ACI. The second is to have a competitive budget-cost effectiveness for ACI. The third is to encourage continuity in ACI research culture as young staff pursue higher degrees including PhDs while simultaneously engaging in part-time work with a plan to return full-time again to ACI later as part of their scholarship schemes. In turn, fresher and newer “horses” can be harnessed as time goes by with a burgeoning ACI work culture and branding.

In the end, no matter how well any succession plan is crafted, the success of the new management team in turning ACI from a sour lemon since 2010 to a sweet fruit today is in and of itself the best guarantee for succession. ACI as it stands now will attract talented leadership should any of the two horses be incapacitated by any act of God that no insurance policy can cover.

For LKYSPP in particular, and NUS in general, ACI performs a yeoman's service to coach and train students and interns also from other universities and institutions. They get a first-hand experience to work with the ACI team to learn the “art” of writing policy papers incorporating solid evidence-based and quantitative methodologies using ACI's main asset of databases collected literally and figuratively, by blood, sweat and tears. ACI is doubly blessed with a lean five-member administrative team led by Manager Tracy Cai and Manager Yap Xin Yi who are both dedicated and competitive.

The two-horse strategy also pairs with adjunct horses in various specialties and countries, together with faculty members of LKYSPP (including Assistant Professor Li Hui and Assistant Professor Henry Yee) whenever research interests overlap, to pace, add value and quality to research outputs accordingly. So this ACI formulaic manpower rationale and evolving manpower strategy will continue to be fine-tuned and adjusted as and when opportunities arise.

It is the nature of institutions to evolve and those which fail to adapt expeditiously seldom survive as external circumstances and global competitive conditions rapidly change. In fact it is better to have a bigger pool of horses by roping in leading intellectual minds in providing leadership to ACI, in addition to the three initial ones that have been driving ACI so far, which in totality will ensure better continuity and institutional sustainability. In addition, the funding base and recognition of ACI has become less vulnerable compared to the shaky period in 2010. As noted, the recent achievements and recognition of ACI will attract greater talents to ensure further sustainability and future successes of ACI.

The ideal candidates as successors to source and groom ACI would be experienced researchers with a deep understanding of local governments, country and regional specific knowledge including Indonesia, India, Greater China and ASEAN. An important consideration is the candidates' experience in actual public policy formulation and contributions in these countries. They should also be appointed partly with the LKYSPP so that cost will be shared and their teaching contribution will also greatly benefit our graduate students.

1.4 ACI's Achievement Horizon Moving Forward

As succinctly captured in the previous sections, ACI has come a long way since 2010, from the brink of funding discontinuity to a steady-state equilibrium today. It continues to evolve and improve while constantly and increasingly receiving accolades for its achievements from notable institutions worldwide.

As a testament to ACI's sustained effort and achievements, for two consecutive years in 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think-tanks world-wide under the "Best University Affiliated Think-Tank" category by the Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania. This is part of the TTCSP's annual Global Go To Think Tank Index that ranks the world's leading think tanks in a variety of categories (Please refer to Appendix C and D for more details).

Further, a notable recognition and endorsement of the quality and relevance of ACI's research came about when ACI was one of only two Singapore-based think-tanks that were specifically mentioned in the 2017 Report of Singapore's Committee on the Future Economy (CFE). In the CFE report, on page 20, the following was mentioned:

*"Singapore is already a base for many companies serving markets in Asia. Our universities have a range of area research programmes, while think tanks like the Institute on Asian Consumer Insight and **the Asia Competitiveness Institute** are focused on specific subjects." (p.20).*

Moving forward, ACI will continue to strive to push its achievement horizon by ensuring a combination of academic rigour and robustness that will produce significant policy impacts in the region.

ACI's core research competencies can also be encapsulated in its acronym describing our evidence-based assessments on public policies for **A**SEAN in the context of the rising **C**hina and **I**ndia. ASEAN is poised to be the world's third largest economic entity by 2030, and Indonesia being the largest economy with the largest market within ASEAN is a rising middle power which has the potential to lead ASEAN development.

ACI is therefore tasked with the mission to conduct impactful policy research which would raise the standard of living, promote liveability of cities in Asia, improve governance, and provision of public services for the majority of Asians.

2. CORE COMPETENCE, REGIONAL POLICY IMPACT AND FUNDING POTENTIAL

2.1 Core Competence and Future Work Plan

Going forward, the correct research strategy is for ACI to move from not just meeting the quantitative KPIs but also to upgrade on the quality of KPIs in terms publications in higher-tier journals and with more prestigious publishers. Such upgrading shift is most likely to be achieved as we deepen our research in the stage-two of ACI's research strategy to gather and compute data at company level within the 16 Asian economies where the global production value chain is re-shaping rapidly, and hence moving into tracking growth allocation at industry level would serve well to synergise with the stage-one research orientation of ACI which would take another five years to achieve. We are also proceeding to move on to stage-three of ACI's research strategy in 2016 onwards.

ACI is a relatively young think-tank, and its twin-core competencies include evidence-based assessment of public policies and quantitative policy-oriented research. Three research clusters are being categorized and three research stages are being laid out as follows:

Research cluster for studying sub-national economies in Asia for stage-one:

- (a) Macro level annual update of competitiveness ranking, simulation studies and income growth analysis for well over 100 sub-national economies in Asia including 34 Greater China economies, 33 provinces of Indonesia, 35 states and federal territories of India and ten Association of South East Asian Nations;
- (b) City-based studies on liveability and smart cities with special focus on urban migration and urbanisation policies.

Research cluster for micro-based company level studies for stage-two:

- (a) Conduct company level studies on tracking productivity, monitoring efficiency and improving competitiveness for Asian companies in 16 Asian economies including China, India, Hong Kong, Japan, Korea, Taiwan and ASEAN-10 for potential synergies between them and those from the European Union especially amongst the small and medium enterprises (SMEs);
- (b) Identify shifts in global production networks within Asia and advise on opportunities for multinational corporations (MNCs) to engage in manufacturing migration and evaluate infrastructure investment and development under the "One-belt One-road" strategy initiated by China in 2013.

Research cluster to assess Singapore's public policies and long-term growth strategies in a global context for stage-three:

- (a) Re-assess Singapore's public policies in the post-Lee Kuan Yew era which was relevant in the past, continued to be relevant today and are likely to be so in the future within the globalised context;

- (b) Re-evaluate Singapore's public policies in the post-Lee Kuan Yew era which need fine-tuning due to changes in conditions and circumstances;
- (c) Formulate public policies and future growth strategies for Singapore so as to stay relevant in the post-Lee Kuan Yew era, extrapolating from new emerging trends, opportunities to be seized with challenges to be met and mastered.

For the research cluster in stage-three, which is the most critical of the three clusters, as it deals with Singapore's longer-term survival as a nation, ACI is looking at the policies options over the horizon of two to three decades from now.

2.2 Policy Impact versus Research Outputs

For a leading think-tank, what is the significant difference between policy impact and research output and is there a fine balance? Very often research output is confused with research impact. ACI takes pride in being helpful to local governments of states of India and provincial governments of Indonesia by helping them to attract foreign direct investment, improving business friendliness and set competitive policies through ACI's Ease of Doing Business Index. ACI has also seized the opportunity to offer India a Strategic Master Plan for Regional Economic Development Vision 2030. At present, ACI is conducting a rigorous quantitative analysis on contributing factors and trends of growth slowdown in sub-national economies of Asia as well as the impact of exchange rate fluctuations on the rate and trend of foreign direct investment (FDI) inflow to Asia.

ACI is also currently spearheading a joint research project with the Shandong Academy of Social Sciences to conduct an integrated liveability composite competitiveness ranking of 17 cities in the Shandong province focusing on sustainable development. Beyond Shandong, ACI previously advised the provincial government of Guangdong on how to promote further the innovation-driven growth, advising Mayor's Office of Chongqing Municipality on the grand plan of an aerotropolis city. Following the pioneering effort to develop a Global Liveable Cities Index for world's major 64 cities across five continents, ACI provided a benchmark model for the World Bank through ACI's 100 Greater China Liveable Cities Index to assist these Chinese cities for improving their liveability. Going even further, ACI embarked on a pioneering effort to construct an Index on Cost of Living, Purchasing Power and Wages of ordinary residents and expatriates for world's major 103 cities.

ACI works with The World Bank on tracking and analysing the quantitative impact Master Plan of ASEAN Connectivity (MPAC) adopted by ASEAN Leaders in October 2010. ACI also works with the European Central Bank by adopting a common methodological framework to study at company level the competitiveness, productivity and efficiency of European and Asian companies for potential synergies between them. These are good examples of research initiatives constituting impactful policy research, and in the first tranche of the research project, we are kick-starting the data analysis process in Singapore, Guangdong, Indonesia, Taiwan, and Vietnam by comparing firm level productivity and management efficiency across Asia.

Academic rigour and quality as assured for all ACI outputs come from various Economic Forums on Indonesia, ASEAN, India and Greater China. ACI's Annual Conferences also attract many senior officials from the government and private sector industry captains as well as professionals and academics in Asia with wide media coverage garnered in all

languages. Many of ACI publications are translated into Bahasa Indonesia and Chinese in order to reach a wider audience.

ACI is expected to carry through these proposed research projects, which constitutes a ten-year research cycle from 2011 to 2020, by publishing extensively research outputs in the form of internationally refereed journal papers, books, business case studies, reports on master plan for economic developments, policy research papers, technical working papers, policy briefs, and editorial-opinions. ACI will publicise our research findings by continuing to work closely and sharing these policy findings with governments, public policy making authorities, international agencies, private sectors and public policy-oriented research academics.

ACI has also been consistent in producing outputs well above the targets in terms of Key Performance Indicators (KPIs) set by MTI given a rather modest staff size. For instance, in 2016, ACI published eight journal papers against a target of four, in addition to contributing to eight editorial opinions and policy briefs as voluntary KPIs. Table 1 and Figures 1 and 2 in Chapter 2 show the track record of ACI's outputs.

ACI's Total Output

Table 1: Summary of ACI's Key Performance Indicators (KPIs) and Achievements: Financial Year 2013 - 2016

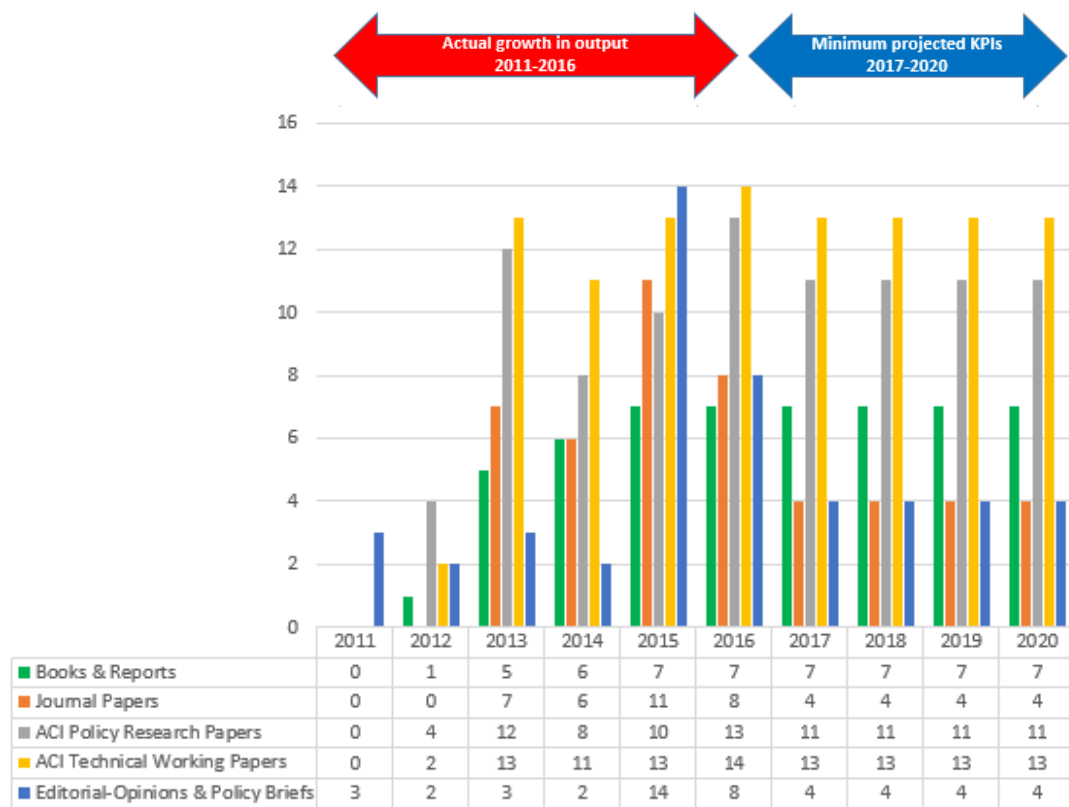
Type of Research Output		2013		2014		2015		2016	
	ACI's Outputs	KPI Targets	Achieved	KPI Targets	Achieved	KPI Targets	Achieved	KPI Targets	Achieved
A.	Books and Reports	4	5	5	6	6	7	7	7
B.	Journal Papers	2	7	2	6	3	11	4	8*
C.	ACI Policy Research Papers	7	12	8	8	10	10	11	13
D.	ACI Technical Working Papers	10	13	10	11	12	13	13	14
Voluntary KPI Contributions									
E.	Policy Briefs	--	--	--	--	--	5	--	4
F.	Editorial-Opinions	--	3	--	2	--	8	--	4
G.	Technical Data Description Notes	--	4	--	6	--	7	--	11
H.	Conference Proceedings	--	6	--	7	--	5	--	3
I.	Research Mission Reports	--	--	--	--	--	2	--	--

Notes:

- (a) Financial year refers to 1 April of any year to 31 March of the following year.
- (b) *: As of 31 March 2017, 8 journal papers have been completed and accepted for publication by internationally refereed journals.

Please refer to Appendix A for the full list of ACI's research outputs.

Figure I: ACI's Total Realised Outputs and Projected KPIs 2011-2020*



Source: ACI

*Notes:

- Data for 2011-2016 reflect actual research output produced by ACI during the financial year.
- Data for 2017-2020 indicate the minimum projected research KPIs of ACI.

Figure 2: ACI's Research and Outreach Output Infographics 2012-2016



ACI's research on the relative competitiveness of the economies in the ASEAN region as well as its analysis of the sub-national economies of China, India and Indonesia helps fill a critical gap in the understanding of economic growth and living standards in Asia. The Institute's research helps lay the groundwork for several local and national governments in the region to frame and improve their competitiveness policies, and provides guidance for businesses seeking to enter these markets.

RESEARCH OUTPUTS AND ACCOMPLISHMENTS FROM FY 2011-2016



In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.



2.3 Budget Forecasted and Funding Potential

Before the budgetary and funding situation for ACI mature gracefully to a more stable environment, getting senior PhDs now will increase cost, and their research orientations cannot be as easily directed like the way ACI presently coaches the 40 young researchers as growth locomotive with equally energetic administrative super ladies to run fast and nimbly so as to build reputation and meet MTI's KPIs. In fact this current model has succeeded beyond the initial expectations of the ACI management.

Given MTI's annual ACI funding of \$2.5 million per year up to 2021, the full time manpower for ACI as of 2016 is 46 with 19 full timers with 22 part-timers and 5 adjunct staff. The full time steady-state manpower requirement is projected to be 50 with the full time staff strength of 25 with 15 part-timers and 10 adjunct staff. Due to the overcrowding of office space, ACI has shifted to a more spacious new office premise at No. 18, Evan Road, Singapore in April 2016, where collaborating institutions such as The World Bank, European Central Bank, Confederation of Indian Industry, are expected to have reciprocal workstations located in ACI.

Since 2011, an effort was initiated by Co-Directors to set up endowment funds through solicitation of private sector donations, and the effort so far have yielded several millions. Currently ACI is looking for potential external sources of endowment fund and have put in place plans for attracting research grants to be awarded by international organisations, private sector and government agencies so as to build up the endowment fund further to the long-term target of \$50 million which should render greater impactful policy studies and research independence.

3. MEMORANDUMS OF UNDERSTANDING (MOUs) AND LETTERS OF INTENT (LOIs) SIGNED

Year 2016

3.1 MOU with Committee for Acceleration of Priority Infrastructure Delivery, Republic of Indonesia (Komite Percepatan Penyediaan Infrastruktur Prioritas, KPPIP) on 24 November 2016

NUS, acting through ACI at LKYSPP, signed an MOU with Acceleration of Priority Infrastructure Delivery (Komite Percepatan Penyediaan Infrastruktur Prioritas, KPPIP), Republic of Indonesia on 24 November 2016 where the ceremony took place during the ACI 2016 Annual Conference. Both NUS and KPPIP agreed to collaborate in conducting joint research and capacity building on issues related to Indonesia's infrastructure competitiveness.

The signing was represented by:

- Dr Wahyu Utomo, Acting Deputy Minister for Infrastructure Acceleration Coordination and Regional Development as the Chairman of the Implementation Team of the Committee for Acceleration of Priority Infrastructure Delivery, Indonesia
- Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy

3.2 MOU with Vietnam Chamber of Commerce and Industry on 24 November 2016

NUS, acting through ACI at LKYSPP, signed an MOU with Vietnam Chamber of Commerce and Industry (VCCI) on 24 November 2016 where the ceremony took place during the ACI 2016 Annual Conference. Both NUS and VCCI agreed to collaborate in conducting joint research related to conduct joint research, analyses and studies on competitiveness, business environment, economic governance at firm-level for small and medium enterprises, as well as organize events and/or forums for dialogues and discussions on these issues.

The signing was represented by:

- Dr Doan Duy Khuong, Executive Vice President, Vietnam Chamber of Commerce and Industry, Vietnam
- Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy

3.3 MOU between NUS and The World Bank, coordinating through ACI on 9 September 2016

NUS, coordinating through ACI at LKYSPP signed an MOU with The World Bank on 9 September 2016, during ACI – World Bank ASEAN Economic Forum at Oei Tiong Ham Lobby, Lee Kuan Yew School of Public Policy.

NUS and The World Bank aim to collaborate on exchanging views, experiences and developing joint work programmes pertaining to public policy formulation, implementation and outcome in the areas of connectivity and regional integration, infrastructure finance among many others. These joint activities will involve collaboration between World Bank and NUS' public policy research outfits and other affiliated schools and institutes from the university.

The signing ceremony was witnessed by Mr Ong Ye Kung, Acting Minister for Education, Singapore. The signing was represented by:

- Dr Jordan Z. Schwartz, Director, Infrastructure & Urban Development Hub, The World Bank
- Professor Tan Eng Chye, Provost and Deputy President (Academic Affairs), NUS

3.4 MOU with The Institute of World Economy at Shanghai Academy of Social Sciences on 13 April 2016

NUS, acting through ACI at LKYSPP, signed an MOU with The Institute of World Economy at Shanghai Academy of Social Sciences on 13 April 2016. Both NUS and Shanghai Academy of Social Sciences agreed to collaborate in conducting joint research and capacity building on issues related to analysis of China and ASEAN regional connectivity as outlined in the Asia Economic Connectivity Vision 2030 ("AECV2030") and competitiveness, including the use of the two Parties' Connectivity and Competitiveness Research Framework methodology for analyzing time series at aggregate and disaggregate levels based on ACI's datasets.

The signing ceremony was witnessed by Professor Yu Xinhui, Secretary, Shanghai Academy of Social Sciences CPC Committee and Professor Khong Yuen Foong, Li Ka Shing Professor of Political Sciences, LKYSPP-NUS. The signing was represented by:

- Professor Quan Heng, Deputy Director, Institute of World Economy, Shanghai Academy of Social Sciences, China
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.5 LOI with 6 Academic Institutions from 6 Provinces of Indonesia on 26 November 2015

NUS, acting through ACI at LKYSPP, signed six LOIs with six academic institutions from six Indonesian provinces, namely Jakarta, Central Java, Lampung, Riau, Riau Islands and South Sulawesi. The ceremony took place during the ACI 2015 Annual Conference. Both NUS and the six academic institutions agreed to collaborate in enhancing the knowledge of human resources of both parties.

The participating academic institutions agreed to be involved in ACI-led research on “Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces” by inviting academics as survey participants, on a yearly basis. ACI agreed to share and present our research findings to the institutions on a yearly basis and ACI will also share our publications (books, research papers, etc.) with the institutions as academic resource to enhance knowledge about competitiveness and related issues in Asia.

The signing was witnessed by Associate Professor Eduardo Araral, Vice Dean (Research), LKYSPP-NUS. The signing was represented by:

- Dr Franky Supriyadi, Director of Graduate Program, Prasetiya Mulya Business School, Jakarta, Indonesia
- Dr Amie Kusumawardhani, Faculty of Economics and Business, Diponegoro University, Indonesia
- Dr Didi Istaridi, Vice Rector IV, Politeknik Negori Batam, Riau Islands, Indonesia
- Prof. Dr Satria Bangsawan, Dean, Faculty of Economics and Business, The University of Lampung, Indonesia
- Dr Wahyu Hamidi, Vice Dean III, Faculty of Economics, University of Riau, Indonesia
- Prof. Dr Gagaring Pagalung, Dean, Faculty of Economics and Business, Hasanuddin University, Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.6 MOU with Chongqing Municipal People’s Government on 26 November 2015

NUS acting through ACI at LKYSPP signed an MOU with Chongqing Municipal People’s Government on 26 November 2015. The ceremony took place during the ACI 2015 Annual Conference.

The MOU aims to collaborate in conducting joint research over projects including “Connectivity between Chongqing, Singapore and ASEAN Members”, and “Incorporating Chongqing into the National Strategy of ‘One Belt and One Road’”, “Building Aerospace City in Chongqing”, providing policy suggestions in terms of economic development, social management to build Chongqing as an important hub on the “One Belt and One Road” and in Asia Connectivity, ultimately to improve Chongqing comprehensive competitiveness and promoting economic and trade exchanges and cooperation between Chongqing and Singapore and other ASEAN members.

The signing ceremony was represented by:

- Mr Li Qian, Deputy Director-General, Chongqing Foreign Trade and Economic Relations Commission, Chongqing Municipal People's Government, People's Republic of China
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.7 MOU with Central Institute for Economic Management, Vietnam on 26 November 2015

NUS, acting through ACI at LKYSPP and Central Institute for Economic Management (CIEM), signed an MOU during the ACI 2015 Annual Conference on 26 November 2015. NUS and CIEM intend to collaborate on exchanging results and methodological frameworks related to the analysis of competitiveness, including the extension of the ACI-Asia Competitiveness Research Network ("ACI-Asia CompNet") methodology for analysing firm level database.

The signing ceremony was represented by:

- Dr Tran Kim Chung, Vice President, Central Institute for Economic Management, Vietnam
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.8 MOU with Thailand Development Research Institute, Thailand on 26 November 2015

NUS, acting through ACI at LKYSPP and Thailand Development Research Institute (TDRI), signed an MOU during the ACI 2015 Annual Conference on 26 November 2015. NUS and TDRI intend to collaborate on exchanging results and methodological frameworks related to the analysis of competitiveness, including the extension of the ACI-Asia Competitiveness Research Network ("ACI-Asia CompNet") methodology for analysing firm level database.

The signing ceremony was represented by:

- Dr Kirida Bhaopichitr, Research Director, Thailand Development Research Institute, Thailand
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.9 MOU with Philippine Institute for Development Studies, Philippines on 26 November 2015

NUS, acting through ACI at LKYSPP and Philippine Institute for Development Studies (PIDS), signed an MOU during the ACI 2015 Annual Conference on 26 November 2015. NUS and PIDS intend to collaborate on exchanging results and methodological frameworks related to the analysis of competitiveness, including the extension of the ACI-Asia Competitiveness Research Network (“ACI-Asia CompNet”) methodology for analysing firm level database.

The signing ceremony was represented by:

- Dr Marife Ballesteros, Acting Vice President, Philippine Institute for Development Studies, Philippine
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.10 MOU with Institute of Strategic & International Studies, Malaysia on 26 November 2015

NUS, acting through ACI at LKYSPP and Institute of Strategic & International Studies (ISIS), Malaysia, signed an MOU during the ACI 2015 Annual Conference on 26 November 2015. NUS and ISIS Malaysia intend to collaborate on exchanging results and methodological frameworks related to the analysis of competitiveness, including the extension of the ACI-Asia Competitiveness Research Network (“ACI-Asia CompNet”) methodology for analysing firm level database.

The signing ceremony was represented by:

- Dato’ Steven Wong Cheng Ming, Deputy Chief Executive, Institute of Strategic and International Studies (ISIS), Malaysia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.11 MOU with Centre for Strategic and International Studies, Indonesia on 26 November 2015

NUS, acting through ACI at LKYSPP and Centre for Strategic and International Studies (CSIS), signed an MOU during the ACI 2015 Annual Conference on 26 November 2015. NUS and CSIS intend to collaborate on exchanging results and methodological frameworks related to the analysis of competitiveness, including the extension of the ACI-Asia Competitiveness Research Network (“ACI-Asia CompNet”) methodology for analysing firm level database.

The signing ceremony was represented by:

- Dr Djisman Simandjuntak, Chair, Board of Director, CSIS Foundation, Centre for Strategic and International Studies, Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.12 MOU with Government of Punjab and Confederation of Indian Industry was signed on 5 November 2015

NUS acting through ACI at LKYSPP, Government of Punjab and Confederation of Indian Industry (CII) entered into a tripartite MOU, in relation to ACI's initiated project "Master Plan on Ease of Doing Business in Punjab: Vision 2020", was signed on 05 November 2015 at CII Northern Region Headquarters, Chandigarh.

This MOU enables these three concerning parties to collaborate in conducting joint research to assess ease of doing business and enhance economic competitiveness thereby attracting investors to the state of Punjab.

The signing ceremony was witnessed by Mr Amit Dhaka, Managing Director for Punjab Small Industries & Export Corporation Limited, Government of Punjab, India, Mr S S Bhogal, Chairman of CII Punjab State Council, India and Dr Sasidaran Gopalan, Research Fellow at ACI-LKYSPP-NUS. The signing was represented by:

- Mr Anirudh Tewari, IAS, Principal Secretary, Investment Promotion, Government of Punjab, India
- Mr Pikender Pal Singh, Regional Director - Northern Region, Confederation of Indian Industry, India
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.13 MOU with Government of Odisha and Confederation of Indian Industry on 3 September 2015

A tripartite MOU between NUS acting through ACI at LKYSPP, Government of Odisha and Confederation of Indian Industry (CII), in relation to ACI's initiated project "Master Plan on Ease of Doing Business in Odisha: Vision 2020", was signed at Bhubaneswar, Odisha, India on 3 September 2015.

This MOU enables all three stakeholders to collaborate in conducting joint research to assess ease of doing business and enhance economic competitiveness thereby attracting investors to the state of Odisha.

The signing ceremony was witnessed by Mr Naveen Patnaik, Chief Minister of Odisha. The signing was represented by:

- Mr Sanjeev Chopra, IAS, Principal Secretary, Department of Industries, Government of Odisha, India
- Mr D S Ravindra Raju, Chairman, Confederation of Indian Industry, Odisha State Council, India
- Professor Tan Kong Yam, Co-Director, ACI-LKYSPP-NUS

3.14 LOI with Commonwealth Magazine Group, Taiwan, Republic of China on 31 August 2015

A LOI between ACI-LKYSP-NUS and Commonwealth Magazine Group, Taiwan, Republic of China, was signed on 31 August 2015 during ACI Review Seminar.

Under this LOI, both institutions are encouraged to work closely to explore areas of interests pertaining to competitiveness and public policies with a particular focus on Asia economies. Policy research findings will be identified and reported as special policy features in Commonwealth Magazine.

The signing ceremony was witnessed by Professor Tan Chorh Chuan, President of NUS, Professor Kishore Mahbubani, Dean of LKYSP, NUS and Professor Tan Kong Yam, Co-Director of ACI-LKYSP-NUS. The signing was represented by:

- Madam Diane Ying, Editor-in-Chief, Commonwealth Magazine Group, Taiwan, Republic of China
- Dr Tan Khee Giap, Co-Director, ACI-LKYSP-NUS

3.15 MOU with Chung-Hua Institution for Economic Research, Taiwan, Republic of China on 31 August 2015

NUS, acting through ACI at LKYSP and Chung-Hua Institution for Economic Research (CIER), Taiwan, Republic of China, signed an MOU on 31 August 2015. NUS and CIER intend to collaborate on exchanging results and methodological frameworks related to the analysis of competitiveness, including the extension of the ACI-Asia Competitiveness Research Network (“ACI-Asia CompNet”) methodology for analysing firm level database.

The signing ceremony took place during ACI Review Seminar on “Competitiveness Studies of ASEAN-10: Vietnam at a Crossroads, Master Plan on ASEAN Connectivity and Income Growth Analysis”.

The signing ceremony was witnessed by Professor Tan Chorh Chuan, President of NUS, Professor Kishore Mahbubani, Dean of LKYSP, NUS and Professor Tan Kong Yam, Co-Director of ACI-LKYSP-NUS. The signing was represented by:

- Professor Wu Chung-Shu, President, Chung-Hua Institution for Economic Research, Taiwan, Republic of China
- Dr Tan Khee Giap, Co-Director, ACI-LKYSP-NUS

3.16 MOU with China Institute for Reform and Development, Haikou, China on 31 August 2015

An MOU between NUS, acting through ACI at LKYSP, and China Institute for Reform and Development (CIRD) was signed on 31 August 2015, during the ACI Review Seminar. Both NUS and CIRD agreed to collaborate in conducting joint research and capacity building on issues related to analysis of China and ASEAN regional connectivity as outlined in the Asia Economic Connectivity Vision 2030 (“AECV2030”) and competitiveness, including the use of the two Parties’

Connectivity and Competitiveness Research Framework methodology for analyzing time series at aggregate and disaggregate levels based on ACI's datasets.

The signing ceremony was witnessed by Professor Tan Chorh Chuan, President of NUS, Professor Kishore Mahbubani, Dean of LKYSP, NUS, Professor Tan Kong Yam, Co-Director of ACI-LKYSP-NUS and Professor Chang Xiuze, Academy of Macroeconomic Research, National Development and Reform Commission, China. The signing was represented by:

- Professor Chi Fulin, President, China Institute for Reform and Development, China
- Dr Tan Khee Giap, Co-Director, ACI-LKYSP-NUS

3.17 MOU with Shandong Academy of Social Sciences, China on 31 August 2015

NUS, acting through ACI at LKYSP, and Shandong Academy of Social Sciences, China signed an MOU on 31 August 2015, during the ACI Review Seminar. Under this MOU, both parties desire to strengthen international exchange and cooperation among think tanks, build a high-profile platform for academic exchanges in an era of big data and contribute to regional socioeconomic development.

The signing ceremony was witnessed by Professor Tan Chorh Chuan, President of NUS, Professor Kishore Mahbubani, Dean of LKYSP, NUS, Professor Tan Kong Yam, Co-Director of ACI-LKYSP-NUS and Mr Zhang Shucun, Dean of Shandong Academy of Social Science. The signing was represented by:

- Dr Li Shanfeng, Dean, Sociology Institute, Shandong Academy of Social Sciences, People's Republic of China
- Dr Tan Khee Giap, Co-Director, ACI-LKYSP-NUS

3.18 MOU with The World Bank on 31 August 2015

ACI at LKYSP, acting on behalf of NUS and The World Bank entered an MOU on 31 August 2015, during ACI Review Seminar.

NUS and The World Bank aim to collaborate on exchanging results and methodological frameworks related to the analysis of the ASEAN intra-regional connectivity as outlined in the Master Plan of ASEAN Connectivity adopted by ASEAN Leaders in October 2010 ("MPAC"), and competitiveness, including the extension of the ACI Connectivity and Competitiveness Research Framework methodology for analysing time series at aggregate and disaggregate levels based on ACI's datasets.

The signing ceremony was witnessed by Professor Tan Chorh Chuan, President of NUS, Professor Kishore Mahbubani, Dean of LKYSP, NUS and Professor Tan Kong Yam, Co-Director of ACI-LKYSP-NUS. The signing was represented by:

- Dr Cledan Mandri-Perrott, Head of Infrastructure Finance and PPP, The World Bank Group Singapore
- Dr Jordan Z. Schwartz, Director (Ag), The World Bank Group Singapore

- Dr Tan Khee Giap, Co-Director, ACI-LKYSP-NUS

3.19 MOU with Government of Bihar and Confederation of Indian Industry was signed on 22 July 2015

NUS acting through ACI at LKYSP, Government of Bihar and Confederation of Indian Industry entered into a tripartite MOU, in relation to ACI's initiated project "Master Plan on Ease of Doing Business in Bihar: Vision 2020", was signed on 22 July 2015 at Hotel Maurya, Patna.

This MOU enables these three concerning parties to collaborate in conducting joint research to assess ease of doing business and enhance economic competitiveness thereby attracting investors to the state of Bihar.

The ceremony was witnessed by A K Singh, Chief Secretary, Government of Bihar. The signing was represented by:

- Mr Tripurari Sharan, IAS, Principal Secretary, Department of Industries, Government of Bihar, India
- Mr S P Sinha, Chairman, Confederation of Indian Industry, Bihar State Council, India
- Professor Tan Kong Yam, Co-Director, ACI-LKYSP-NUS

3.20 MOU with Government of Madhya Pradesh and Confederation of Indian Industry was signed on 20 July 2015

The tripartite MOU between NUS acting through ACI at LKYSP, Government of Madhya Pradesh and Confederation of Indian Industry, in relation to ACI's initiated project "Master Plan on Ease of Doing Business in Madhya Pradesh: Vision 2020", was signed on 20 July 2015 at Vallabh Bhawan, Arera Hills, Bhopal.

This MOU enables these three concerning parties to collaborate in conducting joint research to assess ease of doing business and enhance economic competitiveness thereby attracting investors to the state of Madhya Pradesh.

The signing ceremony was witnessed by Ms Yashodhara Raje Scindia, Honourable Minister of Commerce & Employment, Madhya Pradesh. The signing was represented by:

- Mr Mohammed Suleman, IAS, Principal Secretary, Department of Commerce, Industry & Employment, Government of Madhya Pradesh, India
- Mr Girish Mangla, Chairman, Madhya Pradesh State Council, Confederation of Indian Industry, India
- Professor Tan Kong Yam, Co-Director, ACI-LKYSP-NUS

3.21 MOU with Government of Chhattisgarh and Confederation of Indian Industry was signed on 11 July 2015

A tripartite MOU between NUS acting through LKYSPP's ACI, Government of Chhattisgarh and Confederation of Indian Industry (CII), in relation to ACI's initiated project "Master Plan on Ease of Doing Business in Chhattisgarh: Vision 2020", was signed on 11 July 2015 in Chhattisgarh.

The three parties concerned in this MOU agreed to collaborate in conducting joint research and capacity building issues related to "Master Plan on Ease of Doing Business in Chhattisgarh".

The signing ceremony was witnessed by Dr Raman Singh, Honourable Chief Minister of Chhattisgarh. The signing was represented by:

- Mr Subodh Kumar Singh, Principal Secretary, Department of Commerce and Industries, Government of Chhattisgarh, India
- Mr Ashish Jain, Chairman, Confederation of Indian Industry, Chhattisgarh State Council, India
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.22 MOU with Government of Andhra Pradesh and Confederation of Indian Industry was signed on 30 March 2015

A tripartite MOU between NUS acting through ACI at LKYSPP, Government of Andhra Pradesh and Confederation of Indian Industry (CII), in relation to ACI's initiated project "Master Plan on Ease of Doing Business in Andhra Pradesh: Vision 2020", was signed on 30 March 2015 at the University Club at Shaw Foundation Alumni House.

The MOU enables all three stakeholders to collaborate in conducting a state-level research study for the development of a "Master Plan on Ease of Doing Business in Andhra Pradesh" and to conduct joint research initiatives on ease of doing business and enhancing economic competitiveness.

The MOU was witnessed by Honourable Chief Minister of Andhra Pradesh, Sri Nara Chandra Babu Naidu, Mr Aramane Giridhar, Principal Secretary, Municipal Administration & Urban Development Department, Government of Andhra Pradesh, Sri Vijay Thakur Singh, High Commissioner of India to Singapore and Mr Girija Pande, Past Chairman, CII India Business Forum, Singapore. The host for the ceremony is Professor Tan Eng Chye, Provost and Deputy President (Academic Affairs) of NUS. The signing was represented by:

- Mr Shamsher Singh Rawat, Secretary & CIP, Department of Industries & Commerce, Government of Andhra Pradesh, India
- Mr Sathish Raman, Head - Southeast Asian Region, Confederation of Indian Industry, Singapore
- Honourable Minister Sri Yanamala Ramakrishnu, Honourable Minister for Finance & Planning, Commercial Taxes and Legislative Affairs and Honourable Minister Sri Ponguru Narayana, Honourable Minister for Municipal Administration Department, Urban Water Supply & Urban Planning from

State of Andhra Pradesh were amongst the delegation from Andhra Pradesh at the ceremony.

- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.23 MOU with Confederation of Indian Industry was signed on 19 March 2015

An MOU between NUS acting through ACI at LKYSPP and the Confederation of Indian Industry (CII) to collaborate in relation to ACI's initiated project on "Master Plan on Ease of Doing Business in India: Vision 2020" was signed on 19 March 2015 during the CII Annual Regional (Northern) Meeting held at Le Meridian, Delhi.

The signing ceremony was witnessed by Ambassador Lim Thuan Kuan, High Commissioner of Singapore in India, and Mr Ajay S. Shriram, President of CII. The signing was represented by:

- Mr Chandrajit Banerjee, Director-General of CII
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

By request of CII, the MOU was re-signed again at the "CII National Conference and Annual Session 2015" held on 6 April in Hotel Taj Palace, Delhi. The ceremony was witnessed by Mr Amitabh Kant, Secretary, Ministry of Commerce & Industry, Ambassador Lim Thuan Kuan, High Commissioner of Singapore in India, and Mr Ajay S Shriram, President of CII.

3.24 LOI with Counsellors' Office, the People's Government of Guangdong Province was signed on 17 December 2014

A LOI between ACI-LKYSPP-NUS and Counsellors' Office, the People's Government of Guangdong Province was signed on 17 December 2014.

The LOI intends to encourage the researchers from both institutions to have academic exchange and cooperation, including capitalizing the respective advantages, cooperating in data collection and social surveys and publishing research results in international and Chinese domestic academic journals.

The signing ceremony was represented by:

- Mdm Zhang Xiaolan, Secretary, Party Leadership Group & Director (Curator), Counsellor's Office, People's Government of Guangdong Province (Research Institute of History and Culture), People's Republic of China
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.25 MOU with SPRING Singapore was signed on 26 November 2014

NUS, acting through ACI at LKYSPP, and SPRING Singapore entered into a two-year MOU on 26 November 2014. Both NUS and SPRING agreed to cooperate in relation to one of ACI's flagship project titled the "Construction of Indices based on Longitudinal Company-based Evidence to Track Productivity and Efficiency for Small and Medium Enterprises (SMEs) against Multinational Corporations (MNCs) across Asian, European, and Scandinavian Economies".

The signing ceremony was witnessed by Mr S Iswaran, Minister, Prime Minister's Office, Second Minister for Home Affairs & Second Minister for Trade & Industry. The signing was represented by:

- Ms Chew Mok Lee, Assistant Chief Executive, SPRING Singapore
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.26 MOU with Competitiveness Research Network (CompNet), European Central Bank was signed on 26 November 2014

NUS, acting through ACI at LKYSPP signed an MOU with Competitiveness Research Network, (CompNet) of European Central Bank on 26 November 2014 during the ACI 2014 Annual Conference.

The collaboration between both parties aims to exchange results and methodological frameworks related to the analysis of competitiveness, including the extension of the CompNet methodology for analysis from level data to ACI's database.

The signing ceremony was witnessed by Mr S Iswaran, Minister, Prime Minister's Office, and Second Minister for Home Affairs & Second Minister for Trade & Industry. The signing was represented by:

- Dr Filippo di Mauro, Chairman, CompNet, European Central Bank
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.27 MOU with Indonesian Agency for Agricultural Research and Development, Ministry of Agriculture, Indonesia was signed on 14 October 2014

The MOU between ACI and the Indonesian Agency for Agricultural Research and Development, Republic of Indonesia (IAARD) was signed during the “International Symposium on Applied System Analysis” on 14 October 2014 in Jakarta, Indonesia. The ceremony was witnessed by Dr Rusman Heriawan, the Indonesian Vice Minister of Agriculture. Both parties agreed to collaborate in conducting joint research on agricultural competitiveness, environmental and natural resources economics and policy, and agricultural sustainable development.

The ACI team presented our research findings on the “Competitiveness Ranking, Simulation Analysis and Development Strategies for 33 Provinces and Six Regions in Indonesia” and “Agricultural Productivity in Indonesia” during the one-day symposium themed “Rehearsing Strategic Programme Related to Cross Cutting Issues for Sustainable Agriculture”. The symposium was jointly organised by ACI, IAARD, and the President's Delivery Unit for Development Monitoring and Oversight (UKP4), International Institute for Applied System Analysis (IIASA) and Indonesian National Committee for Applied Systems Analysis (INCASA).

The signing ceremony was represented by:

- Dr Agung Hendriadi, Executive Secretary, Indonesian Agency for Agricultural Research and Development (IAARD), Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.28 MOU with Indonesia Investment Coordinating Board (Komite Percepatan Penyediaan Infrastruktur Prioritas, BKPM) was signed on 7 October 2014

ACI signed an MOU with the Indonesia Investment Coordinating Board (Komite Percepatan Penyediaan Infrastruktur Prioritas, BKPM) during the “Indonesia Investment Award 2014” on 7 October 2014 in Jakarta, Indonesia. Both parties agreed to collaborate in conducting joint research and capacity building on issues related to Indonesia’s competitiveness.

H.E. Mahendra Siregar, Chairman of BKPM, further endorsed the relevance of ACI’s research work on “Competitiveness Analysis of 33 Indonesian Provinces” to the growth of Indonesia’s economy, in his keynote address to the audience of 500 government officials from 33 provinces.

The signing ceremony was represented by:

- H.E. Mahendra Siregar, Chairman, Indonesia Investment Coordinating Board, Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.29 MOU with Insurance Authority of United Arab Emirates was signed on 19 March 2014

Delegation from United Arab Emirates (UAE) Insurance Authority led by H.E. Ebrahim Obaid Al Zaabi visited ACI from 17 to 19 March 2014.

The collaboration aims at enhancing contribution of the insurance sector to the economy of UAE and establishing her competitiveness as the leading insurance/financial hub within the Middle Eastern region.

In addition to the MOU signing ceremony, ACI also arranged and attended meetings between the delegation and

- Insurance Division, Monetary Authority of Singapore
- Great Eastern Life Assurance

The signing of MOU between ACI and UAE Insurance Authority took place on 19 March 2014 in LKY School. The ceremony was witnessed by Professor Kishore Mahbubani, Dean, LKY School, NUS and Mrs Fang Ai Lian, Chairman, Great Eastern Holdings Ltd. The signing was represented by:

- H.E. Ebrahim Obaid Al Zaabi, Director General, Insurance Authority of United Arab, United Arab Emirates
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.30 LOIs with 33 Provincial Employer’s Association of Indonesia (Asosiasi Pengusaha Indonesia, APINDO) were signed on 26 November 2013

NUS, acting through ACI at LKYSPP, signed LOIs with 33 Provincial Employer’s Association of Indonesia (Asosiasi Pengusaha Indonesia, APINDO) were also signed on 26 November 2013 during the ACI 2013 Annual Conference.

The participating APINDO in 33 provinces agreed to be involved in ACI-led research on “Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces” by inviting APINDO members in each province as survey participants, on a yearly basis. ACI agreed to share and present our findings to APINDO members on a yearly basis and ACI will also share our publications (books, research papers, etc.) with the APINDO members as resource to enhance knowledge about competitiveness and related issues in Asia.

The signing ceremony was witnessed by Mr Teo Ser Luck, Minister of State for Trade and Industry, Singapore. The signing was represented by APINDO representatives from every province and Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS.

3.31 LOIs with 33 Academic Institutions from 33 Provinces of Indonesia were signed on 26 November 2013

NUS, acting through ACI at LKYSPP, signed LOIs with 33 academic institutions from 33 provinces of Indonesia were signed on 26 November 2013. The signing ceremony was part of the programme on the ACI 2013 Annual Conference. The participating academic institutions agreed to be involved in ACI-led research on “Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces” by inviting academics as survey participants, on a yearly basis. ACI agreed to share and present our research findings to the institutions on a yearly basis and ACI will also share our publications (books, research papers, etc.) with the institutions as academic resource to enhance knowledge about competitiveness and related issues in Asia.

The signing ceremony was witnessed by Mr Teo Ser Luck, Minister of State for Trade and Industry, Singapore. The signing was represented by academic representatives from every institution and province, and Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS.

3.32 MOU with Indonesian President’s Delivery Unit for Developing Monitoring and Oversight (Unit Kerja Presiden Bidang Pengawasan dan Pengendalian Pembangunan, UKP4) was signed on 26 November 2013

ACI at LKYSPP, on behalf of NUS, signed an MOU with Indonesian President’s Delivery Unit for Developing Monitoring and Oversight (Unit Kerja Presiden Bidang Pengawasan dan Pengendalian Pembangunan, UKP4) on 26 November 2013. The ceremony took place during the ACI 2013 Annual Conference. Both

NUS and UKP4 agreed to collaborate in conducting joint research and capacity building on issues related to Indonesia's competitiveness.

The signing ceremony was witnessed by Mr Heng Swee Keat, Minister for Education, Singapore. The signing was represented by:

- Professor Kuntoro Mangkusubroto, Head, President's Delivery Unit for Development Monitoring and Oversight (UKP4), Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.33 MOU with Employer's Association of Indonesia (Asosiasi Pengusaha Indonesia, APINDO) was signed on 26 November 2013

NUS, acting through ACI at LKYSPP and Employer's Association of Indonesia (Asosiasi Pengusaha Indonesia, APINDO) entered into a five-year MOU on 26 November 2013, during the ACI 2013 Annual Conference. NUS and APINDO agreed to collaborate to conduct joint-research on competitiveness analysis and development strategies for Indonesian provinces by way of field work, including surveys, interviews and focus group discussion.

The signing ceremony was witnessed by Mr Heng Swee Keat, Minister for Education, Singapore. The signing was represented by:

- Mr Sofjan Wanandi, Chairman, Employer's Association of Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

3.34 MOU with Abu Dhabi's Department of Economic Development, United Arab Emirates was signed on 16 July 2013

A one-year MOU between NUS, acting through ACI at LKYSPP and Abu Dhabi's Department of Economic Department, United Arab Emirates was signed on 16 July 2013 in Department of Economic Development, Abu Dhabi. Both parties agreed to cooperate in research areas pertaining to the Emirate of Abu Dhabi focusing on productivity improvement with the focus on promising sectors and economic diversification and competition policy and consumer protection.

The signing ceremony was represented by:

- Mr Mohammed Omar Abdulla, Undersecretary, Department of Economic Development (DED), Abu Dhabi
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS.

3.35 LOIs signed with Indonesian Provincial Governments

3.35.1 East Kalimantan – signed on 30 July 2013

The Provincial Government of East Kalimantan Province, Republic of Indonesia and NUS, acting through ACI at LKYSPP signed a LOI to establish cooperation in improving the competitiveness of human resources in the fields of investment, trade and economy on 30 July 2013 in Balikpapan, East Kalimantan, Indonesia.

The signing ceremony was represented by:

- Dr H. Awang Faroek Ishak, Governor, Provincial Government of East Kalimantan, Republic of Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS.

3.35.2 East Java – signed on 25 June 2013

3.35.3 Southeast Sulawesi – signed on 25 June 2013

3.35.4 North Sulawesi – signed on 25 June 2013

NUS, acting through ACI at LKYSPP signed LOIs with three Indonesian provincial governments were signed on 25 June 2013. Under these LOIs, the parties of each LOI agreed to cooperate in enhancing the competitiveness of human resources through training or courses related to policy formulation, evaluation of development achievement, institutional management and governance.

The signing ceremony took place in Jakarta, during the ACI Book Launch and Seminar on "Annual Competitiveness and Analysis and Development Strategies for 33 Indonesian Provinces" - Indonesia as Rising Middle Power. The ACI book "Annual Competitiveness Analysis and Development Strategies for 33 Provinces of Indonesia" was launched during this seminar and the book authors presented the overview on the book. This event was jointly organised by Coordinating Ministry for Economic Affairs, Indonesia, ACI-LKYSPP-NUS in conjunction with Employer's Association of Indonesia (Asosiasi Pengusaha Indonesia –APINDO), and University of Indonesia (Universitas Indonesia – UI).

The signing ceremony was represented by:

- Dr Hadi Prasetyo, Chairman, East Java Economic Team, Republic of Indonesia
- Dr H. Nur Alam., Governor, Province of Southeast Sulawesi, Republic of Indonesia
- Dr Noldy Tuerah, Head, Development Planning Agency (Bappeda), Province of North Sulawesi, Republic of Indonesia
- Dr Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS

4. FLAGSHIP AND THEMATIC RESEARCH PROJECTS




This section provides details of achievements on each of the many flagship projects with related research outputs which include publications in books, refereed journal papers, reports, policy papers, technical working papers, editorial-comments. Such diverse range of research outputs demonstrate ACI's impact on various stakeholders in the Asian region in particular, in quite a few case studies covering the globalised world too.

4.1 Ongoing Projects


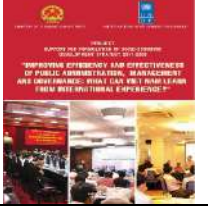
Annual Flagship Projects (Since 2011)

4.1.1 Annual Competitiveness Ranking and Simulation Studies of ASEAN-10

Related Research Output

Title and Details	Front Cover
Books & Reports	
Tan, K.G., Nguyen, L.P.A. and Luu, N.T.D. (2017). <i>“2016 Annual Competitiveness Analysis and Growth Slowdown Analysis for ASEAN-10,”</i> Singapore: World Scientific Publishing [Forthcoming]	
Tan, K.G., Nguyen, L.P.A., Gopalan, S. and Luu, N.T.D. (2017). <i>“2015 Annual Competitiveness Analysis, Agricultural Productivity and Development Vision for ASEAN-10,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.	
Tan, K.G., Low L., Yoong, S.W.C. and Tan, K.Y. (2016). <i>“2014 Annual Competitiveness Ranking and Simulation Study for ASEAN-10 and Development Strategies to Enhance Asia Economic Connectivity,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.	

Title and Details	Front Cover
<p>Tan, K.G., Low L., Tan, K.Y. and Lim, L.A. (2013). <i>“Annual Analysis of Competitiveness, Development Strategies and Public Policies on ASEAN-10: 2000-2010,”</i> Singapore: Pearson Education South Asia Pte. Ltd.</p>	
Journal Papers	
<p>Tan, K.G., Gopalan, S. and Nguyen, L.P.A. (2017). <i>“Financial Deepening and Economic Growth in Transition Southeast Asian Economies: A Geweke Causality”</i> Review of Pacific Basin Financial Markets and Policies (USA) [Forthcoming]</p>	
<p>Tan, K.G., Hoaran, S. and Rajan, R.S. (2017). <i>“Measuring Agricultural Total Factor Productivity for the Association of South East Asian Nations (ASEAN) Region”</i> International Journal of Technological Learning, Innovation and Development (Brazil) [Forthcoming]</p>	
<p>Tan, K.G., Tan, E.B.K. and Kwan, V.W.S. (2016). <i>“Drivers of Growth in the Travel and Tourism Industry in Thailand and Singapore: A Geweke Causality Analysis,”</i> Public Enterprise Quarterly, Vol. 22, pp. 56-78 (Slovenia)</p>	
<p>Tan, K.G., Gopalan, S. and Ye, Y. (2016). <i>“Drivers of Growth in the Travel and Tourism Industry in Malaysia: A Geweke Causality Analysis, Economies,”</i> Vol. 4, No. 3, pp. 1-15 (Switzerland)</p>	
<p>Tan, K.G., Nguyen, L.P.A. and Ye, Y. (2015). <i>“Development Growth Models for Singapore and Malaysia: A Geweke Causality Analysis,”</i> Journal of Centrum Cathedra: The Business and Economics Research Journal, Vol. 8, No. 2, pp. 165-186 (Peru)</p>	
<p>Rajan, R.S., Tan, K.G. and Tan, K.Y. (2014). <i>“Fiscal sustainability in selected developing ASEAN economies,”</i> International Journal Public Policy</p>	
<p>Tan, K.Y., Tilak, A. and Tan, K.G. (2014). <i>“Shifting Drivers of Growth: Policy Implications for ASEAN-5,”</i> Asian Economic Papers Winter/Spring 2015, Vol. 14, No. 1, pp. 157-173 (USA)</p>	





Title and Details	Front Cover
<p>Tan, K.G. and Tan, K.Y. (2014). <i>“Assessing competitiveness of ASEAN-10 economies,” International Journal of Economics and Business Research, Vol. 8, No. 4, pp. 377-398 (UK)</i></p>	
ACI Policy Research Papers	
<p>Oba, M. and Tan, K.G. (2015). <i>“Study of Japan's Creative Industry in ASEAN”</i></p>	
<p>Tan, K.G., Tan, E.B.K. and Kwan, V.W.S. (2015). <i>“Empirical Evidence of Tourism Competitiveness and Growth in Singapore and Thailand,” Public Enterprise Quarterly, Vol. 22 No.1, pp. 56-78 (Slovenia)</i></p>	
<p>Rajan, R.S., Tan, K.G. and Tan, K.Y. (2014). <i>“Fiscal sustainability in selected developing ASEAN economies,” International Journal of Public Policy</i></p>	
<p>Tan, K.G. and Tan, K.Y. (2013). <i>“Assessing competitiveness of ASEAN-10 economies”</i></p>	
<p>Vu. M.K. (2012). <i>“Enhancing Vietnam's Economic Competitiveness: Issues and Recommendations 2010”</i></p>	
<p>Tan, K.G, Tan, K.Y. and Toh, R. (2012). <i>“Timor-Leste: From Aid to Trade”</i></p>	
<p>Eduardo, A.N.N.A. and Vu, M.K. (2012). <i>“Improving Efficiency and Effectiveness of Public Administration, Management and Governance: What can Vietnam learn from international experience?” United Nations Development Programme</i></p>	
ACI Technical Working Papers	
<p>Tan, K.G., Luu, N.T.D. and Lian, X. (2016). <i>“Are ASEAN Economies Experiencing a Growth Slowdown?: An Empirical Investigation,”</i></p>	
<p>Tan, K.G., Gopalan, S. and Nguyen, L.P.A. (2015). <i>“Empirical Evidence by Geweke Approach on Economic Stagnation of Cambodia, Laos, Myanmar and Vietnam”</i></p>	
<p>Tan, K.G., Nguyen, L.P.A. and Ye, Y. (2015). <i>“Empirical Evidence by Geweke Approach on Development Growth Models for Singapore and Malaysia” Journal of Centrum Cathedra: The Business and Economics Research Journal, Vol. 8, No. 2, pp.165-186</i></p>	
<p>Tan, K.G., Gopalan, S. and Ye, Y. (2015). <i>“Drivers of Growth in the Travel and Tourism Industry in Malaysia: A Geweke Causality Analysis” Economies, Vol. 4, No. 3, pp. 1-15 (Switzerland)</i></p>	
<p>Tilak, A., Tan, K.G., Nguyen, L.P.A. and Tandon, A. (2015). <i>“Economic Interdependence Among ASEAN-5 Before and After the Implementation of the Master Plan on ASEAN Connectivity (MPAC)”</i></p>	
<p>Tilak, A., Tan, K.G., Nguyen, L.P.A. and Tandon, A. (2015). <i>“Economic Interdependence Among ASEAN-8 Before and After the Implementation of the Master Plan on ASEAN Connectivity (MPAC)”</i></p>	

Title and Details	Front Cover
Tilak, A., Tan, K.G., Nguyen, L.P.A. and Tandon, A. (2015). “Trend Analysis of Quarterly Real GDP for ASEAN-10”	
Tan, K.G., Suo, H. and Rajan, R.S. (2015). “How Productive is the Agricultural Sector in ASEAN?”	
Tan, K.Y., Tilak, A. and Tan, K.G. (2013). “Shifting Drivers of Growth: Policy Implications for ASEAN-5,” <i>Asian Economic Papers</i>	
Vu, M.K. (2012). “ASEAN Countries and Emerging Trade Patterns: China’s Effects, Structural Change, and Policy Implications”	
ACI Policy Briefs	
Tan, K. G., Luu, N.T.D. (2016). “APEC 2017: Springboard for Economic Initiatives from Vietnam”	
Tan, K.G., Nguyen, L.P.A. and Luu, N.T.D. (2016). “Make or Break for Vietnam in the TPP Era”	
Editorial-Opinion	
Tan, K. G., Luu, N.T.D. (2017). “APEC 2017: Springboard for Economic Initiatives from Vietnam,” <i>The Jakarta Post</i> , 31 January 2017	
Tan, K.G., Nguyen, L.P.A. and Luu, N.T.D. (2016). “Make or Break for Vietnam in the TPP Era,” <i>The Straits Times</i> , 25 February 2016	

4.1.2 Annual Tracking and Analysis of Competitiveness and Simulation Studies of 34 Economies and Five Regions of Greater China

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Wang, P. and Xie, T. (2017). <i>“2016 Annual Update of Provincial and Regional Competitiveness Analysis for Greater China”</i> Singapore: World Scientific Publishing Co Pte. Ltd. [Forthcoming]</p>	
<p>Tan, K. G., Yuan, R. and Teleixi X. (2017). <i>“2015 Estimation of Agricultural Productivity and Annual Update of Competitiveness Analysis for Greater China,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K. G., Yuan, R. and Yoong S.W.C. (2015). <i>“2014 Annual Provincial and Regional Competitiveness Analysis for Greater China Economies: Development Strategies under the New Normal,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p> <p>陈企业、袁冉东、熊蔚慈. (2015). <i>《2014 大中华经济圈省域与区域竞争力分析年度更新：新常态的发展战略展望》</i>，世界科技出版公司（新加坡）</p>	
<p>Tan, K. G., Yuan, R., Yoong S.W.C. and Yang, M. (2014). <i>“Annual Analysis of Competitiveness, Simulation Studies and Development Perspective for 34 Greater China Economies: 2000-2010,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p> <p>陈企业、袁冉东、熊蔚慈、杨沐. (2014). <i>《大中华经济圈 34 个经济体竞争力分析，发展战略及公共政策：2000-2010》</i>，Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
Journal Papers	
<p>Tan, K.G., Yuan, R. and Yoong, S.W.C. (2017). <i>“Assessing Development Strategies of Jiangsu and Taiwan: A Geweke Causality Analysis,”</i> <i>Review of Pacific Basin Financial Markets and Policies (USA)</i> [Forthcoming]</p>	



Title and Details	Front Cover
<p>Tan, K.G., Yuan, R. and Yoong, S.W.C. (2017). “Assessing Regional Competitiveness in Greater China,” <i>International Journal of Business and Globalisation</i> (UK) [Forthcoming]</p>	
<p>Tan, K.G, Suo, H. and Rajan, R.S. (2016). “Estimating Provincial Agricultural Total Factor Productivity in Mainland China,” <i>International Journal of Business Performance Management</i>, Vol. 17, No. 4, pp. 394-412 (UK)</p>	
<p>Tan, K.G., Yuan, R. and Yoong, S.W.C. (2015). “Assessing Competitiveness and Development Strategies in 34 Greater China Economies,” <i>International Journal of Chinese Culture and Management (IJCCM)</i>, Vol. 3, No. 4, pp. 323-350 (UK)</p>	
<p>ACI Policy Research Papers</p>	
<p>Tan, K.G., Yuan, R. and Yoong, S.W.C. (2017). “Assessing Regional Competitiveness in Greater China,” <i>International Journal of Business and Globalisation</i> (UK) [Forthcoming]</p>	
<p>GU, Q. (2013). 《中国公务员制度》</p>	
<p>Tan, K.G., Yuan, R. and Yoong, S.W.C. (2013). “Assessing Competitiveness and Development Strategies in 34 Greater China Economies,” <i>International Journal of Chinese Culture and Business Management</i></p>	
<p>ACI Technical Working Papers</p>	
<p>Tan, K.G., Lian, X. and Xie, T. (2016). “Understanding the Dynamics of Growth Slowdown for Greater China Economies: An Empirical Assessment”</p>	
<p>Tan, K.G., Yuan, R. and Yoong, S.W.C. (2015). “Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Rapid Economic Progress for Jiangsu and Taiwan: A Geweke Causality Analysis”</p>	
<p>Tan, K.G, Suo, H. and Rajan, R.S. (2017). “Estimating Provincial Agricultural Total Factor Productivity in Mainland China” <i>International Journal of Business Performance Management</i> [Forthcoming]</p>	
<p>ACI Research Missions Report</p>	
<p>ACI Field Trip to Guangdong on “Implementation of Innovation-Driven Development Strategies and Enhance the Core Competitiveness of Guangdong’s Economy under the New Normal”, Invited by Counsellors’ Office, the People’s Government of Guangdong Province, 12 – 17 April 2015, Guangdong, China, (2015)</p>	

4.1.3 Annual Analysis of Competitiveness, Simulation Studies and Development Perspective for States and Federal Territories of India

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Gopalan, S., Tandon, A. and Tan, K.Y. (2017). <i>“2016 Annual Competitiveness and Growth Slowdown Analysis for Sub-National Economies of India,”</i> Singapore: World Scientific Co Pte. Ltd. [Forthcoming]</p>	
<p>Tan, K.G., Gopalan, S., and Tan, K.Y. (2017). <i>“Inaugural 2016 Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for 21 Sub-National Economies of India,”</i> [Forthcoming]</p>	
<p>Tan, K.G., Gopalan, S. and Tandon, A. (2017). <i>“2015 Agricultural Total Factor Productivity and Competitiveness Analysis for States & Federal Territories and Five Regions of India,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K.G., Low, L., Rao, V.K. and Tan, K.Y. (2015). <i>“2014 Regional Competitiveness Analysis and a Master Plan on Regional Development Strategies for India: Annual Competitiveness Update and Evidence on Economic Development Model for Selected States of India,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K.G., Low, L., Tan, K.Y. and Rao, K. (2014). <i>“Annual Analysis of Competitiveness, Simulation Studies and Development Perspective for 35 States and Federal Territories of India: 2000-2010,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
Journal Papers	
<p>Tan, K.G., Tandon, A. and Xie, T. (2017). <i>“Causal Drivers of International Tourism Industry in Tamil Nadu: A Geweke Causality Analysis,”</i> International Journal of Indian Culture and Business Management (USA) [Forthcoming]</p>	

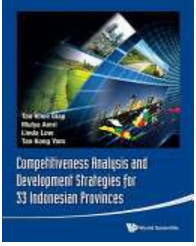




Title and Details	Front Cover
<p>Tan, K.G., Nie, T. and Rao, K. (2016). “Assessing Bihar’s Economic Growth: A Geweke Causality Analysis,” <i>International Journal of Indian Culture and Business Management</i> Vol. 13, No. 2, pp.154–169, 2016 (UK) [Forthcoming]</p>	
<p>Tan, K.G., Rao, K. and Gopalan, S. (2015). “Assessing Regional Competitiveness in the Five Regions of India,” <i>International Journal of Business Competition and Growth</i>, Vol. 4, No. ¾, pp. 192-219 (UK)</p>	
<p>Tan, K.G. and Rao, K. (2015). “Sub-National Competitiveness Analysis and Simulation Studies for 35 States and Union Territories of India,” <i>International Journal Indian Culture and Business Management</i>, Vol. 10, No. 4, pp. 476–493 (UK)</p>	
<p>Tan, K.G., Rao, K. and Rajan, R. (2014). “How Productive is the Agricultural Sector Across Indian States?,” <i>International Journal of Development Issues</i>, Vol. 14, No. 3, pp. 231-248 (UK)</p>	
ACI Policy Research Papers	
<p>Tan, K.G. and Tandon, A. (2015). “Policy Research Agenda to Promote Competitiveness, Attract Foreign Investors and Improve Business Friendliness for 35 Sub-National Economies of India,” <i>STRATEGIA</i>, Vol. 37 – Special Issue on Doing Business Across the Continents</p>	
<p>Tan, K.G., Nie, T. and Rao, K. (2015). “Assessing Bihar’s Economic Growth: A Geweke Causality Analysis,” <i>International Journal of Indian Culture and Business Management</i></p>	
<p>Tan, K.G., Rao, K. and Gopalan, S. (2015). “Assessing Regional Competitiveness in the Five Regions of India,” <i>International Journal of Business Competition and Growth</i>, Vol.4, No. 3/4, pp.192-219 (UK)</p>	
<p>Tan, K.G. and Rao, K. (2013). “Sub-National Competitiveness Analysis and Simulation Studies for 35 States and Union Territories of India” <i>International Journal of Indian Culture and Business Management</i></p>	
ACI Technical Working Papers	
<p>Tan, K.G., Luu, N.T.D. and Yoong, S.W.C. (2016). “An Empirical Investigation of Growth Slowdown Analysis for India’s Sub-National Economies”</p>	

Title and Details	Front Cover
<p>Tan, K.G., Low, L., Tan, K.Y.V., Rao, K., Nie, T., Tandon, A. and Baek, S. (2015). “2015 Master Plan for Strategic Regional Economic Development of India: Vision 2030”</p>	
<p>Tan, K.G., Nie, T. and Rao, K. (2015). “Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Stagnation of Four Selected States in India”</p>	
<p>Tan, K.G., Nie, T. and Tandon, A. (2015). “Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Stagnation of Tamil Nadu, India”</p>	
<p>Tan, K.G., Rao, K., Rajan, R. (2014). “How Productive is the Agricultural Sector Across Indian States?”</p>	
<p>ACI Policy Briefs</p>	
<p>Tan, K.G., Tan, K.Y. and Gopalan, S. (2015). “‘Look East’ to ‘Act East’: The Business of Doing Business”</p>	
<p>Editorial-Opinion</p>	
<p>Tan, K.G., Tan, K.Y. and Gopalan, S. (2015). “Doing business in India: From ‘Look East’ to ‘Act East’,” <i>The Straits Times</i>, 25 November 2015</p>	
<p>Tan, K.G., Low, L. and Rao, K. (2013). “India: down but not out,” <i>The Business Times</i>, 13 September 2013</p>	
<p>ACI Research Missions Report</p>	
<p>ACI Research Mission to Eleven States & Federal Territories of India by Delegation from Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS), 11-21 March; 5-7 April & 18-21 May 2015, (2015)</p>	

4.1.4 Annual Provincial and Regional Competitiveness Analysis and Simulation Studies in Indonesian Provinces

Related Research Output

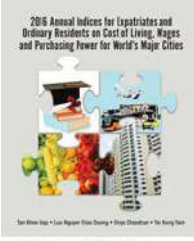


Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Amri, M., Ahmad, N. and Tan, K.Y. (2017). <i>“2016 Annual Competitiveness Studies of Indonesia’s Sub-National Economies: Growth Slowdown Analysis and Ease of Doing Business Index,”</i> Singapore: World Scientific Co. Pte. Ltd. [Forthcoming]</p>	
<p>Tan, K.G., Amri, M. and Ahmad, N. (2017). <i>“2016 Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces,”</i> Singapore: World Scientific Co. Pte. Ltd. [Forthcoming]</p>	
<p>Tan, K.G., Merdikawati, N., Amri, M. and Tan, K.Y. (2017). <i>“2015 Agricultural Productivity, Decentralisation, and Competitiveness Analysis for Provinces and Regions of Indonesia,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K.G., Amri, M., Merdikawati, N. and Ahmad, N. (2017). <i>“2015 Annual Competitiveness Analysis and Development Strategies for Provinces of Indonesia,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K.G., Merdikawati, N., Amri, M. and Berger, B.H. (2015). <i>“2014 Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K.G., Merdikawati, N., Amri, M. and Tan, K.Y. (2015). <i>“2014 Provincial and Inaugural Regional Competitiveness Analysis: Safeguarding Indonesia's Growth Momentum,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p> <p>Tan, K.G., Merdikawati, N., Amri, M. and Tan, K.Y. (2015). <i>“Analisis Daya Saing Provinsi dan Wilayah: Menjaga Momentum Pertumbuhan Indonesia (Edisi 2014),”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	

Title and Details	Front Cover
<p>Tan, K.G., Amri, M., Low, L., and Tan, K.Y. (2014). <i>“Competitiveness Analysis and Development Strategies for 33 Indonesian Provinces,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p> <p>Tan, K.G., Amri, M., Low, Linda, and Tan, K.Y. (2014). <i>“Analisis Daya Saing dan Strategi Pembangunan untuk 33 Provinsi Indonesia,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
Journal Papers	
<p>Tan, K.G. and Amri, M. (2016). <i>“Economic Growth in East Java, Indonesia: A Geweke Causality Analysis”</i> International Journal of Business and Social Science, Vol. 7, No. 7, pp.82-93 (USA)</p>	
<p>Tan, K.G., Merdikawati, N. and Rajan, R. (2016). <i>“How Productive is the Agricultural Sector in Indonesia?,”</i> International Journal of Asian Business and Information Management, Vol. 7, No. 3, pp. 26-39 (USA)</p>	
<p>Tan, K.G. and Merdikawati, N. (2015). <i>“Assessing Regional Competitiveness in Indonesia,”</i> International Journal of Business and Systems Research, Vol. 9, No. 3, pp.273 - 296 (UK)</p>	
<p>Tan, K.G. and Amri, M. (2013). <i>“Subnational Competitiveness and National Performance: Analysis and Simulation for Indonesia,”</i> Journal of Centrum Cathedra (JCC): The Business and Economics Research Journal, Vol. 6, No.2, pp.173-192 (PERU)</p>	
ACI Policy Research Papers	
<p>Tan, K.G. and Merdikawati, N. (2015). <i>“Assessing Regional Competitiveness in Indonesia,”</i> International Journal of Business and Systems Research</p>	
<p>Tan, K.G. and Amri, M. (2013). <i>“Subnational Competitiveness and National Performance: Analysis and Simulation for Indonesia,”</i> Journal of Centrum Cathedra JCC The Business and Economics Research Journal</p>	
<p>Tan, K.Y., Low, L. and Tan, K.G. (2012). <i>“Indonesia: Restoring Competitiveness and the Momentum of Industrialization”</i></p>	
ACI Technical Working Papers	
<p>Tan, K.G., Gopalan, S. and Ahmad, N. (2016). <i>“Indonesian Sub-National Economies and Growth Slowdown: An Empirical Analysis”</i></p>	
<p>Yee, W.H., Li, H. and Amri, M. (2015). <i>“Decentralization, Governing Institutions, and Economic Development in Indonesia”</i></p>	

Title and Details	Front Cover
Tan, K.G. and Amri, M. (2015). <i>“Empirical Evidence by Geweke Approach on Competitiveness and Stagnation amongst Four Selected Provinces in Indonesia”</i>	
Tan, K.G. and Amri, M. (2015). <i>“Service Industries, Infrastructure, and Labour Market Flexibility: Geweke Causality Analysis of Indonesia's Highly Competitive Province”</i>	
Tan, K.G. and Amri, M. (2015). <i>“GDP Growth, Value Addition, and Labour Productivity: A Geweke Causality Analysis of Indonesia’s Economically Challenged Provinces”</i>	
Tan, K.G., Merdikawati, N. and Rajan, R. (2014). <i>“Agricultural Productivity in Indonesian Provinces”</i>	
ACI Policy Briefs	
Tan, K.G., Amri, M. and Ahmad, N. (2016). <i>“Indonesia, Please Lead, Don't Sit”</i>	
Tan, K.G., Amri, M. and Ahmad, N. (2016). <i>“Getting Indonesia Back on its Growth Trajectory: Can Indonesia Achieve Another High-growth Decade?”</i>	
Editorial-Opinion	
Tan, K.G. and Amri, M. (2012). <i>“Indonesia's Competitiveness lies in performance of provinces,” The Jakarta Post, 5 March 2013</i>	

4.1.5 Annual Tracking of World's Major Cities on Cost of Living, Wages, and Purchasing Power for Expatriates and Ordinary Residents

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Luu, N.T.D, Chandran, D. and Tan, K.Y. (2017). <i>“2016 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World’s Major Cities,”</i> Singapore: World Scientific Publishing Co Pte. Ltd. [Forthcoming]</p>	
<p>Tan, K.G., Tan, K.Y., Yuan, R., and Nguyen, L.P.A. (2015). <i>“2014 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World’s Major Cities,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
Journal Papers	
<p>Tan, K.G. and Luu, N.T.D. (2016). <i>“Measuring Cost of Living for Ordinary Residents in Cities: A New Index”</i> Business and Management Studies, Vol. 2, No. 3, pp.52-77 (USA)</p>	
ACI Policy Research Papers	
<p>Tan, K.G., Tan, K.Y. and Aw, G. (2014). <i>“Annual Indices for Average Residents and Expatriates on Cost of Living for World’s Major 109 Cities: 2005-2012”</i></p>	
ACI Technical Working Papers	
<p>Tan, K.G. and Luu, N.T.D. (2016). <i>“How do Exchange Rates Affect the Cost of Living for Expatriates and Ordinary Residents in Singapore and Hong Kong? An Empirical Investigation”</i></p>	
<p>Tan, K.G. and Luu, N.T.D. (2016). <i>“A New Index to Measure Cost of Living for Ordinary Residents in Cities”</i></p>	
<p>Tan, K.G., Luu, N.T.D. and Nguyen, L.P.A. (2016). <i>“How To Measure Cost of Living for Expatriates in Cities? An Empirical Analysis”</i></p>	
Editorial-Opinion	
<p>Tan, K.G., and Vu, M.K. (2011). <i>“Figures, facts and fallacies,”</i> The Straits Times, 3 May 2011</p> <p>陈企业、顾清扬, (FY2011) 《数据、事实和谬误》, Lianhe Zaobao, 3 May 2011</p>	

4.1.6 Evaluating Singapore's Longer-term Public Policies: Enhancing Competitiveness and Staying Relevant within a Global Context

Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Tan, K.G., Qian, Y. (2015). "Business as usual for S'pore after GE2015?," <i>Mendaki Policy Digest 2015, ACI Policy Paper</i>	
Tan, K.G., Tan, E.B.K and Kwan, V.W.S. (2015). "Singapore's Economic Development, 1965-2020: Review, Reflection and Perspective," <i>Commentary, The National University of Singapore Society, Vol. 24</i> 陈企业、郭明忠、刘丹彤. (2015). 《新加坡经济发展, 1965 年至 2020 年: 回顾、反思与展望》	
ACI Policy Briefs	
Tan, K.G., Lian, X. and Xie, T. (2015). "Commentary for 2016 Budgetary Statements"	
Editorial-Opinion	
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Tan, K.G. and Ng, R.H. (2017). "Business Lobby Groups Need to Look Beyond Cost Cutting," <i>The Straits Times, 17 March 2017</i> 陈企业, 蔡慧莹, 阎好晨. (2017) 《中小企业: 主动转型抑或被动转变》, <i>Lianhe Zaobao, 7 March 2017</i>	
陈企业, (2015), 《给本区域带来带来商机与挑战》, <i>Lianhe Zaobao, 1 October 2015</i>	
Tan, K.G., R. Sim. (2015). "Business as usual for S'pore after GE2015?," <i>The Straits Times, 3 October 2015</i> 陈企业、沈财富. (2015). 《2015 年大选后让一切回归常态? 》, <i>Lianhe Zaobao, 28 September 2015</i>	
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陈企业,连笑,谢特蕾西. (2016). 《谨慎调教 理性 高度包容 能为多数人接受的财政预算案》, <i>Lianhe Zaobao, 25 March 2016</i>	

Title and Details	Front Cover
Tan, K.Y. (2014). <i>"Growth in a decade of shocks, The Straits Times, 12 August 2014</i>	
陈企业,索浩然. (2015). <i>《增加包容性的金禧预算案》, Lianhe Zaobao, 24 February 2015</i>	
陈企业,刘奕明, 聂彤忻. (2014). <i>《陈企业: 经济周期缩短、增长间断与逐渐内视的潜在危机》, Lianhe Zaobao, 22 February 2014</i>	
Tan, K.G. (2014). <i>"Hard Questions to Answer for Singapore's Development," The Business Times, 6 March 2014</i>	
Tan, K.G. and TAN, K.Y. (2012). <i>"More productive economy still needed," The Straits Times, 3 June 2012</i> 陈企业、陈光炎. (2012). <i>《全球化、国际竞争和包容性增长的现实》, Lianhe Zaobao, 15 June 2012</i>	
Tan, K.G., TAN, K.Y. and Quek, X.Y. (2012). <i>"Growing pains in growing fairly," The Straits Times, 4 January 2012</i> 陈企业、陈光炎、顾清扬、郭轩宇. (2012). <i>《新加坡中期增长、经济政策的权衡, 国民的期望》, Lianhe Zaobao, 4 January 2012</i>	

4.1.7 Impact of Exchange Rates on Trade in Goods and Services in the Economies of ASEAN-10, and the Sub-National Economies of India, Mainland China, and Indonesia

This research project is currently ongoing. Formal research outputs are expected in Financial Year 2018.

4.1.8 Evaluating Special Economic Zones and Other National Growth Engines in Indonesia

This research project is currently ongoing. Formal research outputs are expected in Financial Year 2018.

4.1.9 Measuring Sub-national Infrastructure Index in Indonesia

This research project is currently ongoing. Formal research outputs are expected in Financial Year 2018.

4.1.10 Balanced, Sustainable, Overall Competitive (BSOC) Study for Vietnam

This research project is currently ongoing. Formal research outputs are expected in Financial Year 2018.

4.1.11 Impact of Exchange Rates on Foreign Direct Investment in the Economies of ASEAN-10, and the Sub-National Economies of India, Mainland China, and Indonesia

Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Amri, M., Ahmad, N. and Yusoff, N. (2016), <i>“Mapping Foreign Direct Investment Inflows to Indonesian Provinces”</i>	
Nguyen, L.P.A, Luu, N.T.D. and Qian, Y. (2016), <i>“Foreign Direct Investment Inflows to ASEAN Economies: Trends and Patterns”</i>	
Gopalan, S., Ahmad, N. and Tandon, A. (2016), <i>“Patterns of Foreign Direct Investment Inflows to Indian Sub-National Economies”</i>	
S. Rajan, R., Gopalan, S. and Nguyen, D. (2016), <i>“How Do Exchange Rates Affect Foreign Direct Investment Inflows?”</i>	
Wang, P., Teleixi, X. and Cai, T. (2016). <i>“Dynamics of Foreign Direct Investment Inflows Distribution in Mainland Chinese Provinces”</i>	
ACI Technical Working Papers	
S. Rajan, R., Gopalan, S. and Tan, K.G. (2016). <i>“Methodological Approaches to Estimating Impact of Real Effective Exchange Rate Movements and Volatility on Foreign Direct Investment Inflows”</i>	
Gopalan, S., Nguyen, L.P.A. and Luu, N.T.D. (2016). <i>“How Does Real Effective Exchange Rate Affect Foreign Direct Investment Inflows into ASEAN Economies?”</i>	
Gopalan, S., Luthra, S. and Yap, Xin Yi. (2016). <i>“Empirical Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows into Indian Sub-National Economies”</i>	
Tan, K.G., and Gopalan, S. (2016). <i>“Understanding the Distribution of FDI Inflows to Indian States and Federal Territories”</i>	
Tan, K.G., Ahmad, N. and Nguyen, D. (2016). <i>“Impact of Real Effective Exchange Rate Movements and Volatility on Foreign Direct Investment Inflows into Indonesia: An Empirical Assessment”</i>	
ACI Policy Briefs	
Tan, K.G., Teleixi, X. and Tandon, A. (2016). <i>“Understanding the Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows into Mainland China: A Panel Data Analysis”</i>	
Tan, K.G., and Gopalan, S. (2016). <i>“FDI Inflows to India: Do Exchange Rates Matter?”</i>	

4.1.12 Domestic and External Engines of Growth for ASEAN Countries

This research project is currently ongoing. Formal research outputs are expected in Financial Year 2017.

4.1.13 Coordinated, Innovative and Sustainable Development Index for 17 Shandong Cities

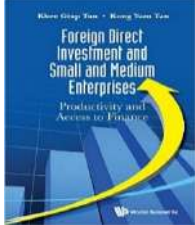



This research project is currently ongoing. Formal research outputs are expected in Financial Year 2017.

4.1.14 Productivity Tracking and Efficiency Monitoring of Small and Medium Enterprises in Singapore, Vietnam, Taiwan, and East Java

This research project is currently ongoing. Formal research outputs are expected in Financial Years 2017-2018.

4.1.15 Asia CompNet: Tracking Firm-Level Productivity, Efficiency and Competitiveness for 16 Asian Economies

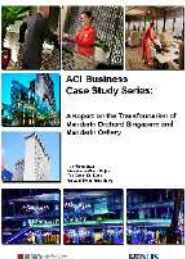
Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G. and Tan, K.Y. (2015). <i>“Foreign Direct Investment and Small Medium Enterprises: Productivity and Access to Finance,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
Journal Papers	
<p>Tan, K.G. (2015). <i>“Comments on Song (2014), ‘Location Proximity and Productivity Spillover: The Case of Korean Manufacturing Plants’,”</i> Asian Economic Papers, MIT Press, Winter/Spring 2015, Vol. 14, No. 1, pp. 104-118 (USA)</p>	
<p>Tan, K.G. and Tan, Y.Y. (2014). <i>“Promoting SMEs and Enhancing Labour Productivity in Singapore: A Policy Analysis,”</i> Journal of International Commerce, Economics and Policy, Vol. 5, No. 3, 1440012, 12 pages (SINGAPORE)</p>	
<p>Tan, K.G. and Tan, K.Y. (2014). <i>“Foreign Direct Investment (FDI), Productivity Spillovers and the Role of Small and Medium Enterprises (SMEs) Financing: An Overview,”</i> Journal of International Commerce, Economics and Policy, Vol. 5, No. 3, 1403002, 5 pages (SINGAPORE)</p>	
ACI Policy Research Papers	
<p>Tan, K.G. (2015), <i>“Comments on Song (2014), ‘Location Proximity and Productivity Spillover: The Case of Korean Manufacturing Plants’,”</i> Asian Economic Papers, MIT Press</p>	

Title and Details	Front Cover
Tan, K.G. and Tan, Y.Y. (2014). “Promoting SMEs and Enhancing Labour Productivity in Singapore: A Policy Analysis” <i>Journal of International Commerce, Economics and Policy</i>	
Tan, K.G. and Tan, K.Y. (2014). “Foreign Direct Investment (FDI), Productivity Spillovers and the Role of Small and Medium Enterprises (SMEs) Financing: An Overview” <i>Journal of International Commerce, Economics and Policy</i>	
ACI Technical Research Papers	
Tan, K.G., Yuan, R. and Nie, T. (2015). “Total Factor Productivity Measurement”	

4.1.16 Asian Business Case Studies on Family Conglomerates: OUE Limited

Related Research Output




Title and Details	Front Cover
Books and Reports	
Tan, K.G., Rajan, H.C., Tan, E.B.K. and Kwan, V.W.S. (2017). “ACI Business Case Study Series: A Report on the Transformation of Mandarin Orchard Singapore and Mandarin Gallery” [Forthcoming]	

4.2 Completed Projects

Year 2015-2016





4.2.1 Ease of Doing Business Index: Attractiveness to Investors, Business Friendliness, and Competitive Policies (EDB Index ABC) for Selected Economies of India and Indonesia


Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Gopalan, S. and Tan, K.Y. (2017). <i>“Inaugural 2016 Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for 21 States and Federal Territories of India,”</i> Singapore: World Scientific Co Pte. Ltd. [Forthcoming]</p>	
<p>Tan, K.G., Amri, M., Ahmad, N. and Tan, K.Y. (2017). <i>“2016 Annual Competitiveness Studies of Indonesia’s Sub-National Economies: Growth Slowdown Analysis and Ease of Doing Business Index,”</i> Singapore: World Scientific Co Pte. Ltd. [Forthcoming]</p>	
ACI Policy Research Papers	
<p>Tan, K.G., Amri, M. and Ahmad, N. (2016). <i>“Ease of Doing Business in Indonesian Provinces: A New Index”</i></p>	
<p>Tan, K.G., Gopalan, S. and Qian, Y. (2016). <i>“A Novel Index to Measure Ease of Doing Business in 21 Indian Sub-National Economies”</i></p>	
<p>Tan, K.G. and Tandon, A. (2015). <i>“Policy Research Agenda to Promote Competitiveness, Attract Foreign Investors and Improve Business Friendliness for 35 Sub-national Economies of India,”</i> STRATEGIA, Vol. 37 – Special Issue on Doing Business Across the Continents</p>	

4.2.2 Growth Slowdown Analysis by Income Thresholds for Greater China, India, Indonesia, and ASEAN

Related Research Output

Title and Details	Front Cover
Books and Reports	
Tan, K.G., Nguyen, L.P.A. and Luu, N.T.D. (2017). “2016 Annual Competitiveness Analysis and Growth Slowdown Analysis for ASEAN-10,” Singapore: World Scientific Co Pte. Ltd. [Forthcoming]	
Tan, K.G., Gopalan, S., Tandon, A. and Tan, K.Y. (2017). “2016 Annual Competitiveness and Growth Slowdown Analysis for Subnational Economies of India,” Singapore: World Scientific Co Pte. Ltd. [Forthcoming]	
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Journal Papers	
Tan, K.G., Gopalan, S. and Nguyen, L.P.A. (2017). “Financial Deepening and Economic Growth in Transition Southeast Asian Economies: A Geweke Causality, in Review of Pacific Basin Financial Markets and Policies [Forthcoming]	
Tan, K.G., Tandon, A. and Xie, T. (2017). “Causal Drivers of International Tourism Industry in Tamil Nadu: A Geweke Causality Analysis,” <i>International Journal of Indian Culture and Business Management</i> [Forthcoming]	
Tan, K.G., Luu, N.T.D. and Lian, X. (2017). “Empirical Analysis of Growth Slowdown in ASEAN,” <i>The Journal of Developing Areas</i> [Forthcoming]	
Tan, K.G., Yuan, R. and Yoong, S.W.C., (2017). “Assessing Development Strategies of Jiangsu and Taiwan: A Geweke Causality Analysis,” <i>Review of Pacific Basin Financial Markets and Policies</i> [Forthcoming]	
Tan, K.G. and Amri, M. (2017). “Economic Growth in East Java, Indonesia: A Geweke Causality Analysis,” <i>Review of Pacific Basin Financial Markets and Policies</i> [Forthcoming]	

Title and Details	Front Cover
<p>Tan, K.G., Lian, X. and Xie, T. (2016). “Growth Slowdown Analysis for Greater China Economies,” <i>Journal of Economics and Development Studies</i>, Vol.4, No.2, pp.129-144 [US]</p>	
ACI Policy Research Papers	
<p>Tan, K.G., Yoong, S.W.C and Luu, N.T.D. (2016). “Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of the ASEAN Economies”</p>	
<p>Tan, K.G., Lian, X. and Chan, Z.J. (2016). “Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of the Greater China Economies”</p>	
<p>Tan, K.G., Luu, N.T.D. and Lian, X. (2016). “Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of India's Sub-National Economies”</p>	
<p>Tan, K.G., Yoong, S.W.C., and Yan, Y. (2016). “Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of Indonesia's Sub-National Economies”</p>	
<p>Luu, N.T.D., Tan, B.K.E. and Adjeman, N.A. (2016). “Dynamics of Economic Growth Slowdowns: A Comprehensive Survey”</p>	
ACI Technical Working Papers	
<p>Tan, K.G., Luu, N.T.D. and Yoong, W.C.S. (2016). “Methodological Approaches to Capturing Growth Slowdowns”</p>	
<p>Tan, K.G., Luu, N.T.D. and Yoong, W.C.S. (2016). “An Empirical Investigation of Growth Slowdown Analysis for India’s Sub-National Economies”</p>	
<p>Tan, K.G., Yuan, R. and Nie, T. (2015). “Geweke Causality Analysis Methodology”</p>	
Title and Details	Front Cover
<p>Tan, K.G., Gopalan, S. and Nguyen, L.P.A. (2015). “Empirical Evidence by Geweke Approach on Economic Stagnation of Cambodia, Laos, Myanmar and Vietnam”</p>	
<p>Tan, K.G., Amri, M. (2015). “Empirical Evidence by Geweke Approach on Competitiveness and Stagnation amongst Four Selected Provinces in Indonesia”</p>	
<p>Tan, K.G., Nie, T. and Rao, K. (2015). “Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Stagnation of Four Selected States in India”</p>	
<p>Tan, K.G., Amri, M. (2015). “GDP Growth, Value Addition, and Labour Productivity: Geweke Causality Analysis of Indonesia’s Economically Challenged Provinces”</p>	
<p>Tan, K.G., Nie, T. and Tandon, A. (2015). “Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Stagnation of Tamil Nadu, India”</p>	

4.2.3 Tracking of Global Liveable Cities Index for World’s Major Cities on Liveability (Tri-Annual)

Related Research Output

Title and Details	Front Cover
Journal Papers	
<p>Tan, K.G. and Kaur, S. (2016). <i>“Measuring Abu Dhabi’s Liveability Using the Global Liveability Index,” World Journal of Science, Technology and Sustainable Development, Vol. 13, No. 3, , pp. 205 – 223 (UK)</i></p>	
ACI Policy Research Papers	
<p>Tan, K.G. and Kaur, S. (2015). <i>“Measuring Abu Dhabi’s Liveability Using the Global Liveability Index” World Journal of Science, Technology and Sustainable Development, Vol. 13, No. 3 , pp. 205–223 (UK)</i></p>	
ACI Technical Working Papers	
<p>Tan, K.G., Amri, M. and Lin, S. (2016). <i>“The Global Liveable Cities Index for 64 Cities”</i></p>	




4.2.4 Greater China Liveable Cities Index and the Emerging Concept of Intelligent Cities

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Nie, T. and Baek, S. (2017). <i>“2015 Greater China Liveable Cities Index and the Emerging Concept of Intelligent Cities,”</i> Singapore: Whioce Publishing Co Pte. Ltd. [Forthcoming]</p> <p>Chinese version of <i>“2015 Greater China Liveable Cities Index and the Emerging Concept of Intelligent Cities”</i> [Forthcoming]</p>	
Journal Papers	
<p>Tan, K.G., Nie, T. and Baek, S. (2016). <i>“Empirical Assessment on the Liveability of Cities in Greater China Region: Greater China Liveable Cities Index,”</i> <i>Competitiveness Review</i>, Vol. 26, No. 1, pp. 2-24 (UK)</p>	
ACI Policy Research Papers	
<p>Tan, K.G., Nie, T. and Baek, S. (2016). <i>“How Liveable are Cities in Greater China? Evidence from 100 Cities”</i></p>	
<p>Tan, K.G., Nie, T. and Baek, S. (2015). <i>“Empirical Assessment on the Liveability of Cities in Greater China Region: Greater China Liveable Cities Index”</i> <i>Competitiveness Review</i>, Vol. 26 No. 1, pp. 2–24 (UK)</p>	
ACI Policy Briefs	
<p>Tan, K.G., Nie, T. and Baek, S. (2015). <i>“The Illusion of Small Cities: Challenging our assumptions about liveability in the context of Greater China”</i></p>	
<p>Tan, K.G., Nie, T. and Baek, S. (2015). <i>“China’s Long March to Liveability – A need for strategic assessment of liveability and the way forward for China”</i></p>	
Editorial-Opinion	
<p>Tan, K.G., Tan, K.Y. and Nie, T. (2015). <i>《城市宜居性无关城市大小》</i>, <i>Lianhe Zaobao</i>, 27 November 2015</p>	
<p>Tan, K.G., Nie, T. and Baek, S. (2015). <i>《北京成为宜居城市：长路漫漫》</i>, <i>Lianhe Zaobao</i>, 23 December 2015</p>	

4.2.5 Global Fiscal Responsibilities and Lessons from Europe for East Asia’s Newly Industrialized Economies and ASEAN-10

Related Research Output

Title and Details	Front Cover
Books and Reports	
Rajan, R., Tan, K.G. and Tan, K.Y. (2014). <i>“Fiscal Sustainability and Competitiveness in Europe and Asia,” Palgrave Macmillan</i>	
Journal Papers	
Rajan, R., Tan, K.G. and Tan, K.Y. (2015). <i>“Fiscal discipline and competitiveness in newly industrialised economies: lessons from the Nordics model,” International Journal of Sustainable Economy, Vol. 7, No. 2, pp. 118-139 (UK)</i>	
Rajan, R.S., Tan, K.G. and Tan, K.Y. (2015). <i>“Fiscal sustainability in selected developing ASEAN economies,” International Journal Public Policy, Vol. 11, No. 4/5/6, pp. 186-203 (UK)</i>	
ACI Policy Research Papers	
Rajan, R., Tan, K.G. and Tan, K.Y. (2015). <i>“Fiscal discipline and competitiveness in newly industrialised economies: lessons from the Nordics model” International Journal of Sustainable Economy, Vol. 7, No. 2, pp. 118-139 (UK)</i>	
Rajan, R.S., Tan, K.G. and Tan, K.Y. (2015). <i>“Fiscal sustainability in selected developing ASEAN economies,” International Journal Public Policy, Vol. 11, No. 4/5/6, pp. 186-203 (UK)</i>	
Rajan, R.S. (2013). <i>“Determinants of Debt Thresholds”</i>	
Rajan, R.S. (2013). <i>“An Asian Perspective on the Eurozone Crisis”</i>	
ACI Technical Working Papers	
Rajan, R. (2013). <i>“A Simple Framework to Analyze Monetary Policy and Exchange Rate Options for Small and Open Economics”</i>	
Rajan, R. (2013). <i>“New Benchmarks of Reserve Adequacy”</i>	

Title and Details	Front Cover
Rajan, R. (2013). <i>“Fiscal Sustainability and Impact on Competitiveness: Emphasis On Selected European Countries (Gipsi And Nordics)”</i>	
Rajan, R. (2013). <i>“Case-studies of the GIPSI: Fiscal and Competitiveness Issues and Concerns”</i>	
Rajan, R. (2013). <i>“Case-studies of the Nordics: Crisis, Reform, Recovery and Growth Concerns”</i>	
Rajan, R. (2013). <i>“International Reserves in the Aftermath of Crises: Adequacy and Sustainability”</i>	
Rajan, R. (2013). <i>“Can High Reserves Offset Unsustainable Fundamentals?”</i>	
Rajan, R. (2013). <i>“Impact of Government Spending on Real Exchange Rate Fluctuations”</i>	
Rajan, R. (2013). <i>“Relative Prices, Sectoral Allocation and Government Spending in East Asia”</i>	
Rajan, R. (2013). <i>“Managing Macroeconomic Volatility Using Capital Controls”</i>	

4.2.6 Value Chain Activities of ASEAN-Japan Creative Industry



Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Tan, K.G. and Oba, M. (2015). “ <i>Study of Japan's Creative Industry in ASEAN</i> ”	

4.2.7 Agricultural Productivity Studies for Sub-National Economies of China, India, Indonesia and ASEAN

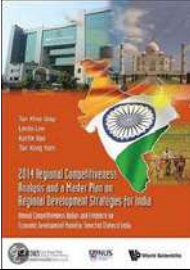

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Nguyen, L.P.A., Gopalan, S. and Luu, N.T.D. (2017). <i>“2015 Annual Competitiveness Analysis, Agricultural Productivity and Development Vision for ASEAN-10,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K. G., Yuan, R. and Teleixi X. (2017). <i>“2015 Estimation of Agricultural Productivity and Annual Update of Competitiveness Analysis for Greater China,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K.G., Low, L., Gopalan, S. and Tandon, A. (2017). <i>“2015 Agricultural Total Factor Productivity and Competitiveness Analysis for States & Federal Territories and Five Regions of India,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
<p>Tan, K.G., Merdikawati, N., Amri, M. and Tan, K.Y. (2017). <i>“2015 Agricultural Productivity, Decentralisation, and Competitiveness Analysis for Provinces and Regions of Indonesia,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
Journal Papers	
<p>Tan, K.G., Merdikawati, N. and Rajan, R. (2016). <i>“How Productive is the Agricultural Sector in Indonesia?,”</i> <i>International Journal of Asian Business and Information Management</i> Vol 7, No. 3, pp.26-39 (USA)</p>	

Title and Details	Front Cover
<p>Tan, K.G, Suo, H. and Rajan, R.S. (2015). <i>“Estimating Provincial Agricultural Total Factor Productivity in Mainland China,”</i> <i>International Journal of Business Performance Management</i> Vol. 17, No. 4, pp.394–412 (UK)</p>	
<p>Tan, K.G., Rao, K. and Rajan, R. (2015). <i>“How Productive is the Agricultural Sector Across Indian States?,”</i> <i>International Journal of Development Issues</i>, Vol. 14: 3, pp. 231-248 (UK)</p>	
ACI Technical Working Papers	
<p>Tan, K.G, Suo, H. and Rajan, R.S. (2015). <i>“Estimating Provincial Agricultural Total Factor Productivity in Mainland China,”</i> <i>International Journal of Business Performance Management</i></p>	
<p>Tan, K.G., Rao, K. and Rajan, R. (2014). <i>“How Productive is the Agricultural Sector Across Indian States?,”</i> <i>International Journal of Development Issues</i></p>	
<p>Tan, K.G., Suo, H. and Rajan, R.S. (2014). <i>“How Productive is the Agricultural Sector in ASEAN?”</i></p>	
<p>Tan, K.G., Nurina, M. and Rajan, R. (2014) <i>“Agricultural Productivity in Indonesian Provinces”</i></p>	


4.2.8 Regional Competitiveness Analysis and a Master Plan on Regional Development Strategies for India: Vision 2030

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Low, L., Rao, V.K. and Tan, K.Y. (2015). <i>“2014 Regional Competitiveness Analysis and a Master Plan on Regional Development Strategies for India: Annual Competitiveness Update and Evidence on Economic Development Model for Selected States of India, Singapore: World Scientific Publishing Co Pte. Ltd.</i></p>	
ACI Technical Working Papers	
<p>Tan, K.G., Low, L., Tan, K.Y.V., Rao, K., Nie, T., Tandon, A. and Baek, S. (2015). <i>“2015 Master Plan for Strategic Regional Economic Development of India: Vision 2030”</i></p>	

4.2.9 Asia Economic Connectivity Vision 2030

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Low L., Yoong, S.W.C. and Tan, K.Y. (2016). <i>“2014 Annual Competitiveness Ranking and Simulation Study for ASEAN-10 and Development Strategies to Enhance Asia Economic Connectivity,”</i> Singapore: World Scientific Publishing Co Pte. Ltd.</p>	
Title and Details	Front Cover
ACI Policy Research Papers	
<p>Tan, K.G., Low L., Tan, K.Y. and Tan, E.B.K. (2015). <i>“Asia Competitiveness Institute Master Plan on Asia Economic Connectivity Vision 2030”</i></p>	

4.2.10 An Empirical Assessment of the Master Plan on ASEAN Connectivity

Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Tan, K.G., Yap, X.Y. (2014). <i>“Connecting APEC Economies through Infrastructure, Governance and Social Inclusion,” New Directions in Asia-Pacific Economic Integration, published by East-West Centre, (Hawaii, USA)</i>	
ACI Technical Working Papers	
Abeyasinghe, T., Tan, K.G., Nguyen, L.P.A and Tandon, A. (2014). <i>“Trend Analysis of Air Cargo Throughput”</i>	
Abeyasinghe, T., Tan, K.G., Nguyen, L.P.A and Tandon, A. (2014). <i>“Trend Analysis of Air Passenger Flows”</i>	
Abeyasinghe, T., Tan, K.G., Nguyen, L.P.A and Tandon, A. (2014). <i>“Gravity Model for Air Passenger Flows”</i>	
Abeyasinghe, T., Tan, K.G., Nguyen, L.P.A and Tandon, A. (2014). <i>“Gravity Model of Exports”</i>	
Tilak, A., Tan, K.G., Nguyen, L.P.A and Tandon, A. (2014). <i>“Economic Interdependence Among ASEAN-5 Before and After the Implementation of the Master Plan on ASEAN Connectivity (MPAC)”</i>	
Tilak, A., Tan, K.G., Nguyen, L.P.A and Tandon, A. (2014). <i>“Economic Interdependence Among ASEAN-8 Before and After the Implementation of the Master Plan on ASEAN Connectivity (MPAC)”</i>	

4.2.11 Abu Dhabi Centre for Economic Research, Department of Economic Development, Government of Abu Dhabi, United Arab Emirates

Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Tan, K.G., Low, L., and Kaur, S. (2014). <i>“Productivity study with a focus on the small and medium-sized enterprises”</i>	
Tan, K.G., Low, L., and Kaur, S. (2014). <i>“Abu Dhabi Vision 2013 as Diversified, Sustainable Economy Growth and Development”</i>	
Tan, K.G., Low, L., and Liu, K. (2014). <i>“Competition policy and consumer protection in the Emirate of Abu Dhabi”</i>	
Tan, K.G., Low, L., and Liu, K. (2014). <i>“Abu Dhabi real estate industry as a promising destination for capital return, sector performance, crisis prevention, and future”</i>	

4.2.12 Comparative Civil Service Systems of China, Japan and Singapore

Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Leu, M. (2013). <i>“The Japanese Civil Service System and Reform”</i>	
Gu, Q. (2013). <i>《中国公务员制度》</i>	
Lu, H. (2013). <i>《新加坡的公共服务体系》</i>	

4.2.13 Intellectual Property Rights, Innovation and Competitiveness for Selected Economies

Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Wong, P.K., Yu, G., HO, Y.P and Singh, A. (2013). <i>“Intellectual Property Creation Capability Development & Competitiveness of Selected Asian Economies”</i>	

4.2.14 Studies on Income Disparity for 15 Selected Asian Economies

Related Research Output

Title and Details	Front Cover
ACI Policy Research Papers	
Hui, W.T. and Toh, R. (2013). <i>“Globalisation and Income Inequality: Comparative Analysis of Selected Countries”</i>	


4.2.15 Tracking of Global Liveable Cities Index for World's Major Cities on Liveability (Tri-Annual)

Related Research Output

Title and Details	Front Cover
Books and Reports	
<p>Tan, K.G., Woo, W.T., Tan, K.Y., Low, L. and Aw, G.E.L. (2012). "Ranking the Liveability of the World's Major Cities' <i>The Global Liveable Cities Index (GLCI)</i>," Singapore: World Scientific Publishing Co Pte. Ltd.</p> <p>陈企业、胡永泰、陈光炎、刘琳达、欧怡伶 [著]、万静、曾婷 [译] (2012). 《全球主要城市宜居性排名: 全球宜居城市指数》, 世界科技出版公司 (新加坡)</p>	
ACI Technical Working Papers	
<p>Tan, K.G., Woo, W.T. and Aw, G. (2013). "A New Approach to Measuring the Liveability of Cities: <i>The Global Liveable Cities Index (GLCI)</i>" <i>World Review of Science, Technology and Sustainable Development</i></p>	
<p>Tan, K.G., Woo, W.T. and Tan, B.S. (2013). "A New Instrument to Promote Knowledge-led Growth: <i>The Global Liveable Cities Index</i>" <i>International Journal of Business Competition and Growth</i></p>	

4.2.16 Major Global Growth Engines Including China, Japan, European Union, and the United States of America: Impact on Selected Asian Economies, 1980-2020

Related Research Output

Title and Details	Front Cover
Journal Papers	
<p>Tan, K.Y., Tilak, A. and Tan, K.G. (2015). "Shifting Drivers of Growth: Policy Implications for ASEAN-5," <i>Asian Economic Papers</i> Winter/Spring 2015, Vol. 14, No. 1, pp. 157-173 (USA)</p>	
ACI Technical Working Papers	
<p>Tan, K.Y., Tilak, A. and Tan, K.G. (2013). "Shifting Drivers of Growth: Policy Implications for ASEAN-5," <i>Asian Economic Papers</i></p>	

Title and Details	Front Cover
Tan, K.Y., Tan, K.G., Abeyasinghe, T. and Toh, R. (2012). <i>“A Structural Vector Auto-regression (VAR) Approach on the Drivers of Growth for the Asian Economies: Analysis and Policy Recommendations”</i>	
Editorial-Opinion	
Tan, K.Y., Abeyasinghe, T., Tan, K.G. and Toh, R. (2011). <i>“Casting the net for new growth engines,” The Straits Times, 28 December 2011</i> 陈光炎、陈企业、顾清扬. (2011). <i>《亚洲经济的驱动引擎》 The Straits Times, 28 December 2011</i>	

5. INTERNATIONAL CONFERENCES INVOLVING SENIOR GOVERNMENT OFFICIALS, POLICY MAKERS, INDUSTRY CAPTAINS, THINK-TANKS AND ACADEMICS

5.1 International Conferences

Year 2016

5.1.1 2016 Annual Asia Competitiveness Institute Conference on “Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia, and ASEAN”

24 & 25 November 2016, Grand Copthorne Waterfront Hotel Singapore

Guest of Honour: Dr Darmin Nasution, Coordinating Minister for Economic Affairs, Indonesia

ACI-LKYSPP-NUS hosted the 2016 Annual ACI Conference entitled “Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia, and ASEAN” on 24 & 25 November 2016 at Grand Copthorne Waterfront Singapore. The conference attracted over 300 local and international participants, ranging from high-level policy-makers, leading scholars, academics and researchers from various sectors, practitioners from non-government organisations (NGOs) and international agencies, as well as distinguished members of the private sector. The Guest of Honour for the conference was Dr Darmin Nasution, the Coordinating Minister for Economic Affairs, Indonesia.

On Day One of the conference, Professor Kishore Mahbubani, Dean of the Lee Kuan Yew School of Public Policy of National University of Singapore, welcomed all attendees to the conference and commented on the remarkable changes that the world had seen in 2016, reiterating in particular the continuing importance of ASEAN as a stabilizing element in the Southeast Asian region. After the Welcome Remarks, Professor Kishore Mahbubani witnessed the signing of two Memoranda of Understanding (MOUs) between ACI, Committee for Acceleration of Priority Infrastructure Delivery (KPPIP), Indonesia, and Vietnam Chamber of Commerce and Industry, Vietnam. Additionally, Professor Kishore Mahbubani launched seven books authored by ACI researchers.

Dr Ir. Wahyu Utomo, M.S., Head of Committee for Acceleration of Priority Infrastructure Delivery (KPPIP) Implementation Team, Coordinating Ministry for Economic Affairs, Indonesia delivered the keynote speech on behalf of the Guest of Honour, Dr Darmin Nasution, Coordinating Minister of Economic Affairs, Indonesia titled “Achieving Sustained Economic Growth for Indonesia”. The speech emphasized the strides that Indonesia had made in making its economy more attractive to investors, along with the effort that had been put into ensuring that any economic growth which resulted would not come at the expense of the overall stability of the Indonesian economy.

The conference wound up on Day One with the Distinguished Dinner Speaker, Dr Luky Eko Wuryanto, Vice President and Chief Administration Officer, Asian Infrastructure Investment Bank, offering his insights on “Asia Infrastructure Investment Bank and Economic Connectivity”. He provided tremendous insights on how the AIIB was working to offer unique added value in distinguishing itself from existing Multilateral Development Banks and International Financial Institutions.

On Day Two of the conference, Associate Professor Tan Khee Giap, Co-Director, ACI-LKYSP, NUS, provided the opening remarks, welcoming all the distinguished guests and participants back to the event.

The first Keynote Speaker Dr H. Akhmad Sukardi, MM, Provincial Secretary of East Java, Indonesia, delivered a presentation on behalf of Dr H. Soekarwo, S.H, M.Hum, Governor of East Java, Indonesia on “Java Provinces: The Next Engine of Growth for a Rising Indonesia 2030” In it, Dr H. Akhmad Sukardi noted the important role East Java had played in Indonesia’s economic development, highlighting aspects of the province which could be of interest to investors and researchers.

The second Keynote Speaker was Ir. H. Said Assagaff, Governor of Maluku, Indonesia. Ir. H. Said Assagaff spoke on “The Next Phase of Economic Upgrading for Indonesia’s Archipelagic Provinces” which his province faced in compensating for its archipelagic geography. The governor correspondingly outlined the steps which he had taken in ensuring that governmental oversight remained significant.

Nine plenary sessions throughout the two-day conference delved deeper into various policy issues related to the dynamics of competitiveness in China, India, Indonesia and other ASEAN economies, including analysis on cost of living, wages and purchasing power of the world’s major cities. This is also the first time ACI has introduced the Productivity Tracking and Efficiency Monitoring (PTM) index.

The conference ended with Professor Tan Kong Yam, Co-Director of ACI-LKYSP, NUS, delivering the Closing Remarks and charting the Way Forward. Professor Tan thanked distinguished guests, participants and discussants for their valuable contributions to the proceedings, and reiterated ACI’s continuing commitment to providing a platform for such discussions to take place.

5.1.2 2015 Annual Asia Competitiveness Institute Conference on “Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia, and ASEAN”

26 & 27 November 2015, Marina Mandarin Singapore

Guest of Honour: Mr Heng Swee Keat, Minister for Finance

ACI-LKYSPP-NUS hosted the 2015 Annual ACI Conference entitled “Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia, and ASEAN” on 26 & 27 November 2015 at Marina Mandarin Singapore. The conference attracted over 300 local and international participants, ranging from high-level policy-makers, leading scholars, academics and researchers from various sectors, practitioners from non-government organisations (NGOs) and international agencies, as well as distinguished members of the private sector. The Guest of Honour for the conference was Singapore’s Minister for Finance, Mr Heng Swee Keat.

The conference provided an ideal venue for ACI’s researchers to present their innovative empirical findings and policy research during the plenary and special topic sessions, and also facilitated engagement and interaction between ACI’s researchers, speakers and conference participants from both the public and private sectors.

On Day One of the conference, Professor Wang Gungwu, Chairman of the Lee Kuan Yew School of Public Policy of National University of Singapore, welcomed the gathering with his welcome remarks.

In his Opening Remarks, the Guest of Honour, Mr Heng Swee Keat, Minister for Finance, Singapore, underscored the importance of enhancing international trade and the need to promote trust and co-operation among ASEAN member countries. He also highlighted the role of think tanks in facilitating this process by providing the intellectual inputs for reaping the region’s growth potential. After the Opening Remarks, Minister Heng witnessed the signing of six Memoranda of Understanding (MOUs) between ACI, the Indonesian Centre for Strategic and International Studies (CSIS), the Malaysian Institute of Strategic and International Studies (ISIS), the Philippine Institute for Development Studies (PIDS), the Thailand Development Research Institute (TDRI), the Vietnamese Central Institute for Economic Management (CIEM) and Chongqing Municipal People’s Government, People’s Republic of China. Additionally, Minister Heng launched seven books authored by ACI researchers.

The Keynote Address by Dr Dang Huy Dong, Vice Minister for Planning and Investment, Ministry of Planning and Investment, Vietnam, titled “Revitalise Economic Reform for Vietnam” highlighted some policy areas for propelling the Vietnamese economy.

ACI was privileged to host Dr Filippo di Mauro, Directorate General Research & Chairman, Competitiveness Network (CompNet), as the Distinguished Luncheon

Speaker on Day One, who provided tremendous insights on how CompNet has made contributions to the understanding of Global Value Chains in modern day international trade.

The conference wound up on Day One with the Distinguished Dinner Speaker, Dr Parag Khanna, Adjunct Professor, Lee Kuan Yew School of Public Policy of National University of Singapore, offering his insights on “Global Geoeconomics and Competitiveness: Challenges and Opportunities,” that pertinently showcased the opportunities and challenges confronting Asia in the global economy today.

On Day Two of the conference, Associate Professor Tan Khee Giap, Co-Director, ACI-LKYSP, NUS, provided the opening remarks, welcoming all the distinguished guests and participants. Following his remarks, Dr Luky Eko Wuryanto, Deputy Minister for Infrastructure and Regional Development, Coordinating Ministry for Economic Affairs, Indonesia spoke on “Infrastructure Investment and Development for Indonesia: Opportunities and Challenges” where he discussed the urgent need for better infrastructure in Indonesia and provided an assessment of the challenges involved in fulfilling that need.

Seven plenary sessions throughout the two-day conference delved deeper into various policy issues related to the dynamics of competitiveness in China, India, Indonesia and other ASEAN economies, including analysis on agricultural productivity and Geweke causality analysis on various economies in the region.

The conference ended with a Distinguished Luncheon Speaker, Mr Mahendra Siregar, Chairman, Board of Commissioners of PT Semen Indonesia & Former Chairman, Indonesia Investment Coordinating Board (BKPM), offering his insights on “Ease of Doing Business in Indonesia”. In his speech, he provided a broad overview of the numerous policies that the Indonesian government has introduced to stabilize the economy and enhance growth through the creation of an enabling environment for businesses to thrive.

5.1.3 2014 Annual Asia Competitiveness Institute Conference on “Competitiveness Analysis of 112 Asian Economies, Asia Economic Connectivity, Liveable Cities Index for 100 Greater China Cities and Cost of Living Index for Expatriates and Ordinary Residents”

26 & 27 November 2014, Orchard Hotel Singapore

Guest of Honour: Mr S. Iswaran, Minister, Prime Minister’s Office, Second Minister for Home Affairs, and Second Minister for Trade & Industry, Singapore

ACI-LKYSPP-NUS hosted the 2014 Annual Conference at the Orchard Hotel on 26 & 27 November 2014. The event attracted a wide array of participants ranging from high-level policy-makers, leading scholars, academics and researchers from various sectors, practitioners from non-government organisations (NGOs) and international agencies, as well as distinguished members of the private sector.

On Day One of the conference, Professor Chan Eng Soon, Vice Provost (Special Duties) of the National University of Singapore welcomed the participants and provided the welcome remarks.

In his Opening Remarks, the Guest of Honour, Mr S Iswaran, Minister in the Prime Minister’s Office, Second Minister for Home Affairs and Second Minister for Trade & Industry, Singapore, delivered his Keynote Address on the “Complexity of Competitiveness in a Modern World” in which the minister underscored the importance of competitiveness for economic development, the role of globalization in enhancing international trade and the need to ensure the sustainability in the face of a variety of challenges. Following the Keynote Address, Minister Iswaran witnessed the signing of three Memorandums of Understanding (MOUs) between ACI, the Indonesia Investment Coordinating Board (BKPM), the Indonesian Agency for Agricultural Research and Development (IAARD), and the European Central Bank’s Competitiveness Research Network (CompNet). Additionally, Minister Iswaran launched seven books authored by ACI researchers.

The Keynote Address by Dr Sofyan Djalil, Coordinating Minister for Economic Affairs, Indonesia, on “Maritime Indonesian Highway and Public Policy Challenges to Indonesia” highlighted the shared interests and aspirations between Indonesia and ACI in developing sustainable infrastructure and prosperity for Indonesia and the region.

The Distinguished Luncheon Speaker on Day One, Mr Chandrajit Banerjee, Director General, Confederation of Indian Industry, provided tremendous insight on the “Developments in the Indian Economy and the Emerging Business Environment”, the new government, and what steps can be taken to further enhance the Indian economy.

Also, ACI was privileged to host Mr Kwek Leng Joo, Deputy Chairman of City Developments Ltd and Mr Stephen Riady, Executive Chairman, OUE Limited, for the “Conversation with Industry Captains”. This was moderated by Associate Professor Tan Khee Giap, Co-Director, ACI-LKYSPP, NUS. The Conversation

provided the conference participants with a unique opportunity to listen to the insights of the two captains of industry.

The Distinguished Dinner Speaker, Dr Martin Jacques, Senior Fellow, Department of Politics and International Studies, Cambridge University, discussed “When China Will Be a Very Different Kind of Great Power” which highlighted the growth and potential of the Chinese economy, the country’s historical trajectory and international relations, and how China will continue to develop into a global power over time.

On Day Two of the conference, Professor Kanti Prasad Bajpai, Vice Dean (Research), LKYSPP-NUS, provided the welcome remarks and welcoming all participants. Following the welcome remarks, Dr Filippo Di Mauro, Senior Adviser, Research Department, European Central Bank, spoke on “Measuring and Assessing Competitiveness: An European Firm Level Perspective” in which he discussed the framework and methodology undergirding CompNet’s research on multinational corporations and small-to-medium enterprises, the future research agenda, and preliminary research findings on European MNC’s and SME’s.

The Distinguished Luncheon Speaker, Dr Luky Eko Wuryanto, Deputy Minister for Infrastructure and Regional Development, Coordinating Ministry for Economic Affairs, Indonesia, and Adjunct Senior Research Fellow, ACI-LKYSPP, NUS, discussed “Infrastructure Development for Indonesia and the Role of the Asian Infrastructure Investment Bank (AIIB)”, the infrastructure needs and challenges that Indonesia currently faces, and what policy measures that can be embarked upon in order to developed sustainable infrastructure and growth.

5.1.4 “International Symposium on Applied System Analysis” co-organised with Indonesian Agency for Agricultural Research and Development (IAARD), Ministry of Agriculture, Indonesia

14 October 2014, Jakarta, Indonesia

The conference on “International Symposium on Applied System Analysis” was held on 14 October 2014 in Jakarta, Indonesia.

The ACI team presented our research findings on the “Competitiveness Ranking, Simulation Analysis and Development Strategies for 33 Provinces and Six Regions in Indonesia” and “Agricultural Productivity in Indonesia” during the one-day symposium themed “Rehearsing Strategic Program Related to Cross Cutting Issues for Sustainable Agriculture”. The symposium was jointly organised by ACI, IAARD and the President's Delivery Unit for Development Monitoring and Oversight (UKP4), International Institute for Applied System Analysis (IIASA) and Indonesian National Committee for Applied Systems Analysis (INCASA).

A MOU between ACI and the Indonesian Agency for Agricultural Research and Development, Indonesia (IAARD) was signed during the event. The ceremony was witnessed by Dr Rusman Heriawan, the Indonesian Vice Minister of Agriculture. Both parties agreed to collaborate in conducting joint research on agricultural

competitiveness, environmental and natural resources economics and policy, and agricultural sustainable development.

5.1.5 “Dissemination of Trade Policy and Development Analysis Seminar” co-organised with Ministry of Trade, Indonesia

18 February 2014, Jakarta, Indonesia

The “Dissemination of Trade Policy and Development Analysis Seminar” was held on 18 February 2014 at Sari Pan Pacific Hotel, Jakarta, Indonesia.

The ACI research team shared our views on “Reviewing the Indonesian Regulation Concerning Mineral and Coal Mining and The Impact for Indonesia and Global Market” at this seminar. The event was jointly organised by ACI and Ministry of Trade, Indonesia.

Year 2013

5.1.6 2013 Annual Asia Competitiveness Institute Conference on “Competitiveness Analysis of 111 Asian Economies, Cost of Living Index for 109 Cities and Productivity Drive for Small & Medium-sized Enterprises (SMEs)”

26 & 27 November 2013, Swissotel The Stamford, Singapore

Guest of Honour: Mr Heng Swee Keat, Minister for Education, Singapore

This year, ACI-LKYSP-NUS convened the 2013 Annual Conference at the Swissotel the Stamford Hotel on 26 & 27 November 2013. The event attracted 354 registered participants, comprising high-level policymakers, leading researchers from various universities, think tanks, and practitioners from non-governmental organisations, international agencies, and the private sector. Participants came from all over the world represented by about 21 countries. Particularly from Indonesia, we had employers’ representatives and academia from the 33 Indonesian provinces.

In addition to reporting our pioneering empirical findings and policy research agenda through plenary sessions and special topics with presentations by ACI researchers, participants were also given the opportunity to engage and interact with leaders in the public and private sectors.

On Day One of the conference, Professor Wang Gungwu, Chairman of Governing Board for Lee Kuan Yew School of Public Policy and Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy welcomed all participants.

The Guest of Honour, Mr Heng Swee Keat, Minister for Education, Singapore, delivered his Opening Remarks on “Complexity of Competitiveness in a Modern World” in which he underlined the importance of right structural policies and complementary relationships for sustainable development in the region. Minister Heng also launched seven books authored by ACI researchers and witnessed the

signing of two Memoranda of Understanding (MOUs) between ACI, the Indonesia President's Delivery Unit for Development Monitoring and Oversight (UKP4) and the Employer's Association of Indonesia (APINDO).

Professor Kuntoro Mangkusubroto, Head of UKP4, Indonesia delivered the first Keynote Address on "Asia Competitiveness and Policy Changes to Indonesia". Following that, Bapak Sofjan Wanandi, Chairman of APINDO delivered the second Keynote Address on "Emerging Role and Critical Role of the Government".

The Distinguished Luncheon Speaker on Day One, Dr Mochtar Riady, Founder and Chairman for LIPPO Group, shared his valuable insights on "Indonesia as a Potential Rising Middle Economic Power" where he painted the future economic and political landscape of Indonesia as well as the country's pivotal role in ASEAN.

The Distinguished Dinner Speaker, Mr Teo Ser Luck, Minister of State for Trade & Industry, Singapore, spoke on "Improving Productivity and Internationalised Activities of SMEs" and discussed the importance of Small & Medium-sized Enterprises (SMEs) to Singapore's economy and how SMEs could improve their productivity and global footprints.

Letters of Intent (LOIs) between Asia Competitiveness Institute, Provincial Employer's Associations and Provincial Academic Institutions from 33 Indonesian provinces were also signed as witnessed by Minister Teo Ser Luck and Professor Kishore Mahbubani.

On Day Two of the conference, Professor Kanti Prasad Bajpai, Vice-Dean (Research), LKYSPP, welcomed all participants. Dr AKP Mochtan, Deputy Secretary-General of Association of South East Asian Nations for Community and Corporate Affairs Department delivered his Keynote Address pertaining to "Status and Challenges in the Implementation of the ASEAN Community 2015".

The Distinguished Luncheon Speaker, Dr Luky Eko Wuryanto, Deputy Minister for Infrastructure & Regional Planning, Coordinating Ministry for Economic Affairs, Indonesia spoke on "Investing in Infrastructure and Releasing Production Bottlenecks".

Further on this theme, the conference also included up-close conversations with Chairmen and Chief Executive Officers of Singapore's publicly-listed companies on branding and entrepreneurship for the following Singapore's home-grown companies:

- Dr George Quek, Chairman, BreadTalk Group
- Mr Charles Wong, Chairman & CEO, Charles & Keith
- Mr Ron Sim, Chairman & CEO, OSIM International
- Dr Derek Goh, Chairman & CEO, Serial System

Professor Tan Kong Yam, Co-Director of ACI, delivered the conference's Closing Remarks.

5.1.7 “Overcoming Obstacles and Improving People’s Livelihood: Challenges in China’s Next Stage of Economic Reform and Autumn Economic Outlook 2012-2013”

24 August 2012, Orchard Hotel Singapore

The conference on “Overcoming Obstacles and Improving People’s Livelihood: Challenges in China’s Next Stage of Economic Reform and Autumn Economic Outlook 2012-2013” took place at Lee Kuan Yew School of Public Policy on 24 August 2014. This conference was jointly organised by ACI and Lianhe Zaobao.

At this conference, the research findings on China’s Macroeconomic Outlook 2012-2013 and Policy Simulations was shared by Professor Chen Kang, LKYSPP, NUS and Professor Lai Xiaoqiong, Vice Dean, Wang Yanan Institute for Studies in Economics (WISE), Xiamen University. Other experts who offered their knowledge and expertise include:

- Professor Yang Ruilong, Dean, School of Economics, Renmin University
- Professor Zhang Shuguang, Unirule Institute of Economics
- Professor Meng Jie, Institute of Economics, Tsinghua University
- Associate Professor Albert Hu, Department of Economics, NUS
- Professor Dong Zhiyong, Vice Dean, School of Economics, Peking University
- Associate Professor Fang Ying, Assistant Dean, Wang Yanan Institute for Studies in Economics (WISE), Xiamen University
- Professor Zhang Erzhen, Director, Institute of International Economics, Nanjing University
- Dr Sarah Tong, Senior Research Fellow, East Asia Institute, NUS
- Mr Goh Sin Teck, Chief Editor, Lianhe Zaobao
- Mr Dai Bing, Minister Counsellor, Embassy of the People’s Republic of China also attended this conference as our Distinguished Guest.

5.1.8 2012 Annual Asia Competitiveness Institute Conference on “Development Strategies for Indonesia as an Emerging Middle Power, Competitiveness Ranking and Simulation Studies on 100 Asian Economies”

30 & 31 July 2012, Orchard Hotel Singapore

Distinguished Guests:

- Professor Steven Kelman, Weather Head Professor of Public Management, John Kennedy School of Government, Harvard University, United States of America;
- Mr Gita Wirjawan, Minister for Trade, Indonesia

Conceived in August 2006, ACI-LKYSPP-NUS is a research institute which aims at providing pioneering insights and critical thinking to promote competitiveness in order to raise living standards through productivity-driven economic growth. The

institute is guided by our Founding Patron, Mr George Yeo, the former Minister of Foreign Affairs for Singapore, and an International Advisory Panel that comprises a committee of esteemed leaders in the public and private sectors.

Driving synergy and collaboration among the thought leaders in competitiveness, public policy and economics from government, industry, and academia is essential to ACI's mission and strategy. On that note, ACI held our inaugural Annual Conference on 30-31 July 2012, which consisted of over ten sessions in which we launched our competitiveness studies on 34 Greater China Economies, 35 States of India, ASEAN-10 Economies and 33 Indonesian Provinces, as well as the Global Liveable Cities Index for 64 Cities.

About 300 policymakers, economists and academics convened for 1.5 day of plenary discussion and presentation on topics including competitiveness, industrialization, sustainable economic development, and the role of leadership in the economy. Overseas participants included representatives from government agencies in 33 Indonesian provinces.

On Day One of the conference, Professor Tan Chorh Chuan, President, National University of Singapore and Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy welcomed all participants.

The Opening Remarks were delivered by the Guest of Honour, Mr Teo Ser Luck, Minister of State for Trade and Industry, Singapore. Minister Teo underlined the importance of a city's liveability to its level of competitiveness, and the use of competitiveness benchmarks as a tool for policymakers to monitor their progress and motivate change within their own economies. This was followed by a keynote address on the role of the government and public policy formulations in emerging Asia by Professor Steven Kelman, Li Ka Shing Professor, at the Lee Kuan Yew School of Public Policy.

Distinguished Luncheon Speaker Mr Gita Wirjawan, Minister for Trade, Indonesia, spoke on "Development Strategies for Indonesia as an Emerging Middle Power". Distinguished Speaker Mr Nguyen Cam Tu, Deputy Minister for Industry and Trade, Socialist Republic of Vietnam spoke on "Dynamic Leadership and Sustainable Economic Development of Vietnam: Vision 2030", while Dr Luky Eko Wuryanto, Deputy Minister for Infrastructure and Regional Development of the Coordinating Ministry of Economic Affairs, Indonesia, spoke on "Rapid Economic Growth for Indonesia and Challenges to Infrastructure Bottlenecks". Mr Jusuf Wanandi, Co-Chair, Pacific Economic Cooperation Council spoke on "Dynamic Leadership and Sustainable Economic Development of Indonesia: Vision 2030", Mr Fong Ngai, Director of Hong Kong's Economic and Trade Office spoke on "Future of Hong Kong as a Strategic and Differentiated SAR of China".

Day Two of the conference commenced with a Keynote Address on "Dynamic Leadership and Sustainable Economic Development of Malaysia: Vision 2020" by Dato' Sri Mustapa bin Mohamed, Minister for International Trade and Industry, Malaysia. In addition to hearing about Malaysia's ambitions for the future, participants were also given the opportunity to learn about Taiwan's economic restructuring plans from the Representative for Taipei Representative Office in

Singapore, Mr Hsieh Fa-Dah who spoke on “A Golden Decade to Restructure Taiwan’s Economy and to Further Enhance Her Vibrancy”.

The highlight of the conference included an invigorating conversation with the Distinguished Luncheon Speaker Mr Tharman Shanmugaratnam, Deputy Prime Minister and Minister for Finance and Manpower, Singapore, who spoke on “Asia’s Competitive Environment and Policy Challenges”.

Senior representatives from various ministries and statutory boards of the Singapore’s government also spoke at the conference where they shared insights about Singapore and the region. These distinguished speakers include Mr Ong Ye Kung, Deputy Secretary-General for Singapore’s National Trade Union Congress, Mr Teo Eng Cheong, Chief Executive Officer for International Enterprise Singapore, Mr Wong Hong Kuan, Chief Executive for Singapore Workforce Development Agency and Mr Khoo Teng Chye, Executive Director for the Centre for Liveable Cities, Ministry of National Development.

Professor Tan Kong Yam, Co-Director of ACI, delivered the conference’s Closing Remarks.

Year 2011

5.1.9 “China Public Policy Forum: Macroeconomic Policy and Autumn Economic Outlook 2011-2012” co-organised with Xiamen University

20 August 2011, LKYSPP-NUS

The conference on “China Public Policy Forum: Macroeconomic Policy and Autumn Economic Outlook 2011-2012” took place on 20 August 2011. The conference was co-organised by ACI-LKYSPP-NUS, Xiamen University and Xinhua News Agency.

At this conference, the research findings on China’s Macroeconomic Outlook 2011-2012 and Policy Simulations was shared by Professor Chen Kang, LKYSPP, NUS and Professor Li Wenpu, Macroeconomic Research Centre, Xiamen University.

Other experts who offered their knowledge and expertise include:

- Professor Zhang Shuguang, Unirule Institute of Economics
- Dr Zhang Liqun, Director of Macroeconomic Research, DRC, China
- Dr Zhang Xiaojing, Director of Macroeconomic Research, CASS, China
- Professor Tan Kong Yam, Co-Director, Asia Competitiveness Institute, LKYSPP, NUS

Professor Han Jingyi, Assistant President, Xiamen University and Mr Chen Baojiu, Executive Deputy Chief Editor of Economic Information Daily both gave their Opening Remarks. Associate Professor Tan Khee Giap, Co-Director, ACI-LKYSPP-NUS gave his Closing Remarks at the conference.

5.2 ACI Review Seminars and Economic Forums

Year 2016

5.2.1 2016 Asia Competitiveness Institute (ACI)-World Bank ASEAN Economic Forum

9 September 2016, LKYSPP-NUS

Guest of Honour: Mr Ong Ye Kung, Acting Minister for Education (Higher Education and Skills) & Second Minister for Defence

The ACI–World Bank ASEAN Economic Forum took place on 9 September 2016 in the Oei Tiong Ham Building at the LKYSPP campus. The economic forum, co-organised with the World Bank aimed at exchanging views on topics pertinent to ASEAN as a region, as well as Indonesia’s sub-national economies, and reviewing possible improvements for current work. ACI was honoured to have Mr Ong Ye Kung, Acting Minister for Education (Higher Education and Skills) & Second Minister for Defence as the Guest of Honour.

The forum began with Professor Kishore Mahbubani, Dean of LKYSPP, NUS, delivering the welcome remarks. Professor Mahbubani welcomed all attendees to the conference and commented briefly on the progress that had been made by ASEAN as an economic and political bloc since its inception while lamenting the fact that it, and the region of Southeast-Asia more generally remained understudied. Professor Mahbubani also thanked Minister Ong Ye Kung, as well as other Distinguished Speakers and VIP guests for making time to attend the event.

The Minister then witnessed, alongside representatives of ACI, the signing of a Memorandum of Understanding (MOU) between the National University of Singapore and the World Bank, which were represented by Professor Tan Eng Chye, Deputy President (Academic Affairs) & Provost, NUS and Mr Jordan Z Schwartz, Director of the World Bank in Singapore, respectively. Both Professor Tan and Mr Schwartz delivered remarks on the research collaboration and what it entailed, after the signing was completed.

The session formally started with a panel discussion on the state and outlook of ASEAN community. Moderated by Associate Professor Tan Khee Giap, ACI’s Co-Director, the session involved distinguished chairmen from various ASEAN think-tanks namely Tan Sri Rastam Mohd Isa, Chairman and Chief Executive of Institute of Strategic and International Studies (ISIS), Dr Gilberto M. Llanto, President of Philippine Institute for Development Studies (PIDS), and Dr Nguyen Dinh Cung, President, Central Institute for Economic Management (CIEM). Among the items discussed include the importance of ASEAN community as the enabling environment for member states to grow their economies, and the need to boost competitiveness and productivity of member states through means like coordination of stakeholders and streamlining of practices.

ACI was additionally proud to have the opportunity to deliver a presentation on a completed research project relating to the Impact of Real Effective Exchange Rates (REER) on Foreign Direct Investment (FDI) Inflows to ASEAN economies and sub-

national economies of Indonesia. This project utilized multivariate regression analysis to measure the relative impact of REER on FDI. Discussant for the session, Dr Darius Tirtosuharto, Economist at the Economic and Monetary Policy Department in the Macroeconomic Division, Central Bank of Indonesia, commented on both the study's academic rigour, and its potential practical utility.

The forum's Closing Remarks were delivered by Dr Cledean Mandri-Perrott, Head of Infrastructure Finance and PPP at the Infrastructure Finance Hub of the World Bank in Singapore, and Professor Tan Kong Yam, Co-Director of ACI.

The complete list of invited speakers for the ASEAN Economic Forum include:

- Mr Ong Ye Kung, Acting Minister for Education (Higher Education and Skills) & Second Minister for Defence
- Mr Jordan Z. Schwartz, Director, World Bank Singapore
- Professor Tan Eng Chye, Deputy President (Academic Affairs) & Provost, NUS
- Dr H. Abdul Hadi Sirat Magori, Director, Khairon University Graduate School, Indonesia
- Dr Kiridia Bhaopichitr, Research Director, Thailand Development Research Institute (TDRI), Thailand
- Dr Darius Tirtosuharto, Economist, Economic and Monetary Policy Department, Macroeconomic Division, Central Bank of Indonesia
- Ms Paramita Dasgupta, Practice Manager, Asia, Trade & Competitiveness, The World Bank Group
- Ms Kristy Tsun-Tzu Hsu, Director, Taiwan ASEAN Studies Center, Chung-Hua Institution for Economic Research, Taiwan, ROC
- Dr Gilberto M. Llanto, President, Philippine Institute for Development Studies (PIDS), Philippines
- Dr Darwin Marcelo, Infrastructure Economist, The World Bank Group
- Dr Nguyen Dinh Cung, President, Central Institute for Economic Management (CIEM), Vietnam
- Tan Sri Rastam Mohd Isa, Chairman and Chief Executive, Institute of Strategic and International Studies (ISIS), Malaysia
- Mr Supriyadi, Head of Section Tourism, Trade and Telecommunications, Indonesia Investment Coordinating Board, BKPM
- Professor Kishore Mahubani, Dean, LKYSPP, NUS
- Associate Professor Tan Khee Giap, Co-Director, ACI-LKYSPP, NUS
- Professor Tan Kong Yam, Co-Director, ACI-LKYSPP, NUS

5.2.2 2016 Asia Competitiveness Institute (ACI)–World Bank Greater China-India Economic Forum

2 September 2016, LKYSPP-NUS

Guest of Honour: Dr Halimah Yacob, Speaker of the Parliament for Singapore

The ACI-World Bank Greater China-India Economic Forum took place on the 2 September 2016 in the Oei Tiong Ham Building at the LKYSPP campus. ACI was honoured to have Dr Halimah Yacob, Speaker of the Parliament for Singapore as the Guest of Honour.

Dr Yacob delivered the forum's Opening Remarks that addressed, among other things, the positions of China and India in the contemporary global context. Citing the fact that the two nations together represented nearly half of the planet's population, Dr Yacob commended both governments on the strides they had made vis-à-vis civil governance and economic development. She also identified challenges that each nation faced, and asserted that continued growth and prosperity could be achieved through continued intellectual cooperation and collaboration across transnational boundaries. Dr Yacob also highlighted the significance of ACI's Ease-of-Doing Business (EDB) index, which she said reflected Singapore's "broad-based approach to promoting business and investment" in its focus on "creating a wider ecosystem that allows businesses to thrive and succeed".

Mr Jordan Z. Schwartz, Director of the World Bank delivered the Keynote Address, which considered the situations of China and India through the perspective of an institution like the World Bank, which focuses on development spending. Mr Schwartz noted and dismissed the tendency towards grouping China and India together as "the only two over 1 billion population behemoths", and instead highlighting the asymmetries in their developmental methodologies, especially in areas concerning "health, education and other development indicators". He mentioned the unevenness of development not just between nations but within them at the sub-national level as well, and noted the corresponding need for more research in these fields. Mr Schwartz emphasized the continuing importance of ACI's work, especially given imminent transitions in the economic strategies of both nations.

ACI was also pleased to welcome Dr James McGann, Director of Think Tanks and Civil Societies Program, University of Pennsylvania back to Singapore for another presentation, in the Forum's 6th session, in which Dr McGann expanded upon the role and impact of Think-Tanks in China, India and Asia in general. Dr McGann placed emphasis on the role think-tanks played in the intellectual ecosystems of their host nations as the loci for quasi-governmental research networks which promoted discourse and intellectual exchange. Dr McGann noted in particular the vibrancy of think-tanks in Singapore, and praised the relationships they had cultivated with partners throughout the world.

ACI was additionally proud to have the opportunity to deliver a presentation on a completed research project relating to the Impact of Real Effective Exchange Rates (REER) on Foreign Direct Investment Inflows to sub-national economies in

Mainland China and India. This project utilized multivariate regression analysis to measure the relative impact of REER on FDI, representing a landmark effort to apply these methods on a sub-national level.

ACI also introduced its inaugural study on Urban Development Index for 17 Shandong Cities: Ranking and Simulation Analysis. Dr Li Guangjie, Director of International Economics Research Institute, Shandong Academy of Social Sciences was the discussant for this session. Dr Li stressed the significance of this project in possibly facilitating the economic and social transformation of Shandong's urban landscapes, and emphasized the fact that this research adhered closely to both internationally accepted evaluation criteria for competitiveness.

The forum's Closing Remarks were delivered by Mr Jordan Z. Schwartz, Director of the World Bank in Singapore, and Professor Tan Kong Yam, Co-Director of ACI. Mr Schwartz began by thanking ACI for organizing the Economic Forum. He then noted that "the devil was in the details", and reflected that the sessions of the day had made clear the importance of both depth and breadth to holistic assessments of competitiveness in India and China. Professor Tan subsequently concluded the Forum by thanking all attendees for their contributions and acknowledging the impact their comments and suggestions were likely to have on ACI's output.

The complete list of invited speakers for the Greater China-India Economic Forum include:

- Dr Halimah Yacob, Speaker of the Parliament, Singapore
- Mr Jordan Z. Schwartz, Director, World Bank Singapore
- Professor Pulapre Balakrishnan, Professor of Economics, Ashoka University, Kundli, Haryana, India
- Professor N.R. Bhanumurthy, National Institute of Public Finance and Policy, New Delhi, India
- Dr Li Guangjie, Director, International Economics Research Institute, Shandong Academy of Social Sciences, China
- Dr James G. McGann, Director, Think Tanks and Civil Societies Program, University of Pennsylvania
- Dr Sun Jingying, Assistant Professor, Institute of World Economics and Politics, Chinese Academy of Social Sciences, China
- Professor Wang Jiann-Chyuan, Vice President, Chung-Hua Institution for Economic Research, Taiwan
- Associate Professor Eduardo Araral, Vice Dean (Research), LKYSPP, NUS
- Associate Professor Tan Khee Giap, Co-Director, ACI-LKYSPP, NUS
- Professor Tan Kong Yam, Co-Director, ACI-LKYSPP, NUS

5.2.3 2015 Asia Competitiveness Institute Review Seminar on “Provincial and Regional Competitiveness Studies of INDONESIA: East Java at a Crossroads, Income Growth Analysis, Improving Layers of Government and Ease of Doing Business Index”

8 September 2015, LKYSPP-NUS

Guest of Honour: Dr H Soekarwo, Governor of East Java, Indonesia

The 2015 ACI Indonesia Review Seminar took place on 8 September 2015 in LKYSPP campus. ACI was honoured to be able to invite Dr H Soekarwo, Governor for province of East Java, Indonesia as the Guest of Honour, and HE Andri Hadi, Ambassador Extraordinary and Plenipotentiary, Embassy of Indonesia in Singapore, to deliver the seminar’s Welcome Remarks.

Former State Minister for National Development Planning, Indonesia (2009-2014), Professor Armida Alisjahbana delivered the Keynote Speech, addressing the challenges and conditions that Indonesia faces to accelerate sustainable economic growth. She listed the necessary and sufficient conditions for sustainable economic growth, namely: Macroeconomic stability; Conducive economic environment as supported by Political stability, Deepening & developing democracy and institution; and Human resources capacity of the population and workforce.

ACI’s partner, the Indonesia Investment Coordinating Board (BKPM) was represented by their Director for Regional Potential Development, Mr Alma Karma who spoke on the importance of a conducive business climate as the key to attract investment, explaining the government’s strong commitment to improve business climate. This is in sync with the ACI research initiative on “Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Indonesian Provinces” which was discussed during the last session of the seminar.

As in the ACI ASEAN Review Seminar, the ACI research initiative on “Tracking Competitiveness & Productivities of Companies: The ECB-ACI CompNet Approach” was introduced during the seminar. Dr Filippo di Mauro, Senior Adviser, Directorate General Research & Chairman, Competitiveness Network (CompNet), European Central Bank (ECB), introduced the ECB CompNet approach used for firm-level data analysis. The common methodology will be applied to 15 Asian economies in ACI’s initiative, allowing for comparison of firm-level analysis across continents in time to come.

The ACI Indonesia Review Seminar also discussed two other topics on “Income Growth Analysis for Indonesian Provinces” and “Decentralisation, Governing Institutions and Economic Development in Indonesia”. The latter investigates the governing institutions of Indonesian provinces under decentralisation reform and their relations with economic development, and examines more closely how these governing institutions influence business investment in provinces which contributes directly to economic growth.

An interactive session with participants from leading industry players and chambers of commerce such as Rolls Royce International, Europe ASEAN Business Alliance, Japan-ASEAN Research Institute etc was arranged for delegates from East Java during the seminar proceedings to explore business and research opportunities.

The complete list of invited speakers for the Indonesia Review Seminar include

- His Excellency Andri Hadi, Ambassador Extraordinary and Plenipotentiary, Embassy of Indonesia in Singapore
- Dr H Soekarwo, Governor of East Java, Indonesia
- Professor Armida Alisjahbana, Former State Minister for National Development Planning, Indonesia (2009-2014) and Professor of Economics, Padjadjaran University, Indonesia
- Dr Hadi Prasetyo, Assistant Governor of Economic Development, East Java Provincial Government, Indonesia
- Mr Alma Karma, Director for Regional Potency Development. Indonesia Investment Coordinating Board (BKPM), Indonesia
- Professor Mudrajad Kuncoro, Professor in Economics, Faculty of Economics and Business, University of Gajah Mada, Indonesia
- Dr Filippo di Mauro, Senior Adviser, Directorate General Research & Chairman, Competitiveness Network (CompNet), European Central Bank
- Dr Young Kwon Cho, Adjunct Professor, Business School, Chung-Ang University, South Korea
- Mr Robert Endi Jaweng, Executive Director, Regional Autonomy Watch (KPPOD)
- Mr Boedi Rheza. Senior Researcher, Regional Autonomy Watch (KPPOD)

5.2.4 2015 Asia Competitiveness Institute Review Seminar on “Ease of Doing Business Index, Income Growth Analysis and Competitiveness Analysis for Sub-National Economies of INDIA”, co-organised with Confederation of Indian Industry

7 September 2015, LKYSPP-NUS

Guest of Honour: Mr Mohammed Suleman, Principal Secretary to Government of Madhya Pradesh, Commerce, Industry & Employment, India

The ACI India Review Seminar held on 7 September 2015 in LKYSPP campus was the third of the 2015 series of four Review Seminars organised by ACI to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers, academic scholars and other business professionals in the private sector. The Review Seminar, co-organised with the Confederation of Indian Industry (CII) was to exchange views on topics pertinent to India as a whole as well as its sub-national economies, reviewing possible improvements for current research work.

Mr Mohammed Suleman, Principal Secretary to Government of Madhya Pradesh, Commerce, Industry & Employment of India was the Guest of Honour for the seminar. Mr Suleman represented the state of Madhya Pradesh where ACI had earlier signed an MOU with the state government and CII in July 2015. Mr

Suleman spoke on “Ease of Doing Business” in Madhya Pradesh and reiterated the importance of the partnership with ACI in developing the index to improve overall competitiveness of Madhya Pradesh.

The seminar’s Opening Remarks were delivered by Mr DS Ravindra Raju, Chairman of the CII State Council of Odisha. ACI had just signed the fifth tripartite MOU with the state government of Odisha and CII earlier on 3 September 2015.

ACI was honoured to hear from Dr James G McGann, Director, Think Tanks and Civil Societies Program, Wharton School and School of Arts and Sciences, University of Pennsylvania, on “The Role of Think-Tanks: Policy, Impact and Outcome”. Dr McGann identified the research trends in Asia and the state of Asian think tanks, and addressed the differences between a think tank’s research impact and its research output.

The ACI team also presented on “Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for 36 States and Federal Territories of India”. Unlike The World Bank’s similar index with 49 indicators in 10 broad categories, the ACI EDB Index ABC consists of 80 indicators within three environments. This index makes use of survey data collected by the ACI team during field trips facilitated by CII to 36 states & federal territories in India, to conduct surveys with the CII stakeholders.

The complete list of invited speakers for the India Review Seminar include

- Mr Mohammed Suleman, Principal Secretary to Government of Madhya Pradesh, Commerce, Industry & Employment, India
- Mr D S Ravindra Raju, Chairman, Confederation of Indian Industry Odisha State Council & Whole Time Director, Paradeep Phosphates Ltd, India
- Mr Girija Pande, Past Chairman, CII India Business Forum & Executive Chairman, Avalon Consulting, Singapore
- Professor Sudipto Mundle, Emeritus Professor & Member of the Board of Governors of the National Institute of Public Finance and Policy, New Delhi, India
- Professor Biswajit Dhar, Professor, Centre for Economic Studies and Planning, Jawaharlal Nehru University, India
- Dr James G. McGann, Senior Lecturer, International Studies, Lauder Institute for Management and International Studies & Director, Think Tanks and Civil Societies Program, Wharton School and School of Arts and Sciences, University of Pennsylvania
- Dr Young Kwon Cho, Adjunct Professor, Business School, Chung-Ang University, South Korea
- Dr S Narayan, Visiting Senior Research Fellow, Institute of South Asian Studies (ISAS), NUS

5.2.5 2015 Asia Competitiveness Institute Review Seminar on “Competitiveness Studies of ASEAN-10: Vietnam at a Crossroads, Master Plan on ASEAN Connectivity and Income Growth Analysis”

31 August 2015, LKYSPP-NUS

Guest of Honour: Mr Nguyen Cam Tu, Deputy Minister of Industry and Trade, Vietnam

The ACI Review Seminar on ASEAN-10 economies, with focus on Vietnam, was successfully held on 31 August 2015 in LKYSPP campus. The Opening Remarks of the seminar were delivered by the Guest of Honour, HE Nguyen Cam Tu, Deputy Minister of Industry and Trade, Vietnam. HE Tu addressed the audience on the challenges to Vietnam to maintain and enhance national competitiveness in the dynamic regional and global context. HE Tu also confirmed that “at a crossroads” is the correct reflection of Vietnam’s situation at the moment as Vietnam is approaching an important transition point, from economic growth based on comparative advantages, especially in terms of low cost labour force, to growth based on upgrading competitiveness.

Keynote speaker was Dr Nguyen Dinh Cung, President of the Central Institute of Economic Management, Vietnam. He spoke on the economic performance during the last 30 years of “đổi Mới” in Vietnam, a process of transformation from the centrally-planned to market-oriented economy, as well as his forecast scenarios for Vietnam to 2035.

Session on “An Empirical Assessment of the Master Plan on ASEAN Connectivity (MPAC)” was based on the research work commissioned by The World Bank, where ACI conducted an empirical analysis on the impacts of MPAC on various economic and connectivity dimensions during the first three years since its official implementation (2011-2013). Specifically, effects of MPAC on ASEAN countries’ real GDP, bilateral exports and economic interdependence through trade were examined. For connectivity, trends of air passenger flows and air cargo throughput as indicators for the development of the ASEAN Single Aviation Market which is an important strategy for enhancing regional institutional connectivity.

Invited speakers also spoke during the two other sessions on “Tracking Competitiveness & Productivities of Companies: The ECB-ACI CompNet Approach” and “Income Growth Analysis for Selected ASEAN Economies”.

The complete list of invited speakers for the ASEAN Review Seminar include

- HE Nguyen Cam Tu, Deputy Minister of Industry and Trade, Vietnam
- Dr Nguyen Dinh Cung, President, Central Institute for Economic Management, Vietnam
- Professor Chang Xiuze, Professor, Academy of Macroeconomic Research, National Development and Reform Commission, People’s Republic of China
- Mrs Somhatai Panichewa, Chief Executive Officer, Amata VN Public Company Limited, Thailand
- Mr Chartchai Panichewa, President, ThaiSri Insurance Public Co, Ltd

- Dr Cleidan Mandri-Perrott, Lead Finance Officer and Public-Private Partnerships Specialist, Singapore Infrastructure Hub, The World Bank
- Dr Darwin Marcelo, Infrastructure Economist, Singapore Infrastructure Hub, The World Bank
- Dr Filippo di Mauro, Senior Adviser, Directorate General Research & Chairman, Competitiveness Network (CompNet), European Central Bank
- Professor Wu Chung-Shu, President, Chung-Hua Institution for Economic Research, Taiwan, ROC
- Professor Zhang Shucun, Dean, Shandong Academy of Social Sciences, People's Republic of China
- Professor Chi Fulin, President, China Institute for Reform and Development (CIRD) & Member of the Chinese People's Political Consultative Conference, People's Republic of China
- Ms He Dongni, Vice-President & Director, Centre for International Economy, China Institute for Reform and Development, People's Republic of China
- Mr Steven Wong, Deputy Chief Executive, Institute of Strategic & International Studies, Malaysia

Four Memorandums of Understanding (MOU) and one Letter of Intent (LOI) were signed as part of the proceedings of the Review Seminar, witnessed by Professor Tan Chorh Chuan, NUS President and Professor Kishore Mahbubani, Dean of LKYSP, NUS.

5.2.6 2015 Asia Competitiveness Institute Review Seminar on “Provincial and Regional Competitiveness Studies, Chinese Economy in the New Normal and Income Growth Analysis for GREATER CHINA”

28 August 2015, LKYSP-NUS

Guest of Honour: Professor Zhang Shucun, Dean, Shandong Academy of Social Sciences, People's Republic of China

The ACI Review Seminar on Greater China was successfully held on 28 August 2015 in LKYSP campus with an attendance of 100 participants from diplomatic community, local ministries & government agencies, LKYSP staff & students and representatives from the private sector. As in other three Review Seminars, the proceedings will be published in ACI 2015 books on Greater China, ASEAN, India and Indonesia, respectively.

Professor Zhang Shucun, Dean of Shandong Academy of Social Sciences, China, was the Guest of Honour for the Review Seminar. He addressed the audience on the Shandong-Singapore strong relationship in terms of trade and investment and identified areas of improvement accompanying the transformation of the cooperation model under the new normal.

ACI's research initiative on “Income Growth Analysis for Greater China Economies” was also discussed during the seminar. The initiative aims to reveal potential threats, structural weaknesses or impediments to continued income growth and at the level of sub-national economies based on the level of income

they are currently at. The proposed methodology allows the identification of high-risk economies which may require urgent policy intervention to help avert the prospect of slowing down.

The final session on “Innovation-driven Growth of Guangdong” was based on a research collaboration ACI has with the Counsellors’ Office of the People’s Government of Guangdong Province, for policy formulation to encourage innovation-driven growth in the province.

The complete list of invited speakers for the Greater China Review Seminar include:

- Professor Zhang Shucun, Dean of Shandong Academy of Social Sciences, China
- Professor Chi Fulin, President, China Institute for Reform and Development (CIRD) & Member of the Chinese People's Political Consultative Conference, People’s Republic of China
- Professor Chang Xiuzhe, Professor, Academy of Macroeconomic Research, National Development and Reform Commission, People’s Republic of China
- Dr He Dongni, Vice-President of China Institute for Reform and Development (CIRD) & Director of Centre for International Economy, CIRD, People’s Republic of China
- Dr Ni Pengfei, Director, Centre for City and Competitiveness, Chinese Academy of Social Sciences (CASS), People’s Republic of China
- Dr Zhang Juwei, Director, Institute of Population and Labour Economics, Chinese Academy of Social Sciences (CASS), People’s Republic of China
- Professor Tian Qiusheng, Counsellor, the People’s Government of Guangdong Province, People’s Republic of China & Vice-Dean, School of Economics and Commerce, South China University of Technology
- Dr Fang Lianquan, Director, Social Department at Institute of Latin America Studies, Chinese Academy of Social Sciences (ILAS, CASS), People’s Republic of China

5.2.7 2014 Asia Competitiveness Institute Review Seminar on “Proposed Maritime Silk Road Vision (MSRV) 2030/ Asia Economic Connectivity Vision (AECV) 2030, Updating Competitiveness Ranking, Geweke Causality Analysis on Economic Development and ASEAN-10 as a Food Basket”

26 August 2014, LKYSPP-NUS

Guest of Honour: HE Andri Hadi, Ambassador Extraordinary and Plenipotentiary, Embassy of Indonesia

The ASEAN Review Seminar is part of a series of activities organised by Asia Competitiveness Institute (ACI) at LKYSPP, NUS to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims to exchange views on topics pertinent to ASEAN-10 economies, reviewing possible improvements for current research work, and thereby ACI would undertake to publish a book, journals papers and policy briefs incorporating expert views and informed opinions.

Associate Professor Tan Khee Giap, Co-Director of ACI gave the Welcome Remarks for the Review Seminar. He begun by reporting on the progress of ACI since January 2011 when the current leadership first assumed duty. He briefly mentioned the mission and commitments of ACI which is to serve as a professional policy think tank with its core competence to conduct quantitative policy research on ASEAN in the context of rising China and India. He introduced the thrust of the various ACI flagship projects which aim to bring benefits to the majority of Asians in the effort to promote a highly integrated and inclusive Asian community. The empirical findings by ACI essentially come from evidence-based assessment on public policies with comments encouraged from the panel of distinguished discussants to share their wisdom.

Guest of Honour, HE Andri Hadi, Ambassador Extraordinary and Plenipotentiary, Embassy of Indonesia, delivered the Opening Remarks for the Review Seminar. Firstly, he applauded the achievements that ACI had accomplished. After a brief update on the latest situation in ASEAN, he expressed strong interests in ACI's flagship project on Asia Economic Connectivity Vision (AECV) 2030 and he further emphasized the importance of connectivity amongst ASEAN countries and within the Asian region including both China and India.

The first sessions on “The 21st Century Maritime Silk Road (MSR) versus the ACI Proposed Asia Economic Connectivity Vision (AECV) 2030” was moderated by Mr Kartik Rao, Research Associate of ACI. Presenting the findings were Associate Professor Tan Khee Giap, Professor Tan Kong Yam, Co-Director of ACI, Dr Linda Low, Senior Research Fellow of ACI, Professor Ramkishan S Rajan, Adjunct Senior Research Fellow of ACI and Mr Evan Tan, Research Assistant of ACI. The presenters argued that though both the MSR and AECV possess common goal of greater economic integration within the Asian region, the critical difference being that AECV is ASEAN-centric in approach whereby an active consultation process

will be undertaken by identifying stake holders who would then take ownership on proposed policy initiatives. The five evidence-based broad policy proposals of AECV were assessed and articulated with key performance indicators in 2030 projected for ASEAN, China and India also discussed.

As reviewers, Mr Steven Wong, Deputy Chief Executive for Institute of Strategic & International Studies, Malaysia, Dr Vo Tri Thanh, Vice President for Central Institute for Economic Management, Vietnam, Dr Roehlano Briones, Senior Research Fellow, Philippines Institute for Development Studies, Professor Bustanul Arifin, University of Lampung / Senior Economist, Institute for Development of Economics and Finance, Indonesia and Dr Sothea Oum, Economic Research Institute for ASEAN and East Asia (ERIA) unanimously endorsed effort to promote greater regional economic integration. Both Mr Steven Wong and Dr Bustanul Arifin argued the importance of infrastructure investment and development for the ASEAN region. Mr Steven Wong further pointed out the 'Four Blocks' of infrastructure development, namely: Fiscal, Financial, Market and Policy Institutions. Finally, all reviewers shared the view pertaining to the importance of mutual trust among ASEAN countries for cooperation especially in the field of food security and cross border transaction.

The second session on "2014 ACI's Competitiveness Ranking and Simulation Study on ASEAN-10" was moderated by Ms Sujata Kaur, Research Assistant of ACI with presenters Dr Linda Low, Senior Research Fellow and Ms Sangiita Yoong Wei Cher, Research Assistant of ACI. The ACI competitiveness methodology was briefly explained and some interesting results for ASEAN-10 economies were highlighted. Indonesia has shown steadily improvement in overall competitiveness since 2005 and potentially emerging as a rising middle economic power if it maintains a consistent average economic growth of 6% per annum right through to 2030. Malaysia is currently leading in manpower competitiveness with Singapore still maintaining the most competitive economy in ASEAN-10.

As reviewers, Mr Steven Wong and Dr Bustanul Arifin suggested that indicators on sustainability and creative industry should be considered for future updates to enrich the competitiveness analysis. Furthermore, Mr Steven Wong pointed out with regard to the 'What-if' simulation that a higher level of benchmark could be used instead of a group average to account for better improvement. He also suggested that the analysis would be better if ACI could also establish a forward-looking methodology which incorporates leading indicators on business outlook in order to better predict the future as well.

The third session on "Geweke Causality Analysis Model for Economic Development on Cambodia, Laos, Vietnam, Malaysia and Singapore" was moderated by Mr Blake Berger, Research Associate of ACI. Associate Professor Tan Khee Giap along with Ms Zeng Ting, Ms Denise Ye, Research Associates of ACI, Ms Suo Haoran and Ms Yan Yanying, Research Assistants of ACI presented empirical findings. The Geweke causality analysis attempts to quantitatively verify development models according to their respective country experiences. This Geweke methodology was first initially employed in the field of economics and is now most widely applied in the field of neuron sciences thus drawing strong interests from reviewers.

Professor Basant Kapur Kumar, Department of Economics, National University of Singapore and Dr Sothea Oum shared similar thoughts that by bringing in cross-national analysis, policy makers may then be able to see if growth in one country would lead to a follow through by the rest of countries through a multi-country modelling framework.

The fourth and final session on “Agricultural Productivity for Cambodia, Laos, Myanmar, Vietnam, Malaysia, Indonesia, Thailand and Philippines” was moderated by Mr Yuan Randong, Research Assistant of ACI. Professor Ramkishen S. Rajan, Adjunct Senior Research Fellow and Ms Suo Haoran shared with the audience the empirical findings on Total Factor Productivity (TFP) for eight ASEAN economies. Given the fact that population is ageing and younger ASEAN residents generally are reluctant to stay in the farm lands but tend to prefer migrating to urban cities in search for better economic opportunities and improved standard of living. Thus agricultural reform is therefore for high up in the agenda to drive productivity through economy of scale, improved technology efficiency, enhance irrigation system, government assistance in setting marketing infrastructure for agricultural produces and rendering micro financing available to farmers.

Dr Bustanul Arifin, Dr Roehlano Briones and Dr Waleerat Suphannachart, Faculty of Economics, Department of Agricultural and Resource Economics, Kasetsart University, Thailand, emphasized that the empirical research done on TFP is of highly important and relevant. In addition, Dr Bustanul Arifin and Dr Roehlano Briones both expressed urgency to allocate greater spending on research & development (R&D) in order to bring in new techniques and high yield agricultural crops. The issue pertaining to immigration of workers amongst ASEAN countries was also pointed out by Dr Waleerat Suphannachart. In addition, she suggested that ASEAN economies should not only be a food basket, but also a high value-added one so as to effectively enhance on ASEAN’s food security and reduce level of poverty.

Professor Tan Kong Yam closed the Review Seminar by reinstating the usefulness of the competitiveness index. He pointed out that the ranking and analysis of competitiveness for ASEAN economies is a good way for some of them to seek to overcome the middle income trap. He then concluded by emphasizing that cooperation with businessmen might be a good way to improve the forward looking contents of the competitiveness index.

5.2.8 2014 Asia Competitiveness Institute Review Seminar on “Updating Provincial and Regional Competitiveness Analysis, Geweke Causality Analysis on Development Strategies, and Provincial Agricultural Productivity for GREATER CHINA”

22 August 2014, LKYSPP-NUS

Guest of Honour: Professor Jia Qingguo, Dean, School of International Relations, Peking University & Member, Standing Committee of Chinese People’s Political Consultative Conference (CPPCC), People’s Republic of China

The Greater China Review Seminar is part of a series of activities organised by Asia Competitiveness Institute (ACI) at LKYSPP, NUS to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims to exchange views on topics pertinent to Greater China economies, reviewing possible improvements for current research work, and thereby ACI would undertake to publish a book, journals papers and policy briefs incorporating expert views and informed opinions.

The Review Seminar begun with Mr Donald Low, Associate Dean (Research and Executive Education), delivering the Welcome Remarks on behalf of Professor Kishore Mahbubani, Dean of LKYSPP. He commended ACI on the three inaugural research projects, namely regional competitiveness analysis, provincial agricultural productivity, and Asia Economic Connectivity Vision (AECV) 2030. He further cited some challenges currently encountered by China and how it could exercise its power along the way of becoming a global economic power with global leadership.

Professor Jia Qingguo, Dean of School for International Relations, Peking University, delivered the keynote speech on “The influences of China-US new relations of the big powers on the Southeast Asia”. Though the China-US relations seem to be in a cooling-off phase, he is optimistic about the future outlook. He analyzed reasons contributing to the deteriorating ties between China and the US and conveyed several measures for building a new model of major power relationship. He mentioned the implications of good China-US relations on ASEAN countries.

The first session on “The 21st Century Maritime Silk Road (MSR) versus the ACI Proposed Asia Economic Connectivity Vision (AECV) 2030” was moderated by Mr Donald Low. Presentations were made by Associate Professor Tan Khee Giap, Professor Tan Kong Yam, Co-Directors of ACI, Dr Linda Low, Senior Research Fellow of ACI, Professor Ramkishan S Rajan, Adjunct Senior Research Fellow of ACI, and Mr Evan Tan, Research Assistant of ACI. The presenters argued that though both the MSR and AECV possess the common goal of greater economic integration within the Asian region, the critical difference being that AECV is ASEAN-centric in approach whereby an active consultation process will be undertaken by identifying stake holders who would therefore take ownership on policy initiatives. The five evidence-based broad policy proposals of AECV were assessed and articulated with key performance indicators in 2030 projected for ASEAN, China and Indian were discussed.

As reviewers, Professor Jia Qingguo, Dean of School for International Relations, Peking University, Dr Tang Zhouyan, Dean of Shandong Academy of Social Sciences (SASS), Dr Zhang Qingjin, Director of the Institute of Rural Development, SASS, Professor Lee Cheng-Few, Distinguished Professor of Finance and Economics, Rutgers Business School, Rutgers University, Dr David Hong, President of the Taiwan Institute of Economic Research and Dr Lei Xiaohua, Research Fellow of Guangxi Academy of Social Sciences, applauded the ASEAN-centric approach of AECV and thought that it advocates the same idea as the MSR but potentially with more effective facilitation and better policy coordination at local level. They stated the importance of integrating and coordinating the interests of all parties concerned in ensuring the success of AECV. They raised some concerns and scrutinized on the issue of China surrendering part of its economic interests to ASEAN countries in terms of dissimilar liberalization timelines and economic concessions in the shorter term so as to correct for trade imbalances and trade deficits from ASEAN members to China.

The second session on “ACI Overview Presentation on Updating Provincial and Regional Competitiveness Analysis for Greater China” was moderated by Professor Lee Cheng-Few. Presenters were Mr Yuan Randong, Ms Sangiita Yoong Wei Cher, Research Assistants of ACI and Associate Professor Tan Khee Giap. The presenters showcased the 2014 competitiveness ranking of the 34 Greater China economies and the inaugural competitiveness analysis of five regions in Greater China.

As a reviewer, Dr David Hong sought to clarify the notion of competitiveness and echoed the findings of ACI competitiveness ranking. Dr Lei Xiaohua commended on the usefulness of the empirical findings presented and mentioned that ACI should widely publicize these results for the benefits of the governments, think-tanks enterprises and investors.

The third session on “Case Studies on Economic Development Models for Jiangsu and Taiwan using Geweke Causality Analysis was moderated by Associate Professor Gu Qingyang, Deputy Director of Master in Public Administration and Management, LKYSPP. Presenters were Mr Yuan Randong, Ms Sangiita Yoong Wei Cher and Associate Professor Tan Khee Giap. The presenters examined the relevance of East Asia model of economic development for Jiangsu and Taiwan by adopting the Geweke causality analysis in order to explain their successful economic transformation and policy implications of these findings were drawn. Professor Lee Cheng-Few suggested that ACI should explore the use of simultaneous equations rather than just the reduced-form Geweke causality analysis. Dr David Hong acknowledged the contribution of this study and commented that capital flows from Taiwan to Jiangsu might be a significant factor driving economic growth in Jiangsu at least in the initial phase of the latter’s economic development.

Session four on “ACI Provincial Agricultural Total Factor Productivity for Mainland China” was moderated by Dr Lei Xiaohua. Presenters were Ms Suo Haoran, Mr Nie Tongxin, Research Assistants of ACI and Professor Ramkishan S Rajan. Development for agriculture sector for mainland China since 1990 was reviewed and by applying the Malmquist Index – Data Envelopment Analysis methodology, the ACI study revealed and identified sources of total factor productivity (TFP) for

mainland China economies. Case studies were also discussed to facilitate inter-provincial learning.

Dr Zhang Qingjin acknowledged that the ACI research findings are in accordance with the agriculture development in mainland China. He mentioned that choice of crops cultivated and part-time farming have profound impact on the calculation of Labour productivity. He pointed out that agriculture subsidies offered to the rural dwellers might not be useful in raising agriculture productivity as they are directly credited into the account of rural households.

Session five on “Political Development and Social Experiment in China” was chaired by Dr Zhang Qingjin. The speaker Dr Tang Zhouyan gave a summary of political development in China since 1978 based on four periods of leadership and identified problems that still persist. He is optimistic about the future political development which is guided by the idea of modernization in governance system and capability.

Professor Lee Cheng-Few suggested that pace of social-political reform in China should neither be too quick nor too extreme. He reiterated the importance of increasing social welfare and controlling the widening income disparity. Professor Tan Kong Yam shared his personal experience in understanding Deng Xiaoping’s determination and decisiveness in embarking on the economic reform of China since 1978. He stressed that the key to success in the reform is decentralization.

In the Closing Remarks, Professor Tan Kong Yam expressed confidence on positive economic outlook for Asia. He reiterated that AECV 2030 will be a long-term project detailing significant development strategies. Finally, he raised the possibility of studying local government debt problems in mainland China in the immediate future.

5.2.9 2014 Asia Competitiveness Institute Review Seminar on “Masterplan for Strategic Regional Economic Development, Updating Competitiveness Ranking, and Agriculture Productivity for 35 States and Federal Territories of INDIA”

19 August 2014, LKYSPP-NUS

Guest of Honour: Mr Mohan Guruswamy, Chairman, Centre for Policy Alternatives, India

The India Review Seminar is part of a series of activities organised by Asia Competitiveness Institute (ACI) at LKYSPP, NUS to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims to exchange views on topics pertinent to India economies, reviewing possible improvements for current research work, and thereby ACI would undertake to publish a book, journals papers and policy briefs incorporating expert views and informed opinions.

Professor Kanti Prasad Bajpai, Vice-Dean (Research), Lee Kuan Yew School of Public Policy, delivered the Welcome Remarks. Professor Bajpai commended ACI for its timely report on India which analyses the Indian development through the regional perspective. He emphasized that India's success hinged upon a greater measure of political unity and the ability of the political leadership to bring the country together. He recognized that India needs to be mindful of its place in an international context within which its economy can flourish.

The Keynote Speaker, Mr Mohan Guruswamy, Chairman, Centre for Policy Alternatives, India, in his opening remarks expressed optimism on the Indian economy considering that it grew 10-fold between 1990 and 2014. However, he highlighted the growing disparity among the states was a cause for concern and therefore complimented ACI's initiative for a regional economic masterplan which is an important first step towards achieving balanced regional growth. He underlined the important role of institutions to foster an environment which can sustain the long-term growth for the Indian economy.

The first session on "2014 ACI Inaugural Competitiveness Ranking and Simulations for Five Indian Regions and the Annual Update for 35 States & Federal Territories of India" was moderated by Mr Evan Tan, Research Assistant at ACI. Dr Linda Low, Mr Kartik Rao, and Ms Sujata Kaur presented the 2014 Competitiveness Rankings for India. Maharashtra, Delhi and Tamil Nadu retained their top-three positions with Assam being ranked last at position 35th. In ACI's inaugural rankings for India's five regions, the Southern Region outperformed the Western Region to emerge as the most competitive region. The North Eastern Region was the least competitive.

As a reviewer, Dr Jagannath Prasad Panda, Research Fellow & Centre Head, East Asia Institute for Defence Studies and Analyses (IDSA), India commended ACI's comprehensive methodology and the What-if Competitiveness Simulation analysis. He underscored the role of historical factors in determining the current growth trajectories of the states. While agreeing that it was useful to draw lessons from China's success over the last two decades, he expressed that this should be done keeping in mind structural differences between the two economies.

The second session on "ACI Proposed Masterplan for Strategic Regional Economic Development in India Vision 2030" was moderated by Mr Blake Berger, Research Associate at ACI. Associate Professor Tan Khee Giap, Professor Tan Kong Yam and Dr Linda Low, presented the Masterplan for Strategic Regional Economic Development in India with a vision to transform India into a self-sufficient, industrialized and competitive economy. The Masterplan suggested strategic thrusts for each of the five regions based on their relative strengths and weaknesses. The Masterplan further projected the key performance indicators to 2030 for the five regions as well as for India as a whole.

As the reviewer, Dr Ronojoy Sen, Senior Research Fellow, Institute of South Asian Studies, NUS brought in the political perspective for the Masterplan. He highlighted that both high-politics and local-politics were key factors along with the efficacy of the bureaucracy to determine the success of the masterplan initiative. He indicated that factoring in the role of the locals to make them stakeholders in the development process was a crucial challenge.

The third session on “Geweke Causality Analysis for Economic Development of Bihar and Developing the Tourism Sector for Tamil Nadu” was moderated by Mr Blake Berger, Research Associate at ACI. Mr Nie Tongxin, Mr Kartik Rao, and Ms Zeng Ting, Research Assistants of ACI presented their findings for Geweke Causality to facilitate analysis on the interplay of some key variables which determine a state’s competitiveness. Bihar’s economic development was analyzed on indicators of central government assistance and law and order. Similarly, the tourism sector in Tamil Nadu was examined by studying the impact of infrastructure, safety, sanitation and healthcare on the number of international tourist arrivals.

As the reviewer, Dr Rathin Roy, Director, National Institute of Public Finance and Policy, India commended the use of web-charts to analyze the state relative competitiveness by sectors. For the case study on Bihar, Dr Roy suggested the use of data on crimes solved and brought to closure from National Crime Records Bureau as indicators for law and order. For the case study on Tamil Nadu, Dr Roy, in reference to tourism economics, encouraged the team to look at per capita tourist spending to better understand the growth in the state’s tourism sector.

The fourth session on “India Total Factor Productivity (TFP) and Agriculture Productivity for 35 States and Federal Territories of India” was moderated by Mr Evan Tan, Research Assistant at ACI. Professor Ramkishan S. Rajan, and Mr Kartik Rao presented the findings for TFP growth in Indian states between 2000 and 2010. Employing the Malmquist Index, the mean TFP growth for crops across studied states was 1.5%, with technological change being the major contributor. Inter-state sharing of best practices with a focus on more efficient resource deployment can improve TFP growth across the board.

As the reviewer, Dr Sasidaran Gopalan, Post-Doctoral Research Fellow, Hong Kong University of Science and Technology emphasized the importance of the agriculture sector for the Indian economy. Dr Gopalan commended the study for analysing the most recent data available to include the pre and post-global financial crisis. He recommended further analysis to understand the determinants of technical efficiency which sets apart the top and bottom performing states.

Professor Tan Kong Yam delivered the Closing Remarks and reminded the importance of an objective and professional assessment of Indian states and federal territories from an outsider perspective as performed by ACI. He reiterated the importance of these “annual health checks” for the states to track their performance and how competition between states can benefit the country as a whole. He indicated that for India to benefit from its demographic dividend, it is crucial to focus on education and employability. He called upon the Indian diaspora to contribute to India’s economic development and help India become a major engine that drives the economic growth in the Asian region.

5.2.10 2014 Asia Competitiveness Institute Review Seminar on “Safeguarding INDONESIA’s Growth Momentum: Enhancing Regional Competitiveness, Increasing Productivity and Improving Layers of Government”, co-organised with President’s Delivery Unit for Development Monitoring and Oversight (UKP4), Indonesia

4 August 2014, LKYSPP-NUS

Guest of Honour: HE Mahendra Siregar, Chairman, Indonesia Investment Coordinating Board (BKPM)

The Indonesia Review Seminar is part of a series of activities organised by Asia Competitiveness Institute (ACI) at LKYSPP, NUS to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims to exchange views on topics pertinent to Indonesian economies, reviewing possible improvements for current research work, and thereby ACI would undertake to publish a book, journals papers and policy briefs incorporating expert views and informed opinions.

Professor Kishore Mahbubani, Dean of LKYSPP, opened the seminar applauding effort of ACI that given its small size, have succeeded in publishing major research studies covering ASEAN-10, 34 Greater China economies, 33 Indonesia provinces and 35 states and federal territories of India.

In his Opening Remarks, Professor Kuntoro Mangkusubroto, Head of UKP4, appreciated the second joint event to bring forward the discourse of competitiveness and further pinpoint drivers behind those most or least competitive provinces. He also noted the importance of agricultural productivity study to ensure Indonesia’s food security and long-term sustainability of economic growth.

The Keynote Speaker, HE Mahendra Siregar, Chairman of Investment Coordinating Board (BKPM) cautioned that the past economic models relying on exploitation of natural resources, low-cost Labour-intensive sector and domestic market consumers-driven growth are no longer sustainable. For Indonesia to maintain its growth momentum, policies should be shifted to strategic growth model based on competitiveness that upholds high value-added industries, high quality human capital and highly integrated value chain and industrial clusters. He also acknowledged the contribution of ACI research initiatives in providing deeper analysis at province-level with concrete policy recommendations.

The first session on “The Annual Provincial and the inaugural Regional Competitiveness Ranking and Simulation Studies on Indonesian Economies” was moderated by Dr Farchad Mahfud, Special Assistant to Head of UKP4. Associate Professor Tan Khee Giap, Co-Director of ACI, Mr Mulya Amri and Ms Nurina Merdikawati, Research Associates of ACI highlighted the changes in competitiveness ranking among provinces and regions. Disparity is still observed with Java remaining the top-performing region, but less so as western versus eastern regional dichotomy. Balanced regional development is a way forward and multiple growth centres should be pursued and followed through consistently.

As a reviewer, Dr Luky Eko Wuryanto, Deputy Minister for Infrastructure and Regional Development, Indonesia stated that the results corroborate with the spirit advocated by the Master Plan for the Acceleration and Expansion of Indonesia's Economic Growth (MP3EI). He agreed that such concentration on western part of Indonesia still persists; polarizing the country into developed vs less developed regions. It is important to unleash great potential so that eastern region can offer to pave the way for more balanced growth. He commended the ACI study as an excellent piece of research work and timely for inspiring stronger national policy formulation based on regional development strategies.

The second session on "Geweke Causality Analysis on Economic Development Models for East Java, East Kalimantan, North Maluku and East Nusa Tenggara" was moderated by Ms Fika Fawzia, Director of UKP4. Associate Professor Tan Khee Giap and Mr Mulya Amri shared the preliminary findings from Geweke analysis to shed light on the interplay of some key variables which determine a province's competitiveness, or lack thereof. For East Java, the drivers behind restructuring process towards tertiary sector growth are infrastructure and Labour market flexibility.

As a reviewer, Professor Umar Juoro, Member of the National Economic Council (KEN) appointed by President of Indonesia, commented on the selection of provinces for Geweke analysis. He felt that other provinces could also be excellent case studies, especially for those with improved governance. For selection of variables, he made suggestions to include manufacturing sector assessment for East Java as Indonesia as a whole still has comparative advantage in traded sector.

The third session on "Total Factor Productivity (TFP) in the Agriculture Sector for 32 Provinces in Indonesia" was moderated by Dr Farchad Mahfud. Adjunct Senior Research Fellow Professor Ramkishan Rajan, Ms Nurina Merdikawati and Mr Wang Zhe presented the findings for TFP growth in 32 provinces (excluding DKI Jakarta) between 2000 and 2011. Employing the Malmquist Index, the mean TFP growth was 3.2% with a caveat of limited inputs due to lack of data. The finding for technological change as contributed most suggests that the government need to place greater emphasis on private sector involvement in research and development (R & D). In particular, provincial government is to ensure efficient adoption and adaptation of new technology at local level.

As a reviewer, Dr Agung Hendriadi, Executive Secretary of Indonesian Agency for Agricultural Research and Development, suggested to narrow the research scope to food crops, horticulture and livestock. He further underlined the role of technology innovation, distribution, and readiness.

The fourth session on "Decentralization, Governing Institutions and Economic Development in Indonesia" was moderated by Mr Blake Berger, Research Associate of ACI. The presenters were Assistant Professor Henry Yee Wai-Hang, Assistant Professor Li Hui, Research Fellows of ACI and Mr Mulya Amri. The study investigated empirically the micro-foundation linking decentralization and economic development in Indonesia. The results revealed that there were great varieties among individual provinces in terms of quality of governing institutions. Moreover, investment decisions of businesses, particularly on staff expansion and

introduction of new products and features, were found to be related to the presence of a combination of satisfactory governing institutions.

As a reviewer, Dr Agung Wicaksono, Special Assistant to Head of UKP4 and Assistant Professor of School of Business and Management (SBM) – Institut Teknologi Bandung (ITB), offered fresh perspectives, emphasizing on dynamics of decentralization towards governing institution. He raised the notion that decentralisation brought a blessing to the country and a competent new generation of leaders has been born thanks to decentralisation. On the other hand, decentralisation also brought in complexity to deal with multiple layers of government that further challenge implementation of effective governance at the local level.

Professor Tan Kong Yam who delivered the Closing Remarks reiterated the importance of regular “medical check-up” as an analogy for each province to be thoroughly informed of their “overall health” and understand fully their respective relative positions and factors that influence changes in their “medical report cards”.

Year 2013

5.2.11 “2013 Pan-Beibu Gulf Cooperation and Regional Connectivity Seminar”

3 September 2013, Guilin, China

The seminar on “Pan-Beibu Gulf Cooperation and Regional Connectivity” was held on 3 September 2013 at Guilin Park Hotel, China. More than twenty experts were invited from nine countries, including Cambodia, China, Indonesia, Japan, Malaysia, Myanmar, Singapore, Thailand and Vietnam.

This seminar was co-organised by Asia Competitiveness Institute (ACI), National Institute of International Strategy (NIIS), the Chinese Academy of Social Sciences (CASS) and Guangxi Normal University with the purpose to exchange views on building regional partnership on connectivity, and discuss on Pan-Beibu Gulf Cooperation, so as to build a regional connectivity network in deepening regional cooperation in future.

5.2.12 2013 Asia Competitiveness Institute Review Seminar on “Competitiveness Ranking, Simulation Analysis and Development Strategies for 35 States and Federal Territories of India”

23 August 2013, LKYSPP-NUS

The India Review Seminar is part of a series of activities organised by Asia Competitiveness Institute (ACI) at LKYSPP, NUS to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims at exchanging views on topics pertinent to Indian sub-national economies and reviewing possible improvements for current research work, all of which is to enable ACI to publish

books, journals papers and policy briefs incorporating expert views and informed opinions.

Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy, delivered the Welcome Remarks and commended ACI for its study on the 35 states and federal territories of India among its other work on Indonesia, China and ASEAN. He emphasized the importance of the study which comes in at a crucial juncture where the Indian economy faces an uncertainty as never before. Professor Mahbubani while outlining the challenges for India expressed confidence on India's resilience to bounce back and remained optimistic on the long-term prospects for the Indian economy.

The Keynote Speaker, Dr Mohan Guruswamy, Chairman, Centre for Policy Alternatives, India, in his opening remarks highlighted the substantial diversity within the states of India as a result of which any analysis on India needs to constantly factor it in. As an example, he cited the demographic diversity within the states where some states will continue to grow until 2090, while others will start contracting soon. Therefore, he commended the ACI study which focusses on sub-national entities which is more valuable given the diversity between them. Dr Guruswamy stressed on the importance of developing competent government institutions which can facilitate an environment to foster socioeconomic growth in the country. In closing, he encouraged ACI to conduct further studies on India as it provided a perspective as an objective observer from the outside and can add significant value to the policy discourse in India.

The overview presentation on "Competitiveness Ranking, Simulation Analysis and Development Strategies for 35 States and Federal Territories of India" was moderated by Mr Donald Low, Associate Dean (Executive Education and Research) & Senior Fellow at LKYSPP, NUS. Associate Professor Tan Khee Giap, Dr Linda Low, Mr Kartik Rao, and Professor Tan Kong Yam presented the 2013 Competitiveness Rankings for the 35 Indian economies. Maharashtra, Delhi and Tamil Nadu emerged as the top-three ranked economies while Jharkhand was ranked last as 35th. Overall, the states in the south and the west of the country outperformed the rest of the country across three environments namely, Macroeconomic Stability, Financial Businesses and Manpower Conditions, and Quality of Life and Infrastructure Development. For the environment on Government and Institutional Setting the top-ranked states were more evenly distributed throughout the country. The bottom-ranked states were concentrated in the eastern and the north eastern parts of the country. Subsequently, the presenters suggested policy recommendations for the states and federal territories ranging from development of manufacturing clusters, special economic zones, agriculture and tourism based on their specific strengths and weaknesses.

As the first review speaker, Professor Bharat Ramaswami, Economics and Planning Unit, Indian Statistical Institute, Delhi, India, commended ACI's comprehensive methodology with detailed policy papers providing valuable information for each of the 35 Indian sub-national economies. He also complimented the study for covering a wide range of indicators for its competitiveness study. Professor Ramaswami during his review also suggested that the team undertakes the exercise of normalizing indicators either by the size of the state's population or

economy to facilitate an enhanced basis for comparison across all the 35 economies.

As the second review speaker Professor Ramkishen S. Rajan, Professor of International Economic Policy, School of Public Policy, George Mason University suggested inclusion of indicators representing fiscal parameters to ACI's list of indicators. He complimented the study for its transparency, relevant policy recommendations and focus on sub-national economies. Professor Rajan further commended the use of What-if Policy Simulations exercise which provides the states and federal territories avenues to invest its resources in areas which would maximize the impact on improving their competitiveness. He highlighted the challenges for the Indian economy such as its skewed economic structure where the share of Labour-intensive manufacturing sector has stagnated over the past decade, the impact of global slowdown on the Indian economy and the lack of supply-side reforms. He concluded by expressing optimism for the Indian economy and emphasis on the urgent need for policy reforms.

As the final review speaker Mr Mahesh Vyas, Managing Director and Chief Executive Officer Centre for Monitoring Indian Economy Pte Ltd, India, complimented the rigorous nature of ACI's competitiveness analysis which combined quantitative ranking, simulations and policy implications. He recommended inclusion of additional indicators for capturing data on mineral resources and agricultural productivity which would add value to the competitiveness analysis. Mr Vyas encouraged ACI to make the competitiveness study of 35 Indian economies an annual exercise to track change in competitiveness rankings over time.

Professor Tan Kong Yam delivered the Closing Remarks by highlighting the importance of an objective and comprehensive study at the sub-national level for large countries such as China, India and Indonesia. He stressed on the importance of neighborhood demonstration effect which competitiveness rankings can create, which along with democratic accountability in India can lead to a path of accelerated economic growth. Through the simulation exercise, the ACI study focusses on how states and federal territories can improve, instead of highlighting failures and weaknesses of the local governments. In conclusion, Professor Tan conveyed that the competitiveness study aimed to propagate successful domestic models which can be adapted to other states and how competitive dynamics among these states can be harnessed as a powerful driving force for adoption of best practices and as a result make India take its rightful place in the global economy.

5.2.13 2013 Asia Competitiveness Institute Book Launch and Seminar on “Annual Competitiveness Analysis and Development Strategies for 33 Indonesian Provinces’ - Indonesia as Rising Middle Power”

25 June 2013, Jakarta, Indonesia

Guest of Honour: Dr Bayu Krisnamurthi, the Vice Minister of Trade of Indonesia

Provost Professor Tan Eng Chye had led the team members from ACI at LKY School, NUS when ACI hosted the overseas event “Asia Competitiveness Institute (ACI) Book Launch and Seminar on ‘Annual Competitiveness Analysis and Development Strategies for 33 Indonesian Provinces’ -- Indonesia as Rising Middle Power” on 25 June 2013 in Jakarta, Indonesia.

The event was co-organised with the Coordinating Ministry for Economic Affairs, Indonesia, in conjunction with The Employer’s Association of Indonesia (Asosiasi Pengusaha Indonesia – APINDO) and the University of Indonesia (Universitas Indonesia).

ACI also signed three Letters of Intent (LOIs) with three of the provinces during the event in the presence of the Vice Minister and Provost.

5.2.14 2013 Asia Competitiveness Institute Review Seminar on “Competitiveness Ranking, Simulation Analysis and Development Strategies for 34 Greater China Economies”

10 June 2013, LKYSPP-NUS

The Review Seminar on Competitiveness Ranking, Simulation Analysis and Development Strategies for 34 Greater China Economies is part of a series of activities organised by Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP), NUS, to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims to exchange views on topics pertinent to Greater China economies, reviewing possible improvements for current research work, all of which is to enable ACI to publish books, journal papers, and policy briefs incorporating expert views and informed opinions.

The Review Seminar began with Professor Kishore Mahbubani, Dean of LKYSPP, delivering the Welcome Remarks. He commended ACI on the inaugural research project on competitiveness analysis of 34 Greater China economies. He then cited the significance of China’s unprecedented growth, some major challenges facing it, both internally and globally. He emphasised the importance of understanding how the rest of the world view China.

The overview presented as “Competitiveness Ranking, Simulation Analysis and Development Strategies for 34 Greater China Economies” was moderated by Associate Professor Gu Qingyang, Deputy Director (MPAM) and Director (Chinese Executive Education) of LKYSPP. Dr Yang Mu, Senior Research Fellow of ACI, and Mr Yuan Randong, Research Assistant of ACI, emphasized the original

contribution from the unprecedented efforts to analyze competitiveness of the 34 Greater China economies. The research adopted a comprehensive competitiveness framework consisting of four environments: (1) Macroeconomic Stability; (2) Government and Institutional Setting; (3) Financial, Businesses, and Manpower Conditions; and (4) Quality of Life and Infrastructure Development. Each environment was further disaggregated into two or three sub-environments and equal weightage was applied. On top of producing the rankings, ACI also ran simulation for each economy. The What-if simulation identified the top 20% weakest indicators and raised their scores to the mean value. The rankings would then be recalculated while keeping other economies' scores constant. From this analysis, policy recommendations would be well-tailored for individual economy based on its unique characteristics. The preliminary findings revealed the superiority of economies located in the Eastern Coastal Area of Greater China as well as those of Hong Kong, Macau and Taiwan, as the top 10 ranked economies were all from these regions. The laggards were mostly western economies, namely, Ningxia, Qinghai, Guizhou, Gansu and Tibet. The simulation study illustrated how each economy could leapfrog in their competitiveness ranking if they prioritized in improving their top 20% weakest indicators. Economies with great potential for improvement as revealed by the What-if simulation include Hainan, Qinghai, and Ningxia, whose rankings in Overall Competitiveness could be lifted by 15, 14 and 12 places, respectively. Going forward, ACI also strove to further refine the methodology and data collection as well as forge stronger collaboration with their partners in Greater China.

There were four reviewers commenting on the ACI study. The first reviewer was Professor Zhang Jun, Director of China Centre for Economic Studies, School of Economics, Fudan University, People's Republic of China. During his review presentation on "Competitiveness Ranking, Simulation Analysis and Development Strategies for 34 Greater China Economies", he commended ACI on carrying out such significant research work, which provides a comprehensive analytical framework of measuring competitiveness at economy level and shed light on future development strategies for Greater China economies. He further pointed out that ACI's report on competitiveness of Greater China economies has great value for both academics and the government, which not only provides competitiveness scores and rankings, but also contains constructive suggestions on how to improve the weaker indicators for each economy using simulation analysis. In terms of specific opinions and suggestions, Professor Zhang Jun advised ACI to consider conducting sensitivity analysis by altering the weights placed on each environment and individual indicators, in order to verify the robustness of the research findings. He also raised the principle of Occam's Razor serves as a guide for ACI to refine the list of indicators and remove those possibly redundant indicators.

The second reviewer was Professor Wei Houkai, Deputy Director, Institute for Urban and Environmental Studies, Chinese Academy of Social Sciences (CASS), People's Republic of China. In his review presentation on "Competitiveness Ranking, Simulation Analysis and Development Strategies for 34 Greater China Economies", Professor Wei Houkai remarked upon the uniqueness of ACI's competitiveness report on Greater China economies, which is manifest in its features such as covering Hong Kong, Macau and Taiwan as well as the mainland China economies, taking a new and more comprehensive perspective on regional

competitiveness, integrating the competitiveness analysis and development strategies, and the novelty in research methods involving graphical data analysis like web charts. For future research topics and improvement, he recommended ACI to take into account the large discrepancy in stage of development among the economies when analysing competitiveness, in order to arrive at conclusions with greater granularity.

The third reviewer was Dr Zuo Xiaolei, Chief Advisor to the President, China Galaxy Securities Company Ltd, People's Republic of China. During her presentation on "Financial Reforms, Banking Sector Liberalization, Regionalization of RMB and Shanghai as an International Financial Centre by 2030", Dr Zuo Xiaolei elaborated on the three topics that constituted the title of her presentation, which are intimately linked to each other and pertinent to the theme of the regional competitiveness of Greater China. She emphasized that many breakthroughs needed to be made in financial markets reforms, therefore internationalization of RMB would be a gradual process, and the creation of the Shanghai International Financial Centre could only occur in a gradual course of accompanying changes and reforms.

The fourth and last reviewer for the seminar was Dr Tang Min, Counsellor of the State Council, and Executive Vice-Chairperson, China Social Entrepreneur Foundation, People's Republic of China. In his review presentation on "China's Economic Growth Target, 2013-2020, and Latest Policy Reforms: Opportunities and Challenges", Dr Tang Min mentioned that China's economic growth cannot be sustainably driven by continuous supply of migrant workers moving into urban areas, foreign direct investment, or export-oriented economic growth model. China should look into further reform in five broad areas to further unleash its growth potential. Firstly, policies for economic growth should not be obsessed with achieving high growth rate but rather place more emphasis on achieving stable economic growth. Secondly, local government debt should be controlled with increasingly more budget allocated to setting up social security safety net instead of infrastructure investment. The other three areas in need of reform are the financial and monetary policy, real estate policy, and policy for income redistribution.

Associate Professor Tan Khee Giap, Co-Director of ACI, delivered the Closing Remarks that highlighted increasing significance of China as a major engine of growth for neighbouring Asian countries. He emphasized that China's rise can benefit other countries in the region and ASEAN in particular, as it shares the fruits of its economic development through collaboration that improves connectivity and infrastructure of the region, thus creating a win-win situation conducive to poverty reduction, inclusive growth, and friendly international relationship for the region.

5.2.15 2013 Asia Competitiveness Institute Seminar on “Cross-Border Trade Activities amongst China, Myanmar, Vietnam, Thailand and Russia”

25 April 2013, LKYSPP-NUS

ACI Seminar on “Cross-Border Trade Activities amongst China, Myanmar, Vietnam, Thailand and Russia” was held on 25 April 2013 at Lee Kuan Yew School of Public Policy, NUS.

Cross-border trading activities are part of an important economic development which have been proliferating amongst many Asian economies and have significant impact and implications to the local government and the well-being of those who participant in them. We are observing difference cross-border trade models currently in operation, some more successful than others, but nevertheless each has its unique features worthy of our study and examination.

For this seminar, ACI has invited experts to offer their local knowledge and expertise. The eminent speakers and panel discussants are:

- Madam Marjorie Yang, Chairman, Esquel Group, Hong Kong Special Administrative Region, China
- Professor Lv Yusheng, Dean, Faculty of Social Science, Guangxi, China & Dean, Beibu Gulf Economic Zone Research Institute, Guangxi, China
- Professor Sun Haojin, Deputy Director, Applied Economics Research Institute, Heilongjiang Provincial Academy of Social Sciences, China
- Mr Nguyen Cam Tu, Deputy Minister, Ministry of Industry and Trade, Vietnam
- Mr Ma Jixian, Deputy Director-General, Department of Commerce, Guangxi, China
- Mr Nguyen Thac Son Tung, Specialist, Department of Planning and Investment, Lao Cai Province, Vietnam
- Mr Yang Guangbo, Deputy Director, Rural Affairs Committee, CPC Yunnan Province Committee, China
- Mr He Chunrong, Deputy Director, Dehong Policy Research Department and Director, Rural Affairs Committee, CPC Yunnan Province Committee, China
- Mr Minn Thu, Alumnus, Master in Public Policy Programme (2007-2009), LKYSPP, NUS
- Mr Zhang Xicheng, Assistant to Chairman, Yunnan Ningmao Environmental Technologies Co Ltd, China
- Professor A Yan, Researcher, Inner Mongolia Academy of Social Science, Inner Mongolia, China
- Associate Professor Ma Jun, Faculty of Humanity, South-West Forestry University, Yunnan, China
- Mr Yang Xinkai, Deputy Director, Dehong CPC committee Policy Research Office & Deputy Director, Prefecture Committee of Agriculture Office, Yunnan, China

5.2.16 2013 Asia Competitiveness Institute Review Seminar on “Competitiveness Ranking, Simulation Analysis and Development Strategies for ASEAN-10”

5 April 2013, LKYSPP-NUS

The ASEAN Review Seminar is part of a series of activities organised by Asia Competitiveness Institute (ACI) at LKYSPP, NUS to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims at exchanging views on topics pertinent to Indian sub-national economies and reviewing possible improvements for current research work, all of which is to enable ACI to publish books, journals papers and policy briefs incorporating expert views and informed opinions.

Professor Kanti Prasad Bajpai, Vice Dean (Research) and Professor, Lee Kuan Yew School of Public Policy, delivered the Opening Remarks and commended ACI for its study on the ASEAN 10 economies. He shared his views on the current environment around ASEAN economies, including Trans Pacific Partnership (TPP), the Regional Comprehensive Economic Partnership (RCEP) and even Transatlantic Trade and Investment Partnership (TTIP). Professor Bajpai outlined some micro and macro findings, such as Indonesia has done rather well in terms of competitiveness over the past five year, China is a major factor for growth in the region and the biggest trade partner for several ASEAN countries, and others.

The overview presentation on “*Competitiveness Ranking, Simulation Analysis and Development Strategies for ASEAN-10*” was moderated by Dr Tan Boon Seng, Research Fellow at ACI, LKYSPP, NUS. Associate Professor Tan Khee Giap and Dr Vu Minh Khuong presented the 2013 Competitiveness Rankings for the ASEAN-10 economies. Singapore, Malaysia and Thailand emerged as the top-three ranked economies while Myanmar was ranked last as 10th. Comparing the overall competitiveness in 2000 vs 2010, Malaysia, Indonesia, Vietnam and Laos had proved significantly. A case study on Indonesia surpassed the Philippines in 2006 – 2010 was presented. Subsequently, the presenters shared the emerging policy issues such as regional integration, China-ASEAN Connectivity. The presenters suggested strategic directions for promoting growth and policy recommendation for ASEAN-10 economies ranging from more proactive in deepening regional integration and enhancing regional connectivity to strategically balancing the rising overdependence on China and managing US participation in the Asian regional economic integration.

As the first review speaker, Dato Paduka Lim Jock Hoi, Chair, Brunei Darussalam National Committee for Pacific Economic Cooperation (BDCPEC) & Permanent Secretary, Ministry of Foreign Affairs and Trade, Brunei Darussalam, commended ACI’s comprehensive methodology with detailed policy papers providing valuable information for ASEAN-10 economies. While outlining the challenges facing by Brunei, Dato Lim also shared Brunei Vision 2035.

As the second review speaker Associate Professor Tilak Abeysinghe, Director, Singapore Centre for Applied and Policy Economics, Economics Department, NUS, suggested more detailed discussion on different aspects of the Singapore

economy. He commented on the methodologies used for ACI study and provided alternative suggestions. Professor Abeyasinghe concluded by sharing his observation that competitiveness has to be assessed within a framework of dynamic comparative advantage.

As the third review speaker Professor Umar Juoro, Member of the National Economic Council (KEN), appointed by the President of Indonesia and Chairman, Supervisory Board, Bank of Indonesia and Commissioner, Bank Internasional Indonesia-Maybank, complimented ACI's study is not intended simply to show which country is more competitive than other, but gear to more on how a country can improve its competitiveness by doing certain measures as identified in the categories. The study shows the main strength that a country can utilize for the further development, and its main weaknesses that a country can overcome them to improve its competitiveness. Professor Juoro analysed Indonesia macro economy, government, finance and labour, quality of life and infrastructure from his point of view. He concluded that improving Indonesia's competitiveness by overcoming the weakest elements identified by ACI's study, would not only improve Indonesia competitiveness, but also to prop up higher economic growth that brings higher welfare for the people.

As the fourth review speaker Datuk Dr Supperamiam Manickam, Distinguished Fellow, Institute of Strategic and International Studies, Malaysia, commented that ACI's research has highlighted broadly the salient features of Malaysia's development path. It has alluded to the fact that past strategies, policies programmes and measures set out in the various Development Plans have been successful in driving the country's economic growth. Dr Manickam suggested Malaysia to achieve further improvements in attractiveness to foreign investors, institutional structure and governance, and technological infrastructure. He further mentioned the challenges facing by Malaysia. Lastly, Dr Manickam suggested ways to sustain competitiveness for Malaysia including taking effective initiatives to increase labour and capital productivity especially at the firm level, technological upgrading and building up the requisite technological infrastructure, and government sector must improve the business environment by cutting down red tape, expedite decision making, minimise delays, review outdated rules and regulations that add to the cost of doing business.

The fifth review speaker was Dr Federico Macaranas, Professor, Washington SyCip Graduate School of Business, Asian Institute of Management, Philippines. He complimented that ACI's research is a good place to start examining methodologies and their implications for country investment decisions using a broad-based set of politico-legal, economic-financial, socio-cultural, technological and environmental (PESTE) factors. Dr Macaranas provided his views on competitiveness and innovation and implications for comparative studies for Philippines. He further shared seven lessons for comparisons of competitiveness.

As the sixth review speaker Dr Bunluasak Pussarungsri, Research Office Head, Risk Management Group, CIMB Thai Bank Public Company Limited, Thailand, compared ACI's research with World Economic Forum (WEF) and the International Institute for Management Development (IMD) and highlighted some different findings between ACI, IMD and WEF, such as relatively high scores of Thailand in Labour Efficiency, Financial Deepening and Business Efficiency, while

relatively low scores of Thailand in Competition, Government and Leadership, Technology Infrastructure, Productivity Performance and Education. Dr Pussarungsri suggested a sensitivity analysis to be used to enhance the simulation study and correlation among factors may be considered in ACI's simulation study.

As the final review speaker Dr Vu Minh Khuong, Assistant Professor at LKYSPP, NUS, presented the competitiveness ranking for Cambodia, Laos, Myanmar and Vietnam (CLMV) and analysed the research results for these four economies. He subsequently suggested strategic direction for promoting growth, including making vigorous efforts on building good government, investing in human capital and promoting entrepreneurship, embracing globalization, improving business environment and upgrading infrastructure and promote saving and fixed investment. Dr Vu concluded by expressing that ACI's study provided valuable policy insights for CLMV countries to better understand their national competitiveness relative to their countries in the region. He further suggested the improvement on ACI's ranking framework, such as more rigorously selection of indicators and more timely rankings.

Professor Tan Kong Yam, Co-Director, ACI delivered the Closing Remarks and Way Forward by highlighting the importance of an objective and comprehensive study for ASEAN-10 economies. He mentioned since 2009, ASEAN individually and collectively has been having robust growth despite the recessions in US, Europe, Japan and the rest of the world. Through ACI research, it is noted most of countries in ASEAN has improved over the years, while the most notable country is Indonesia, which has improved in the areas of government policies and fiscal sustainability, institution, governance and leadership and competition, regulations, rule of law. Professor Tan conveyed that the competitiveness study aimed to contribute the originality to research and public policy and highlighted that sub-national analysis has been done by ACI for Indonesia, Greater China and India. The successful models can be adapted and transplanted to other sub-national economies.

5.2.17 2013 Asia Competitiveness Institute Review Seminar on “Competitiveness Ranking and Policy Recommendations for 33 Indonesian Provinces”

7 January 2013, LKYSPP-NUS

The Indonesia Review Seminar is part of a series of activities organised by Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP), NUS, to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. The Review Seminar aims to exchange views on topics pertinent to Indonesian economies, reviewing possible improvements for current research work, all of which is to enable ACI to publish books, journal papers, and policy briefs incorporating expert views and informed opinions.

The overview presentation on “ACI Methodology for Competitiveness Ranking and Simulation Studies of 33 Indonesian Provinces” was moderated by Mr Donald Low, Assistant Dean (Research Centres) and Senior Fellow of LKYSPP. Associate

Professor Tan Khee Giap, Co-Director of ACI, and Mr Mulya Amri, Research Associate, emphasized the original contribution from the unprecedented efforts to analyze competitiveness of 33 Indonesian provinces. The ACI collaborated with extensive network of stakeholders from business sector, government, and academics. The research adopted a comprehensive competitiveness framework consisting of four environments: (1) macroeconomic stability; (2) government and institutional setting; (3) financial, businesses, and manpower conditions; and (4) quality of life and infrastructure development. Each environment was further disaggregated into three sub-environments and equal weightage was applied. On top of producing the rankings, ACI also ran simulation for each province. The What-if simulation identified the bottom 20% of indicators and raised their scores to zeros, the mean value. The rankings would then be recalculated while keeping other provinces' scores remained constant. From this analysis, together with quantifying Strength-Weakness-Opportunity-Threat (SWOT) analysis, policy recommendations would be well-tailored for individual province based on their unique characteristics. The preliminary findings revealed the superiority of provinces located in Java as all six provinces were part of the Top-10. East Kalimantan was the only province from non-western part of Indonesia in the Top-10. The laggards were mostly eastern provinces, namely, West Papua, Maluku, North Maluku and East Nusa Tenggara. The simulation study illustrated how each province could leapfrog in their competitiveness ranking if they prioritized in improving their 20% weakest indicators. For instance, West Papua jumped 15 positions from 30th to 15th after simulation. Going forward, ACI also strove to further refine the methodology and data collection as well as forge stronger collaboration with their partners in Indonesia.

There were two reviewers commenting on the ACI study. The first was Professor Umar Juoro, Member of the National Economic Council (KEN), appointed by the President of Indonesia. During his presentation on "Competitiveness of Indonesian Provinces: Leveraging Regional Economic and Human Development", he expressed his optimism that the ACI's competitiveness study of 33 Indonesian provinces was very important to better understand the potential and obstacles for development at provincial-level. The research provided insights into the structure of provincial economy and economic interaction that would be useful not only for policy-makers but also for private sector. He comprehensively outlined the literature in supporting the regional development and in the context of Indonesia. It was often asked whether convergence took place among provinces. He underlined how in general, GDP per capita was positively associated with Human Development Index (HDI) as in the case of DKI Jakarta. Nevertheless, some outliers prevailed such as East Kalimantan and Riau, the two rich provinces, with relatively low HDI. In his final remarks, he highlighted several policy implications; encouraging competition and complementarity among provinces based on their strengths, developing multi-faceted strategy for managing regional development to further leverage regional growth, and focusing on governance, human resources, and infrastructure development.

The second reviewer, Dr Purba Robert Mangapul Sianipar, Assistant Deputy Minister for Water Resources Infrastructure, Coordinating Ministry for Economic Affairs, Indonesia, presented "Competitiveness Ranking and Simulation Studies Review on 33 Indonesian Provinces". He stated that ACI's competitiveness ranking could become one of the cornerstones of government policymaking as well as

being a reference to the international fund managers and foreign companies that would invest in Indonesia. The study prompted awareness of the deficiencies of both the central and local governments in the development of Indonesian provinces. The institutional aspects in Indonesia had not been conducive for investment and job creation as seen in relatively rigid Labour market and poor productivity performance. Through the Master Plan of Acceleration and Expansion of Indonesia's Economic Development 2011-2025 (MP3EI), government was committed to pursue fair and inclusive growth to achieve prosperity and welfare for the people. The MP3EI was an integral part of the Indonesian National Development Planning System in order to accelerate and expand economic development. He drilled down into main strategic initiatives of MP3EI that delineated six economic corridors and 22 main economic activities in eight main programmers in each economic corridor. He also shared his thought on competitiveness of Batam, Bintan, and Karimun (BBK) as Special Economic Zone (SEZ). In ACI's overall competitiveness, Riau Islands as a home for BBK SEZ held eighth position. Its main rival was Iskandar Malaysia (IM), the SEZ in Johor Bahru, Malaysia. Although BBK was considered more superior to IM, within five-year period, things could turn around if BBK did not address its weaknesses which were mainly in institutional aspects.

Professor Tan Kong Yam, Co-Director of ACI, delivered the closing remarks that highlighted increasing role of Indonesia in ASEAN. Rising Indonesia is beneficial to the region, and in fact, the ACI study found that 1% increase in Indonesia's GDP created a positive spillover effect to Singapore's economy, 0.16% increase in Singapore's GDP during 1990-2000. The spillover was even as high as 0.25% in the past decade. As an independent institute, ACI provides impartial and objective analysis with no vested interest when ranking the provinces. This would be useful for good public policy contribution to highlight best practices and spread them across provinces to lift Indonesia as a whole. The ACI is committed to conduct this study annually to capture the dynamics of how competitiveness evolves. Complementarity across provinces was also noted as essential especially for hinterland provinces as well as regional clustering. With rich database, this permanent marathon race in competitiveness improvement and how it evolved would provide government with early alert system, to take remedial action to overcome its weaknesses.

5.3 ACI Talk Series, Policy Dialogues, Roundtables and Other Events

Year 2016

5.3.1 ACI Talk Series on “Megatrends in the Emerging Economies of East Asia and the Pacific: A View from The World Bank” by Ms Victoria Kwakwa, World Bank Vice President for East Asia and the Pacific

9 December 2016, LKYSPP-NUS

On 9 December 2016, ACI had the privilege of hosting Ms Victoria Kwakwa, World Bank Vice President for East Asia and the Pacific for a special talk on “Megatrends in the Emerging Economies of East Asia and the Pacific: A View from The World Bank”. The talk attracted around 100 attendees comprising of LKYSPP staff, students and faculty as well as members of the public.

Ms Kwakwa presented a broad overview of the socio-economic trends and conditions in East Asia and the Pacific. Despite the strides made by the region, she dwelled on the issues and challenges confronting the policymakers in East Asia and the Pacific which include poverty reduction and ageing population. Finally, Ms Kwakwa also emphasised the importance of achieving an environment-friendly and sustainable economic growth.

A separate dialogue session between the World Bank delegation and NUS faculty members took place at ACI after the talk, where potential collaborations between the two organisations were discussed.

5.3.2 Policy Dialogue Session on “Financial Policies and Funding Strategies for One-Belt One-Road” with Delegates from China (Guangdong) Pilot Free Trade Zone Shenzhen Administration/Shenzhen Qianhai Authority

2 July 2016, LKYSPP-NUS

ACI hosted six delegates from China (Guangdong) Pilot Free Trade Zone Shenzhen Administration/Shenzhen Qianhai Authority.

The ACI research team and the delegates exchanged views on “Financial Policies and Funding Strategies for One-Belt One-Road” in areas of financial sustainability, trade and investment.

5.3.3 Officiation of New Office Premise for Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore by Founding Patron, Mr George Yeo, ACI-LYKSP-NU

29 April 2016, LKYSPP-NUS

ACI held its officiation ceremony for its new office premise at 18 Evans Road. Professor Kishore Mahbubani, Dean of LKYSPP, NUS delivered the welcome remarks for the event. This was followed by a special address by Mr George Yeo, Founding Patron, ACI-LKYSPP, NUS, who briefly recounted the history of ACI's establishment. Mr Yeo also commended the progress and impact that ACI's research work has produced, citing encouraging responses from various international stakeholders. He encouraged the institute to develop further in areas of information-building and research, including adding its own value to the larger network of institutes.

The ceremony included an introduction of all ACI staff, led by Associate Professor Tan Khee Giap, Co-Director, ACI-LKYSPP, NUS. A tree-planting ceremony by Mr George Yeo, Professor Kishore Mahbubani and Associate Professor Tan Khee Giap marked the officiation of the ACI's new office premise.

5.3.4 Policy Roundtable Discussion on “One-belt One-road Strategy: Opportunities, Challenges and Implications to ASEAN and Singapore” with Delegates from Institute of World Economy, Shanghai Academy of Social Sciences

13 April 2016, LKYSPP-NUS

ACI hosted Professor Yu Xinhui, Secretary of Shanghai Academy of Social Sciences CPC Committee and five other members of the delegation for signing a MOU between NUS, acting through ACI and Shandong Academy of Social Sciences. This was held in conjunction with a policy roundtable discussion on “One-Belt One-Road Strategy: Opportunities, Challenges and Implications to ASEAN and Singapore.”

The MOU signing was intended to foster collaboration between the two institutions to conduct joint research and capacity building on policy issues relating to China and ASEAN's regional connectivity as outlined in the Asia Economic Connectivity Vision 2030 (“AECV2030”) and competitiveness. The delegates from Shandong Academy of Social Sciences and the ACI research team also exchanged their views on the outlook of China's One-Belt One-Road initiative, Asia Economic Connectivity as well trade and investment between China and ASEAN.

5.3.5 Policy Dialogue with Professor Chang Xiuze, Professor, Academy of Macroeconomic Research, National Development and Reform Commission, People's Republic of China

1 September 2015, LKYSPP-NUS

ACI hosted Professor Chang Xiuze, Professor, Academy of Macroeconomic Research, National Development and Reform Commission, People's Republic of China for his two-hour policy dialogue session on "One Belt One Road" on 1 September 2015.

Professor Chang and ACI research team exchanged their views on China's "One Belt One Road" initiative, Asia Economic Connectivity, infrastructure development, trade and investment between China and other countries and collaboration in the development of industrial parks in China. All the discussion is relevant to ACI research project on "Asia Economic Connectivity Vision 2030".

5.3.6 Policy Dialogue with delegates from South East Asia World Bank Group Senior Management by Dr Ulrich Zachau, Country Director, South East Asia, The World Bank

9 June 2015, LKYSPP-NUS

A delegation of 16 led by Dr Ulrich Zachau, Country Director, South East Asia, The World Bank, visited ACI-LKYSPP-NUS and participated in a policy dialogue with the ACI team on 9 June 2015. The delegates comprised managers and senior staff working with the private sector and governments on investment climate reforms, access to finance, public-private partnerships, macroeconomic management, human resources development and sustainable development.

The two main discussion topics were, firstly, on key issues and challenges to ASEAN integration and how to align policy decisions to better achieve economic integration in ASEAN; and secondly, how Singapore successfully became an advanced economy and implemented a model based on 'no resources' but focusing on foreign investment and job creation.

Both parties also exchanged their views on China's "One Belt, One Road" initiative, effectiveness of civil service system in Singapore, in particular on inter-agency cooperation and policy for workforce skills development in Singapore. The World Bank team expressed interest in ACI's studies on liveability of cities in Greater China and "Asia Economic Connectivity Vision 2030".

Mr Jordan Schwartz, Director (acting) & Head, Global Infrastructure Facility, Singapore made a note during the dialogue that there are three main projects that the World Bank is doing with ASEAN Secretariat. One of which being the project on Master Plan on ASEAN Connectivity (MPAC) impact that ACI is also involved in. This is in an MOU to be signed between ACI-LKYSPP-NUS and The World Bank in the pipeline for research collaboration.

5.3.7 Policy Dialogue with Mr IYR Krishna Rao, Chief Secretary of Andhra Pradesh, India

14 May 2015, LKYSPP-NUS

Following the signing of Memorandum of Understanding (MOU) between ACI-LKYSPP-NUS, the Government of Andhra Pradesh and the Confederation of Indian Industry on 30 March 2015, Mr IYR Krishna Rao, IAS, Chief Secretary of Andhra Pradesh led a delegation of seven officials from the various departments for a policy dialogue with the ACI team on 14 May 2015.

The delegates from Andhra Pradesh included Dr Penumaka Venkata Ramesh IAS, Principal Finance Secretary, Mr Sanjay Gupta IFS, Special Secretary, Planning, Dr S Narayan, Advisor to Chief Minister and the consultants with the Finance Department. The First Secretary (Commerce) of the High Commission of India in Singapore. Mr Pradyumn Tripathi and Dr Sathish Raman, Head – Southeast Asian Region from Confederation of Indian Industry also attended the discussion.

Both parties had a fruitful discussion on infrastructure building, increasing possibilities of trade through attracting regional investors to Andhra Pradesh. It was agreed that adherence to the ACI's 98 indicators of "Ease of Doing Business" was imperative. The effort can then be followed by increasing Andhra Pradesh's attractiveness to investors through the building of intelligent cities and airports, reducing corruption of government officials in terms of discretion for approvals to businessmen, and how to better tap on the long coastlines and mineral wealth that Andhra Pradesh has.

5.3.8 ACI Talk Series on "Sustainable Growth for Asia Small-Medium Enterprises and Infrastructure" by Professor Naoyuki Yoshino, Dean, Asian Development Bank Institute

28 February 2015, LKYSPP-NUS

ACI was honoured to be able to host Professor Naoyuki Yoshino, Dean, Asian Development Bank Institute for his two-hour talk on "Sustainable Growth for Asia SME and Infrastructure" on 28 February 2015. The talk attracted around 30 attendees comprising of staff, students and faculty of LKYSPP and members of the public.

Professor Yoshino shared his views on the bank-dominated feature of the Asian financial system and the relative absence of long-term investors. He emphasized the need for economies in Asia and the Pacific to devise and explore different modalities in the financing of infrastructure investments in the region, which will require the need for clear, consistent and long-term infrastructure policies. He also presented his ideas on how to facilitate the financing of SMEs, including through a credit rating system and using hometown trust funds, in Asia.

5.3.9 Launch of ACI study on “Liveability Ranking and Simulation Studies on 100 Greater China Cities” in conjunction with “2014 Asia-Pacific Urban Construction and Development Summit”, Beijing, China

28 December 2014, Beijing, China

ACI launched the inaugural release of the research findings on “2014 Greater China Liveable Cities Index: Ranking and Simulation Analysis” during the “2014 Asia-Pacific Urban Construction and Development Summit, on 28 December 2014 at the Diaoyutai State Guesthouse in Beijing, China. Former Chinese Deputy Minister for Commerce, HE Zhang Zhigang was Guest of Honour for the event. Former Singapore Minister for National Development, Mr Mah Bow Tan was also invited to deliver a speech on “Importance, Inclusivity, Planning and Management of Liveable Cities”.

The ACI study defines liveability by five dimensions, which would be helpful for public policy makers to better target the improvement of people's welfare and living standards. Of the five dimensions, “Environmental Friendliness and Sustainability” is the most important as it not only captures the desire of people for responsible stewardship of the environment for the welfare of future generations but also emphasizes how the humanity restrains itself adequately because of its understanding of systemic sustainability. The study covered 100 cities in the Greater China region with capital cities of the 34 Greater China economies (including Hong Kong, Macau and Taiwan) and remaining cities with highest gross regional product in 2011. Besides using hard data collected from publicly available sources (statistical yearbooks), random phone surveys in the 100 Greater China cities were also conducted to obtain 300 successful responses for each city.

As discussant for the ACI study, Dr Bert Hofman, the World Bank's Country Director for China, Mongolia and Korea, East Asia and Pacific, indicated after the summit that the ACI framework is more comprehensive in terms of wider categories of indicators and it is also pioneering because of the perspective of an average resident adopted by ACI. The World Bank would adopt it as a reference according to the actual situation of Chinese cities, and focus on those areas that need improvement. Dr Hofman also suggested that Chinese local governments may wish to use the index according to their local circumstances, as a policy reference.

5.3.10 ACI Talk Series on “Asia in the 21st Century” by Mr Axel van Trotsenburg, Vice President, The World Bank

2 December 2014, LKYSPP-NUS

ACI was honoured to be able to host Mr Axel van Trotsenburg, Vice President (East Asia and Pacific Region) from the World Bank for his 1.5 hour talk on “Asia in the 21st Century” on 2 December 2014. The talk attracted around 45 attendees comprising of staff, students and faculty of LKYSPP and private sectors.

Mr van Trotsenburg shared the World Bank's strategy in the region which supports countries by addressing four shared challenges: natural disasters; poverty and equality; infrastructure and urbanization; and making governments work for people.

5.3.11 Officiation of Asia Competitiveness Institute at Lee Kuan Yew School of Public Policy, National University of Singapore by Guest of Honour, Dr Mochtar Riady, founder and Chairman of Lippo Group

26 September 2014, LKYSPP-NUS

ACI was honoured to be able to invite Dr Mochtar Riady, founder and Chairman of LIPPO Group as Guest of Honour and Dr Stephen Riady, Executive Chairman of OUE Limited to officiate the ACI new office premise since ACI shifted in end May 2014. The ceremony was also graced with the presence of distinguished guests including Professor Tan Chorh Chuan, President of NUS, who delivered the Opening Remarks and Professor Wang Gungwu, Chairman of LKYSPP, NUS, who delivered the Welcome Remarks for the ceremony.

The event included a ribbon cutting ceremony, a tour around ACI wall of research briefs and a dialogue session with the ACI staff.

Our GOH Dr Mochtar Riady also addressed the group with his half-hour sharing of his views of Indonesia emerging as a middle power. The Closing Remarks were delivered by Professor Kishore Mahbubani, Dean of LKYSPP, NUS.

5.3.12 ACI Talk Series on "Assessing Competitiveness: The Result of a Novel Firm Level Database" by Dr Filippo di Mauro, Chairman, Competitiveness Network (CompNet), European Central Bank

15 May 2014, LKYSPP-NUS

It was ACI's honour to host Dr Filippo di Mauro, Chairman of Competitiveness Network (CompNet), European Central Bank to give a talk on 15 May 2014 at LKY School of Public Policy, NUS. The presentation introduced CompNet, a Research Network on Competitiveness among European Central Banks and a number of major international organisations. The innovation of CompNet lies in its holistic approach to competitiveness analysis encompassing the macro, firm level and cross border dimensions. The presentation also concentrated mostly on a novel set of indicators based on firm level data for 11 EU countries.

5.3.13 “2014 Inter-Ministerial Roundtable Forum on Indonesia’s Competitiveness” co-organised with the President’s Delivery Unit for Development Monitoring and Oversight (UKP-PPP), Jakarta, Indonesia, with Guest of Honour, Dr. Rusman Heriawan, Vice Minister of Agriculture, Indonesia

12 May 2014, Jakarta, Indonesia

The Inter-Ministerial Roundtable Forum on Indonesia’s Competitiveness is part of a sequence of activities organised jointly by the President’s Delivery Unit for Development Monitoring and Oversight (UKP-PPP), Indonesia, and the Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKY School), National University of Singapore (NUS) to review Indonesia’s competitiveness at the provincial and regional level and offer relevant development strategies.

ACI has published an extensive book titled “Competitiveness Analysis and Development Strategies for 33 Indonesian Provinces” in 2013, which is the first in an annual, ongoing effort to rank the competitiveness of Indonesian provinces. Research for this publication was done with support from Indonesia’s Coordinating Ministry for Economic Affairs, the Indonesian Employer’s Association (APINDO), as well as governments and universities at the province level. Through collaboration between ACI and UKP-PPP, further research on the competitiveness profile of Indonesia’s provinces and regions is expected to offer more appropriate development strategies for Indonesia.

The 2014 Inter-Ministerial Roundtable Forum on Indonesia’s Competitiveness is conducted to present findings from the current research, discuss critical policy issues with Indonesia’s high-level policy makers, and obtain feedback regarding the research as well as future research topics.

In his opening remarks, Head of UKP-PPP, Professor Kuntoro Mangkusubroto, highlighted a paradox between Indonesia’s economic growth and rising inequality. Indonesia has had high growth rate over the years, and the country is now ranked tenth worldwide in terms of GDP per capita based on purchasing power parity (PPP). In 2011, Indonesia recorded US\$2,058 billion in GDP and \$8,539 in GDP per capita (PPP). However, a World Bank report suggests that real consumption for the poorest 40% of Indonesian households grew by only 1.3%, in contrast with the richest 20%, which grew by 5.9%. Indonesia’s Gini coefficient has also increased from 0.29 in 2000 to 0.38 in 2011. Additionally, Professor Kuntoro pointed out that development is persistently concentrated in Java, and that Indonesia still struggles over high logistics cost compared to some Southeast Asian countries.

The UKP-PPP believes that in order to achieve meaningful, sustainable and inclusive growth, one need to understand the various challenges and design government programs more appropriately. Due to diverse conditions in various Indonesian regions, having a thorough knowledge of the potentials and challenges that the country faces at the provincial level would provide deeper understanding of what is needed to be done. Thus Professor Kuntoro hoped that the roundtable forum will provide the interaction space for evidence-based policies, and

encourage active participation that can help shape the upcoming research agenda for the next government.

Co-Director of ACI, Associate Professor Tan Khee Giap, followed up after the opening remarks with an introduction to ACI's research. Professor Tan highlighted an ACI study where Indonesia has made significant improvement compared to other ASEAN-10 countries between 2000 and 2010. Investors from China, Japan and others have been coming to Singapore to ask for recommendations on where in Indonesia they should invest. As Indonesia continues to grow, Singapore and other neighbouring countries will benefit. Take-off of the ASEAN Economic Community as well as other regional trading agreements will bring prosperity for the ASEAN region as a whole. For the same reason, Indonesia is also expected to play a leading role in pushing for the Regional Comprehensive Economic Partnership (ASEAN, Australia, China, India, Japan, Korea and New Zealand) by 2015, and subsequently towards Free Trade Area of the Asia-Pacific.

ACI's Research Associates, Mr Mulya Amri and Ms Nurina Merdikawati, continued to present the four items:

1. Annual Update of Competitiveness Ranking for 33 Indonesian Provinces: While the disparity between Java and non-Java is clearly visible, differences between provinces in Sumatera, Kalimantan, and Sulawesi are less pronounced. For overall competitiveness, the Top-10 is made up of five provinces in Java, two in Kalimantan, two in Sulawesi, and one in Sumatera. The Bottom-10 is made up of three provinces in Papua and Maluku, three in Sumatera, three in Sulawesi, and one in Nusa Tenggara. ACI's "What-If" competitiveness simulation shows the improvement that each province can achieve (in terms of ranking and score) if they focus on their weakest indicators.

2. Inaugural Competitiveness Ranking for Indonesia's Six Regions ("Economic Corridors"): Disparity among Indonesia's regions is less pronounced than the disparity among provinces. Java remains the top-performing region. The second and third-ranked are, respectively, Kalimantan and Sulawesi. This challenges the conventional wisdom of Indonesia's western-eastern regional disparity as we see that Sumatera in western Indonesia is apparently ranked fourth out of six economic corridors.

3. Ongoing Research Topics: ACI is planning to present the results of the following research topics at the ACI Annual Conference on 26-27 November 2014 in Singapore: (a) agricultural productivity of 32 Indonesian provinces, (b) empirical evidence for provinces with consistently high and low competitiveness levels, and (c) the link between decentralization, institutions, and economic growth.

4. Proposed Future Research Agenda: ACI requested inputs for the current research topics as well as that under planning, including: (a) infrastructure development and financing, (b) monitoring of 50 environmental indicators, (c) competitive healthcare, (d) competitive tourism, and (e) Gini Coefficient Plus.

The following are some highlights from the discussion that followed suit:

On top of his earlier remarks about unequal distribution of growth, worsening income inequality and high logistics cost, Professor Kuntoro Mangkusubroto, Head, UKP-PPP reminded that the central government cannot generalize Indonesia's provinces. ACI's "What-if" competitiveness simulation showed that provinces can improve their rankings and scores in different ways, even if they were previously similar in their competitiveness level. Professor Kuntoro suggested inviting governors and leaders of selected districts and cities to a national seminar on Indonesia's competitiveness, wherein results of related research shall be presented. This was proposed to be conducted in September 2014.

Mr Mahendra Siregar, Chairman, Investment Coordinating Board (BKPM) extended his appreciation to ACI for conducting an "interesting, encouraging, and very useful work". He called for a need to not overgeneralize Indonesia, where location- and sector-specific analysis is important to draw a more compelling picture. Mr Siregar warmly offered BKPM to co-host a joint-launch event for ACI's upcoming competitiveness book. In his concluding remarks, Mr Siregar highlighted the importance of linking economic benefits and competitiveness to political accountability in a democratic context, wherein competitiveness can be used as a tool to hold elected officials accountable to their constituents.

Dr Rusman Heriawan, Vice Minister, Ministry of Agriculture welcomed the research and valued the knowledge transfer and collaboration that ACI has conducted with local academics in the process. He highlighted the importance to be mindful of data quality that is available. With regards to Professor Kuntoro's point about Indonesia's growing Gini Coefficient, he suggested using income growth of the bottom 40% households when evaluating inequality.

Professor Dr R. Agus Sartono, Deputy for Education and Religion, Coordinating Ministry of People's Welfare suggested ACI to review the results of the National Resilience Agency's (Lemhanas) "Resilience Index" and draw comparisons with ACI's results. Professor Agus also suggested identifying relevant variables from World Economic Forum's competitiveness ranking to ease comparability between national and sub-national competitiveness ranking.

Dr Haryono, Director General, Indonesian Agency for Agricultural Research and Development (IAARD), Ministry of Agriculture emphasized the importance of intra and inter-sectorial coordination, and highlighted technology and infrastructure, especially in rural area, to enhance agriculture supply chain. He also raised concern about Jakarta metropolitan area as the largest contributor to pollution, and underlined the importance of repairing damaged land, as well as having water and energy simulation for Java and non-Java areas.

Dr Agung Hendriadi, Director, Indonesian Centre for Agricultural Technology Assessment and Development (ICATAD), Ministry of Agriculture, argued the need for Indonesia to have a common "competitiveness platform" that is adopted across ministries and agencies. Taking the context of agriculture logistics, many aspects fall under the domain of different ministries and agencies, such that a common platform is critical.

Mr Nur Pamudji, President Director, PT. PLN (State-owned Electricity Company) highlighted the condition of decentralization in Indonesia, which has shifted much authority towards the district level. He enquired about the extent to which provincial rankings are determined by the performance of districts (municipalities and regencies).

Mr Tri Sunoko, President Director, PT. Angkasa Pura II (State-owned Airport & Related Services Company) iterated the need to pinpoint specific aspects that can be done to increase competitiveness, especially in terms of connectivity that encompasses all kinds of infrastructure, including airports, sea ports, electricity and roads. He mentioned that in the current “economy of speed,” airports have expanded their role to also account for improving economic activities in the surrounding areas. He also proposed to create benchmarking exercise of Indonesian provinces vis-à-vis other provinces in ASEAN.

Mr Made Dharma Harthana, Chief Information Officer, Ministry of Industry highlighted the need to identify aspects that further improve the economy and competitiveness, and that could push Indonesia to move up the value chain and capitalize on local human resources.

Ms Yusni Emilia Harahap, Director General Processing and Marketing of Agriculture, Ministry of Agriculture suggested the need to adopt zone-based instead of national-based approach as a strategy to improve competitiveness of the livestock sector.

Mr Sutiyoso, Ministry of Energy and Mineral Resources voiced that initiatives to develop the smelter industry are still focused in Java due to the region’s more mature infrastructure. He underlined the importance of promoting Eastern Indonesia as the choice of location for smelter industry, due to closer distance to the source of minerals.

Mr Danis H. Sumadilaga, Advisor to Minister of Public Works raised one of the challenges in financing infrastructure, where most budget allocated to local government is used for salary. Thus there is a need to improve each province and district’s capacity to manage unconditional grants (DAU) and conditional grants (DAK) transferred by the central government.

ACI greatly appreciated all the inputs and hoped that ACI’s competitiveness analysis for Indonesia’s 33 provinces and six regions can help build better understanding of Indonesia’s competitiveness in more detail, considering the need for sub-national competitiveness analysis. Such detailed analysis is sought after by prospective investors as they need to map the potential location of their business. Thus the newly-minted ASEAN business information hub, to be set-up by ACI, can be further leveraged. ACI’s upcoming research on “Gini Coefficient Plus” will take into account the positive benefits of public services, such as education, healthcare and transportation, to better understand income disparity. ACI also iterated the role of private sector involvement through Public Private Partnerships and the upcoming Asian Infrastructure Investment Bank as platforms for infrastructure financing. ACI warmly welcomed the offer from Mr Siregar to organize joint-launch event with BKPM and welcome local scholars to spend a stint at ACI.

Professor Tan Kong Yam, Co-Director of ACI, delivered the conference's Closing Remarks together with Professor Kuntoro. Professor Tan drew the analogy of how ACI's competitiveness analysis is similar to a "medical test report", where each province and region should strive to take medical tests regularly to understand their overall health and identify the appropriate follow-up action. Finally, he hoped that the roundtable has helped to inspire new thinking and sparked interests in further quest for enhancement of productivity and competitiveness throughout Indonesia.

5.3.14 Policy Dialogue and Press Briefing on "Annual Indices for Average Residents and Expatriates on Cost of Living for World's Major 109 Cities: 2005-2012"

28 March 2014, LKYSPP-NUS

ACI at LKYSPP, NUS has been tracking cost of living annually for average residents (the first index ever being computed and published) and expatriates for world's major 109 Cities from 2005 to 2012. Exchange rate does play a very important role in determining cost of living for expatriates but not for average residents. These two ACI indices are useful for multinational corporations which may want to benchmark allowances set for their staff sent overseas based on cost of living somewhere in between those of expatriates and average residents. Governments or mayors of cities may want to track competitiveness of their cities and monitor cost of living for their average residents. Unlike other international studies, for transparency, ACI has made available information on data sources, consumption weights, methodology and assumptions for the proposed study on ACI website.

The policy dialogue and press briefing was chaired by Professor Kishore Mahbubani, Dean, LKYSPP, NUS on 28 March 2014. ACI presenters were:

- Dr Tan Khee Giap, Co-Director, ACI, LKYSPP, NUS
- Dr Tan Kong Yam, Co-Director, ACI, LKYSPP, NUS
- Dr Grace Aw, Adjunct Research Fellow, ACI, LKYSPP, NUS

5.3.15 ACI Talk Series on “Transforming Our Cities: Postcards of Change” by Dr Isher Judge Ahluwalia, Chairperson and Board of Governors, Indian Council for Research on International Economic Relations, New Delhi, India

24 March 2014, LKYSPP-NUS

ACI was honoured to be able to host Dr Isher Judge Ahluwalia, Chairperson and Board of Governors, Indian Council for Research on International Economic Relations, New Delhi, India for her talk on “Transforming Our Cities: Postcards of Change” on 24 March 2014. Over four years of travel, Dr Ahluwalia has seen several innovations and enterprises in sectors like wastewater and water treatment, public transportation and city planning that have led to improvements in governance and the quality of life in small towns, medium cities and large megacities. At the talk, Dr Ahluwalia shared her insights and launched her book which detailed the processes and people involved in these success stories. About 25 attendees presented at this talk.

Year 2013

5.3.16 Launch of ACI book on “Ranking the Liveability of the World's Major Cities: The Global Liveable Cities Index” during the 2012 World Cities Summit

2 July 2012, World Cities Summit Expo Forum

Guest of Honour: Mr Teo Ser Luck, Minister of State, Ministry of Trade and Industry, Singapore

ACI launched “Global Liveable Cities Index” during the “World Cities Summit Expo Forum” on 2 July 2012 at the Sands Expo & Convention Centre, Marina Bay Sands, Singapore.

This unique volume aims to provide a first comprehensive assessment on attributes, conditions and characters which constitute a liveable city. Five major environments were included in our study, namely on Economic Vibrancy and Competitiveness, Environment Sustainability and Friendliness, Domestic Security and Stability, Social Cultural Conditions and Political Governance.

The 64 global cities across major continents including European, Asian, Middle Eastern, North and South American cities were incorporated in the empirical studies for ranking and policy simulations. For 36 Asian cities, we also separately ranked and simulated as many of these are emerging third world cities which needed policy guidance most.

5.3.17 ACI Talk Series on “Research Frontiers in Workforce Productivity: Implications for Policy Design and Evaluation in Singapore” by Dr Michael J. Hiscox, Clarence Dillon Professor of International Affairs, Harvard University; Professor of Management and Ethical Business, University of Sydney Business School

13 March 2013, LKYSPP-NUS

The ACI invited Dr Michael J. Hiscox, Clarence Dillon Professor of International Affairs at Harvard University and Professor of Management and Ethical Business at the University of Sydney Business School, to Singapore from 14 to 19 March 2013 for meetings. They discussed the upcoming ACI projects on Productivity in depth. As part of the visit, Dr Hiscox gave an ACI-LKY School lunchtime talk on evidence-based research, to the staff and students of Lee Kuan Yew School of Public Policy on 19 March 2013 at LKY School, NUS. Dr Hiscox presented the latest research on workforce productivity being conducted at Harvard, including specific proposals relevant to the Singapore context. Examples include: (1) Which types of training programmes increase worker productivity? (2) How does gender balance affect the working dynamics of boards of directors and firm performance? (3) How does corporate culture affect productivity and recruitment and retention of talented employees? (4) What is the effect of ethnic diversity within firms on firm performance? (5) Does adoption of Labour standards improve firm productivity? The talk also attracted many colleagues from the various ministries and government agencies.

6. RESEARCH FIELD TRIPS TO GREATER CHINA, INDIA AND INDONESIA

Field trips, *in situ* surveys for officials and business

In parallel and as part of interacting with regional governments, research field trips are conducted. Their aims include collating statistics and gathering information in interviews with both officials and captains of industry in business and other NGOs. More than the information and statistics, such face-to-face interaction remains ACI's strength on the ground with known personalities as well as cultivating new friends and partners. Such field trips began with Indonesia and in 2015 itself, two research missions to Guangdong in China and India are highlighted as below. Both culminated in MOUs signed for projects.

6.1 Research Field Trips to China

Date: 12 – 17 April 2015

6.1.1 Research Theme:

“Implementation of Innovation-Driven Development Strategies and Enhance the Core Competitiveness of Guangdong's Economy under the New Normal”

6.1.2 Research Objective:

Through extensive company visits in three cities (Shenzhen, Zhuhai, and Guangzhou) of the Guangdong province in China, ACI aimed to help the provincial government to objectively assess the current state of technological innovations and to advise policy formulations on innovation-driven development strategies.

6.1.3 Research Meetings:

ACI representatives met with an array of China's established technology companies, as well as up-and-coming start-up incubators in order to understand the technological innovations and business environment in Guangdong. The ACI team also visited the Sino-Singapore Guangzhou Knowledge City and participated in a colloquium held by the Guangdong Provincial Government for ACI, Counsellors' Office of the State Council and Guangdong Counsellors' Office to share ideas and discuss further collaborations.

6.1.4 Research Outcome:

Following the field trip, ACI was assigned to prepare a report to objectively assess the likelihood for Guangdong to be trapped in the middle-income level of growth. ACI was tasked to make policy recommendations for innovation-driven growth based on Singapore's international exposure and expertise in strategizing and formulating economic policy.

6.2 Research Field Trips to India

Date: 11-21 March and April - September 2015

6.2.1 Research Theme:

“Surveys on Ease of Doing Business Index - Attractiveness to Investors, Business Friendliness, and Competitive Policies in Sub-National Economies of India”

6.2.2 Research Objective:

The research field trips to India aims to capture business perceptions, sentiments, and experiences in 21 states and federal territories of India with regards to ease of doing business. The field trips, conducted in collaboration with the Confederation of Indian Industry (CII), also allowed ACI to share with the local industrialists and government officials the findings from our annual research on competitiveness analysis and simulation studies of 35 states and federal territories of India. This is in line with ACI’s mission in the form of “Aid for Trade” strategy.

6.2.3 Research Meetings:

Meeting with the CII industry leaders and senior officials from local governments of India was arranged to coincide with the field trips. The ACI team met with top policy makers, namely the Chief Minister of Chhattisgarh, Chief Secretaries of Madhya Pradesh, Rajasthan, Andhra Pradesh and West Bengal, and Administrator of the Daman & Diu and Dadra & Nagar Haveli. ACI representatives also presented our research findings at four CII annual regional meetings and conferences in Mumbai, Chennai, Delhi, and Kolkata.

6.2.4 Research Outcome:

ACI’s research findings were well received by senior government officials in the Indian states, leading to negotiations for further collaborations between ACI, CII, and State Governments of Chhattisgarh, Madhya Pradesh, Rajasthan, Andhra Pradesh as well as the two federal territories of Daman & Diu and Dadra & Nagar Haveli. Consequently, an MOU between the National University of Singapore acting through ACI and CII to undertake a unique joint study project called “Master Plan on Ease of Doing Business in India: Vision 2020” was signed on 19 March 2015 at Delhi. ACI has also since signed various MOUs with Indian states as listed in Section 3. ACI will work with the states in conjunction with CII under a tripartite relationship to improve economic competitiveness and ease of doing business.

With arrangements facilitated by CII, ACI staff undertook field trip visits to various states and federal territories of India to conduct on-site surveys, between July and September 2015. Committee members of CII who are strategic business information agents were surveyed and interactive sessions with industry captains were held. Field trip visits were also made to local government offices to verify formulation and implementation of government regulations and competitive policies. These valuable survey data is later used for ACI’s study on India Ease of Doing Business Index ABC (EDB Index ABC).

6.3 Research Field Trips to Indonesia

Date: May – December in 2012, 2013, 2014, 2015 and 2016

6.3.1 Research Theme:

“Enhancing Competitiveness of Indonesia’s Provinces: Safeguarding Indonesia’s Growth Momentum”

6.3.2 Research Objective:

Acknowledging that raising competitiveness requires collective efforts from all stakeholders, ACI embarked on a massive effort to engage the stakeholders from businesses, governments, and academia in each of the 33 provinces to set competitiveness as the priority development agenda. This is in line with ACI’s mission in the form of “Aid for Trade” strategy: engaging in research to help economies become more competitive so that when Asian economies grow, more economic integration can be achieved in the region. Additionally, the field trip is also a platform for knowledge sharing and capacity building, in terms of disseminating our research findings to wider audience locally and exposing our local counterparts with forefront research on competitiveness.

6.3.3 Research Meetings:

In total, there are 99 meetings conducted every year, three meetings (each with business, government, and academic groups) in each province. For every meeting, ACI representatives presented the updated competitiveness findings, followed by perception survey to capture ‘soft’ competitiveness factors where hard data are non-existent, for instance, quality of governance and challenges faced by business sector. Discussions were then followed with participants asking questions related to the research, proposing suggestions to improve the research and providing updates regarding current policy changes.

6.3.4 Research Outcome:

The meetings were well-received with each stakeholder engaged in the conversation on competitiveness issues and looked forward to ACI’s research findings in the following year. With the survey and input collected during the field trip, ACI has rich information to extensively write a policy paper for each province, which subsequently published into a book in English and translated into Bahasa, as well as journal paper. Our field trip also attracted the interests from provincial governments to collaborate further with ACI in enhancing the competitiveness of human resources in investment, trade, and economy. In total, we have four signed LOI with provincial government of East Java, East Kalimantan, North Sulawesi, and Southeast Sulawesi.

7. CORPORATE STRUCTURE: FOUNDING PATRON, ADVISORS AND STAFF PROFILES

Mr George Yeo

**Founding Patron, Asia Competitiveness Institute;
Visiting Scholar, Lee Kuan Yew School of Public Policy;
Former Minister of Foreign Affairs, Singapore;
Chairman, Kerry Logistics Network;
Chancellor, Nalanda University**



George Yeo joined Kerry Group on 1 Jan 2012. He became Chairman of Kerry Logistics Network on 1 Aug 2012 and a Director of Kerry Holdings on 1 July 2016.

From September 1988 to May 2011, he served 23 years in Government, and was Minister for Information and the Arts, Health, Trade & Industry, and Foreign Affairs.

Mr Yeo studied Engineering at Cambridge University on a President's Scholarship, graduating with a Double First in 1976, and became a Signals Officer in the Singapore Armed Forces. After graduating from the Singapore Command and Staff College in 1979, he was posted to the Republic of Singapore Air Force. He graduated with an MBA (Baker Scholar) from the Harvard Business School in 1985. He was appointed Chief-of-Staff of the Air Staff (1985-1986) and Director of Joint Operations and Planning in the Defence Ministry (1985-1988), attaining the rank of Brigadier-General.

Mr Yeo was member of the Mentor Group and Governing Board of Nalanda University and its second Chancellor. He is a member of the Board of Trustees of World Economic Forum, Berggruen Institute on Governance, Harvard Business School Board of Dean's Advisors, International Advisory Panel of Peking University, International Advisory Board of IESE Business School, International Advisory Council of China's Eco Forum Global Guiyang, International Advisory Board of Japan's National Graduate School for International Policy Studies (GRIPS), International Advisory Committee of Mitsubishi Corporation, Hong Kong Economic Development Commission and the Board of Governors of the Singapore Manufacturing Federation. Mr Yeo is an Independent Non-Executive Director of AIA Group, a public company listed on the Hong Kong Stock Exchange and a Non-Executive, Non-Independent Director of Wilmar International, a public company listed on the Singapore Stock Exchange. He was Chairman of the Singapore Summit from 2011 to 2016.

Mr Yeo served as a Member of the Pontifical Commission for Reference on the Economic-Administrative Structure of the Holy See from 2013-2014. From February 2014, he became a Member of the Vatican Council for the Economy.

Mr Yeo is Patron of LASALLE College of the Arts and the Eurasian Association, and Advisor to the Sun Yat-Sen Nanyang Memorial Hall. He is a Visiting Scholar at the Lee Kuan Yew School of Public Policy and the Founding Patron of its Asia Competitiveness Institute.

Professor Wang Gungwu

**Chairman, Governing Board (2004 – 2017),
Lee Kuan Yew School of Public Policy, National University of
Singapore**



Professor Wang Gungwu is the Chairman of the East Asian Institute and University Professor, National University of Singapore. He is also Emeritus Professor of the Australian National University.

His books since 2008 include, in English: *Renewal: The Chinese State and the New Global History* (2013); *Another China Cycle: Committing to Reform* (2013); *Wang Gungwu: Educator and Scholar*, edited by Zheng Yongnian and Phua Kok Khoo (2013); *Wang Gungwu, Junzi, Scholar-gentleman: in conversation with Asad-ul Iqbal Latif* (2010); *Voice of Malayan Revolution: The CPM Radio War against Singapore and Malaysia, 1960-1981*, edited with Ong Weichong (2009); *China and the New International Order*, edited with Zheng Yongnian (2008).

Those in Chinese include 《华人与中国：王赓武自选集》 and 《中国的‘主义’之争 —— 从‘五四运动’到当代》（郑永年合编）。

Professor Wang is a Commander of the British Empire (CBE); Fellow, and former President, of the Australian Academy of the Humanities; Foreign Honourary Member of the American Academy of Arts and Science; Member of Academia Sinica; Honourary Member of the Chinese Academy of Social Science. He was conferred the International Academic Prize, Fukuoka Asian Cultural Prizes. In Singapore, he is Chairman of the Institute of Southeast Asian Studies; Chairman of the Lee Kuan Yew School of Public Policy at NUS.

Professor Wang received his B.A. (Hons) and M.A. degrees from the University of Malaya in Singapore, and his Ph.D. at the University of London (1957). His teaching career took him from the University of Malaya (Singapore and Kuala Lumpur, 1957-1968, Professor of History 1963-68) to The Australian National University (1968-1986), where he was Professor and Head of the Department of Far Eastern History and Director of the Research of Pacific Studies. From 1986 to 1995, he was Vice-Chancellor of the University of Hong Kong. He was Director of East Asian Institute of NUS from 1997 to 2007.

Professor Kishore Mahbubani
Dean and Practice Professor,
Lee Kuan Yew School of Public Policy, National University of
Singapore



A student of philosophy and history, Prof Kishore Mahbubani has had the good fortune of enjoying a career in government and, at the same time, in writing on public issues. With the Singapore Foreign Service from 1971 to 2004, he had postings in Cambodia (where he served during the war in 1973-74), Malaysia, Washington DC and New York, where he served two stints as Singapore's Ambassador to the UN and as President of the UN Security Council in January 2001 and May 2002. He was Permanent Secretary at the Foreign Ministry from 1993 to 1998. Currently, he is the Dean and Professor in the Practice of Public Policy at the Lee Kuan Yew School of Public Policy of the National University of Singapore. Concurrently, Prof Mahbubani continues to serve in Boards and Councils of several institutions in Singapore, Europe and North America, including the Yale President's Council on International Activities, University of Bocconi International Advisory Committee and Chairman of the Lee Kuan Yew World City Prize Nominating Committee.

In the world of ideas, Prof Mahbubani has spoken and published globally. His articles have appeared in a wide range of journals and newspapers, including *Foreign Affairs*, *Foreign Policy*, *Washington Quarterly*, *Survival*, *American Interest*, *National Interest*, *Time*, *Newsweek*, *Financial Times* and *New York Times*. He has also been profiled in the *Economist* and in *Time Magazine*. He is the author of *Can Asians Think?*, *Beyond The Age Of Innocence: Rebuilding Trust between America and the World*, *The New Asian Hemisphere: The Irresistible Shift of Global Power to the East*, and *The Great Convergence: Asia, The West and the Logic of One World*. His books have been translated widely. *The Great Convergence: Asia, The West and the Logic of One World* was selected by the *Financial Times* as one of the best books of 2013. His latest book is *Can Singapore Survive?* More information on his writings can be found at www.mahbubani.net.

Prof Mahbubani was awarded the President's Scholarship in 1967. He graduated with a First Class honours degree in Philosophy from the University of Singapore in 1971. From Dalhousie University, Canada, he received a Masters degree in Philosophy in 1976 and an honorary doctorate in 1995. He spent a year as a fellow at the Center for International Affairs at Harvard University from 1991 to 1992. Prof Mahbubani was also listed as one of the top 100 public intellectuals in the world by *Foreign Policy* and *Prospect* magazines in September 2005, and included in the March 2009 *Financial Times* list of Top 50 individuals who would shape the debate on the future of capitalism. Prof Mahbubani was selected as one of *Foreign Policy's* Top Global Thinkers in 2010 and 2011. In 2011, he was described as "the muse of the Asian century". He was also selected by *Prospect* magazine as one of the top 50 world thinkers in 2014.

Professor Michael Porter

Chairman, International Advisory Panel (2006-2012), Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore.

Bishop William Lawrence University Professor, Harvard Business School



Michael Porter is an economist, researcher, author, advisor, speaker and teacher. Throughout his career at Harvard Business School, he has brought economic theory and strategy concepts to bear on many of the most challenging problems facing corporations, economies and societies, including market competition and company strategy, economic development, the environment, and health care. His extensive research is widely recognized in governments, corporations, NGOs, and academic circles around the globe. His research has received numerous awards, and he is the most cited scholar today in economics and business. While Dr Porter is, at the core, a scholar, his work has also achieved remarkable acceptance by practitioners across multiple fields.

Dr Porter's initial training was in aerospace engineering at Princeton University. He then earned an M.B.A. from Harvard Business School and a Ph.D. in Business Economics from Harvard's Department of Economics. His research approach—applying economic theory to complex systemic problems—reflects these multidisciplinary foundations. In 2000, Harvard Business School and Harvard University jointly established the Institute for Strategy & Competitiveness to provide a home for his research.

Michael Porter has founded or co-founded four non-profit organisations growing out of his scholarly work: The Initiative for a Competitive Inner City, which addresses economic development in distressed urban communities; the Centre for Effective Philanthropy, which creates rigorous tools for measuring foundation effectiveness; FSG, a leading non-profit strategy firm serving corporations, NGOs, and foundations in improving social value creation; and the International Consortium for Health Outcomes Measurement (ICHOM), which develops global patient outcome standards and risk factors by medical condition and drives their adoption globally.

Michael Porter is the author of nineteen books including *Competitive Strategy*, *Competitive Advantage*, *Competitive Advantage of Nations*, *On Competition*, and *Redefining Health Care*, as well as over 125 articles. He has won many scholarly awards and honours including the Adam Smith Award of the National Association of Business Economists, the John Kenneth Galbraith Medal, the David A. Wells Prize in Economics from Harvard, and the Academy of Management's highest award for scholarly contributions to management. He is also an unprecedented seven-time winner of the McKinsey Award for the best Harvard Business Review article of the year.

Professor Porter is the recipient of twenty-one honorary doctorates and several national and state honours. He received the first ever Lifetime Achievement Award from the U.S. Department of Commerce for his contribution to economic development, and has been elected an Honourary Fellow of the Royal Society of Edinburgh and other honorary societies. In 2000, he was named a University Professor by Harvard University, the highest recognition that can be awarded to a Harvard faculty member.

Ms Marjorie Yang

**Co-Chair, International Advisory Panel (2006 -2012), Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore;
Chairman, Esquel Group**



Marjorie Yang is Chairman of Esquel Group, a leading Hong Kong-based textile and apparel manufacturer with operations throughout the world, producing over 100 million cotton shirts every year for well-acclaimed brands and retailers.

Marjorie has a Bachelor of Science degree from Massachusetts Institute of Technology and an MBA from Harvard Business School.

In China, Marjorie has been a Member of the National Committee of the Chinese People's Political Consultative Conference since 2003. In Hong Kong, she is Chairman of the Hong Kong-United States Business Council, Chairperson of the Advisory Committee on Admission of Quality Migrants and Professionals, a Member of the Government's Commission on Strategic Development and the Consultative Committee on Economic and Trade Co-operation between Hong Kong and the Mainland. In addition, Marjorie serves as Deputy Chairman of the Seoul International Business Advisory Council.

Marjorie has an immense interest in promoting education, especially higher education. She has been involved with those progressive universities in the U.S., Mainland China and Hong Kong in sharing her vision of education for the next generation. She is a Member of the MIT Corporation, and Chairman of the Council of the Hong Kong Polytechnic University. She is a Member of the various advisory boards at Harvard University, Harvard Business School, Harvard Global Advisory Council, MIT, Tsinghua University's School of Economics and Management, China Europe International Business School, Shanghai Jiao Tong University's Antai College of Economics & Management and an Honourary Member of the Court of the Hong Kong University of Science and Technology.

Marjorie is also actively involved in conserving the environment and the promotion of sustainable production. She is Chairman of Shan Shui Conservation Centre and a Member of the Advisory Council of Natural Resources Defense Council in China.

Apart from public and community service, Marjorie is also on the boards of The Hongkong and Shanghai Banking Corporation Limited and Swire Pacific Limited as Independent Non-executive Director. In addition, she is a Member of Christie's Asia Advisory Board.

Mr Philip Yeo

**Senior Advisor (2006 – Present), Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore;
Chairman, SPRING Singapore**



Mr Philip Yeo is Chairman, SPRING Singapore, the Singapore Government's development agency with the mission of enabling and growing Local Enterprises especially Small and Medium Enterprises.

He is also Chairman of SingBridge International Investments Pte Ltd, a wholly owned subsidiary of Temasek Holdings of the Ministry of Finance, for Singapore's overseas investments in Eco-cities and Township developments.

He is Chairman and Chief Advisor of Hexagon Development Advisors Pte Ltd, a Temasek related company, which provides economic and industrial development advice to overseas governments and government-related entities.

He is a Member of the 2010-2013 term of the United Nations Committee of Experts in Public Administration (CEPA), established by the Economic and Social Council (ECOSOC) for the promotion and development of public administration and governance among Member States, in connection with the United Nations Development Agenda.

He is also Chairman of the Board of Directors of:

Accuron Technologies Pte Ltd, an aerospace and medical engineering group based in Singapore), and its subsidiary, Singapore Aerospace Manufacturing Pte Ltd,

Medical Technologies Investment Company (MTIC) Holdings Pte Ltd,

Ascendas Property Fund Trustee Pte Ltd funds the development and management of Information Technology Parks in India's cities of Bangalore, Chennai, Pune and Gurgaon.

Globe Partners, a Singapore-based venture capital fund.

Member of the Board of Directors of:

National Industrial Cluster Development Program, Kingdom of Saudi Arabia

City Developments Ltd, Singapore's largest property developer

BUMI Plc, a London listed company whose core business is in coal and mineral mining in Indonesia and abroad.

ACI Staff Profile

Directorate

TAN Kong Yam (2011 - Present)

Professor Tan Kong Yam is presently the Co-Director of the Asia Competitiveness Institute. He is also Professor of Economics at the Nanyang Technological University. From 1985-89, he was the chief assistant to the late Dr Goh Keng Swee on his consultancy to Mr Deng Xiaoping on China's development strategy. From June 2002 to June 2005, he was a senior economist at the World Bank office in Beijing. In 2004, he was a member of the World Bank expert group on the eleventh five year plan (2006-2010) for the State Council in China. The expert group provided analysis and policy recommendations on urbanization, regional inequality, innovation policy, energy and water policy as well as strategy on banking reform to the Chinese government. Prior to that, he was the chief economist of the Singapore government (1999-2002), Head, Department of Strategy and Policy, Faculty of Business Administration at the National University of Singapore. He is a graduate of Princeton (1975-79, class of 1931 scholar, Paul Volcker Thesis prize) and Stanford University (1980-83), where he completed his Master and PhD in three years. Prior to joining NUS, he has worked at the Hoover Institution at Stanford University, World Bank, the Monetary Authority of Singapore, and was the Director of Research at the Ministry of Trade and Industry in Singapore.



His research interests are in international trade and finance, economic and business trends in the Asia Pacific region and economic reforms in China. He has published ten books and numerous articles in major international journals including American Economic Review, World Bank Economic review, etc on economic and business issues in the Asia Pacific region. He served as board member at the Singapore Central Provident Fund Board (1984-96) and the National Productivity Board (1989-90). He has also consulted for many organizations including Temasek, GIC, Citigroup, IBM, ATT, BP, ABN-AMRO, Ikea, Bank of China, China Construction Bank, People's Bank of China, EDB, Areva, Capitaland, Samsung, Mobil, etc.

ACI Staff Profiles

Directorate

TAN Khee Giap (2011 - Present)

Tan Khee Giap is a Co-Director of the Asia Competitiveness Institute (ACI) and Associate Professor at the Lee Kuan Yew School of Public Policy, National University of Singapore. He is also the Chairman of the Singapore National Committee for Pacific Economic Cooperation. Upon graduating with a PhD from University of East Anglia, England, in 1987 under the Overseas Research Scheme awarded by the Committee of Vice-Chancellors and Principals of the Universities of the United Kingdom. He joined the banking sector as a treasury manager, there after he taught at the Department of Economics and Statistics, National University of Singapore, 1990-1993. Dr Tan joined Nanyang Technological University in 1993 and was Associate Dean, Graduate Studies Office, 2007-2009. Dr Tan has consulted extensively with the various government ministries, statutory boards and government linked companies of Singapore government. He has also served as a consultant to international agencies such as the Asian Development Bank, Asian Development Bank Institute, United Nations Industrial Development Group, World Gold Council, ASEAN Secretariat, Central Policy Unit of Hong Kong, Kerzner International, Las Vegas Sands and Marina Bay Sands. Dr Tan is the lead author for twenty books serves as journal editors and published widely in international refereed journals.



His current research interests include econometric forecasting, cost of living index, global liveable cities index, ease of doing business index and competitiveness analysis on sub-national economies of China, India, Indonesia and ASEAN. Dr Tan was Deputy President of the Singapore Economic Society, 2004. He served in the 2002 Economic Review Committee (ERC), served as the Deputy Chairman of the IPS Forum for Economic Restructuring (IFER) in 2003 and served as a member of the Resource Panel of the Government Parliamentary Committee for Transport and Government Parliamentary Committee for Finance and Trade & Industry and Government Parliamentary Committee for Defence and Foreign Affairs since 2007. Dr Tan has extensively advised and guided multinational corporations leading to public listings especially those companies from Mainland China and Taiwan. He is also currently an Independent Director of the publicly listed BreadTalk Group, Boustead Projects, TEE Land and Chengdu Rural Commercial Bank.

ACI Staff Profile

Researchers

Mulya AMRI (2011 - Present)

Mulya Amri is a Research Fellow and Deputy Director (Research) at the Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. He has held a key role in ACI's research on Indonesian sub-national competitiveness since 2011, including co-writing three books on the topic, the latest one titled "2015 Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces". He is also closely involved in ACI's research on city liveability and competitiveness, and has written widely on the topic of urban development and city-level governance. Mulya has 15 years of working experience in the private, public, and non-profit sectors. Upon moving to Singapore in 2008, he worked with HOK (a global planning and architecture consultancy firm) on city planning projects throughout Asia, and with Jurong Consultants (the consultancy arm of Singapore's JTC Corporation) on the planning of industrial zones in the Middle East. Prior to that, Mulya worked with international development agencies such as the World Bank, UNDP, and UN-HABITAT on projects related to urban and housing development, local governance, as well as community-driven development in various Indonesian regions.



He is also a co-founder and sits on the advisory board of COMBINE Resource Institution, a non-profit organization based in Yogyakarta, Indonesia. Mulya has a PhD degree in Public Policy from the National University of Singapore. Prior to that, he graduated with a bachelor's degree from Institut Teknologi Bandung, Indonesia, and was awarded the Fulbright scholarship to study for a Master's degree in Urban Planning at the University of California, Los Angeles, and a Chevening award to study at the London School of Economics and Political Science.

ACI Staff Profile

Researchers

Sasidaran GOPALAN (2015 - Present)

Sasidaran Gopalan is a Research Fellow and Deputy Director (Administration) at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Prior to joining ACI, he was based in Hong Kong as a Post-Doctoral Fellow at the HKUST Institute for Emerging Market Studies and HKUST Jockey Club Institute for Advanced Study at the Hong Kong University of Science and Technology (HKUST).



Dr Gopalan completed his PhD in Public Policy, specialising in International Finance and Policy at the School of Public Policy, George Mason University, USA. He obtained his Bachelors and Masters' degrees in Economics from Loyola College (Chennai, India) and Madras School of Economics (Chennai, India), respectively. He spent a year at the Indian Institute of Management Bangalore (IIMB) post-graduation as a Research Associate and was subsequently based at the Institute of South Asian Studies (ISAS) at NUS for two years undertaking research on international economic policy issues concerning South Asia.

His scholarly publications include two co-authored books with leading publishing houses including Oxford University Press and Palgrave-Macmillan as well as several academic articles in refereed international journals including top-tier field journals. He has also contributed to book chapters in edited volumes, policy briefs as well as op-eds for leading global financial dailies.

Dr Gopalan's research interests span the broad fields of financing for development and international macroeconomic and financial policies with respect to emerging and developing economies in Asia. Specific topics include an empirical analysis of financial openness and international capital flows, financial development, financial inclusion, foreign aid and remittances. His research has a heavy empirical and policy flavour.

At ACI, he is the lead coordinator for the flagship projects on India relating to competitiveness analysis, ease of doing business as well as impact of exchange rates on foreign direct investment at the sub-national level. He also supervises and contributes to the formulation as well as implementation of several empirical research projects, targeted towards journal publications and broader policy outreach.

ACI Staff Profile

Researchers

WANG Peng (2016 - Present)

Wang Peng is a Research Fellow at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Prior to joining ACI, she worked as a Postdoctoral Fellow in Department of Economics, NUS, and was responsible for conducting undergraduate modules such as Game Theory and Public Economics. Dr Wang received her PhD in Economics from NUS and obtained her Bachelor (Honors) degree in Applied Mathematics from NUS too. Her research focuses on Organizational Economics, Applied Microeconomics and Public Economics. In particular, she is interested in designing optimal incentives for teams and organizational structure in firms. She also has works on multi-tasking problem, research joint venture, and preventative actions of the government. At ACI, her work focuses on competitiveness studies of the Greater China economies. She also involves in the project of city-level competitiveness analysis collaborated with Shandong Academy of Social Sciences, China, as well as the multi-country model project.



WANG Zhe (2017 - Present)

Wang Zhe is a Postdoctoral Fellow at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Dr Wang received his Ph.D. in Economics from NUS, and obtained his Bachelor (Honors) double degrees in Economics and Industrial & Systems Engineering from NUS too. His research focuses on Contest Theory and Applied Microeconomics. In particular, he is interested in designing optimal incentives for different types of contests and improving welfare through strategic information revelation. At ACI, his work focuses on empirical analysis of exchange rate and trade in ASEAN, India and China, as well as competitiveness studies of infrastructure index in Indonesia.



ZHANG Xuyao (2017 - Present)

Zhang Xuyao is a Postdoctoral Fellow at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Dr Zhang received his PhD in Economics from NUS in 2016 and obtained his Bachelor (Honors) degree in Applied Mathematics from NUS as well in 2012. During the PhD candidature, he worked as teaching assistant in conducting undergraduate tutorials, such as Microeconomics, Macroeconomics and Managerial Economics. His research focuses on Industrial Organizations, Applied Game Theory, and Public Economics. In particular, he is interested in technology transfers and anti-trust policies. He studies the optimal environmental taxation on the pollution problems in the presence of corruption. He also works on the beneficiary of research joint ventures with technology transfer. He also studies the Qualcomm's anti-trust case in China. At ACI, his work focuses on empirical analysis of exchange rate and trade for ASEAN, India and China.



He also works on constructing Special Economic Zones index in Indonesia and Infrastructure index.

LUU NGUYEN Trieu Duong (2015 - Present)

Luu Nguyen Trieu Duong is a Research Associate at the Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. Luu graduated from NUS in 2015 with a Second Upper Class Honours Bachelor of Social Sciences in Economics. Luu was a recipient of the ASEAN Undergraduate Scholarship and was placed on the Dean's List and Dean's Scholar List on separate occasions during his course of study. At ACI, he is the lead coordinator of the ACI's flagship project "Cost of Living, Wages and Purchasing Power Indices for Expatriates and Ordinary Residents in World's Major Cities", the lead coordinator of the project "Econometric Modelling of Domestic and External Engines of Growth for ASEAN Economies" and the co-coordinator of the ASEAN research cluster overseeing all projects related to ASEAN-10. He also participated extensively in the research on growth slowdown analysis by income thresholds and the study on the effects of exchange rate on foreign direct investments. Luu has co-authored journal article, books and editorial-opinion on cost of living in world's major cities as well as economic development in ASEAN economies. Luu's research interests include growth and development, ASEAN economies, applied econometrics, international trade and public economics.



TAN Beng Kai Evan (2014 - Present)

Evan Tan is a Research Associate with the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Evan is currently the project coordinator in charge of conducting and supporting research activities for the Asian Economic Connectivity Vision 2030 (AECV2030) flagship project on regional integration and the OUE Business Case Study project, and is also coordinating the automation of computer-based research processes in ACI. He received certification from the Massachusetts Institute of Technology (MIT) for completing an eight-week Big Data and Social Analytics online course with top marks, taught in the Python programming language. Evan holds a Master's of Management (Finance) from the Melbourne Business School and a Bachelor of Arts, Politics & International Relations (Major) from the University of Melbourne. His international exposure includes a post-graduate exchange semester in France at HEC Paris School of Management, and he has previously worked as an intern in the Corporate and Institutional Banking team of ANZ Commercial Bank. Evan co-authored two papers for ACI, entitled "Drivers of Growth in the Travel and Tourism Industry in Thailand and Singapore: A Geweke Causality Analysis" in 2016 and "Singapore's Economic Development, 1965-2020: Review, Reflection and Perspective" in 2015, and received honourable mention as one of the top ten essays on Singapore's productivity and innovation challenges for a LKYSP essay competition. His research interests include examining the policy challenges and connectivity



issues facing the development of a more integrated ASEAN community and market.

CHUAH Hui Yin (2017 - Present)

Chuah Hui Yin currently works as a Research Assistant at Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. Hui Yin holds a Master’s Degree in Development Studies from London School of Economics. She was a recipient of Commonwealth Scholarship nominated by LSE. Prior to that, Hui Yin graduated with a first class honours Bachelor degree in Economics from University of Malaya. At ACI, Hui Yin works on research related to ASEAN economies and SME. Her research interests include ASEAN economics and socio-economic development.



NG Rui Han (2016 - Present)

Ng Rui Han is currently appointed as a Research Assistant at Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. He is a Year 4 undergraduate student, currently pursuing a bachelor of sciences in economics at Singapore Management University. In his capacity as a research assistant, Rui Han is assisting with data collection with respect to the Asia CompNet Project, involving the profiling of SME’s competitiveness within Singapore. Rui Han’s research interests include real estate economics, and development economics.



NGUYEN Duy (2016 - Present)

Nguyen Duy is a Research Assistant at the Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. Duy received his Bachelor (Honors) degree in Biology with first class from NUS and was also a recipient of the ASEAN Undergraduate Scholarship. His most recent publications are: “How Do Exchange Rates Affect Foreign Direct Investment Inflows?” and “Impact of Real Effective Exchange Rate Movements and Volatility on Foreign Direct Investment Inflows into Indonesia: An Empirical Assessment”. His interests and also current researches in ACI are applying econometric methodology such as Vector Error Correction Model in regressing and forecasting economic entities, constructing competitiveness ranking and simulation studies for ASEAN-10 countries, building survey and collecting data of Small and Medium-sized Enterprises (SME) in Singapore, and investigating Cost of Living for expatriates and ordinary residents in cities across the world.



Nursyahida Binte Ahmad (2016 - Present)

Nursyahida Ahmad from Singapore is a Research Assistant at Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Nursyahida graduated from Nanyang Technological University in 2015, with a Bachelor of Arts in Economics (second upper). At ACI, Nursyahida is a member of the project on Indonesia’s competitiveness analysis at the provincial and regional level. She is also a member of the research project on firm-level productivity,



efficiency and competitiveness in the 16 Asian economies. Nursyahida has co-authored two books on provincial development and policy options for Indonesia. Her research interests include development economics and socioeconomic studies.

Jigyasa SHARMA (2017 - Present)

Jigyasa Sharma is working as a Research Assistant at Asia Competitiveness Institute at Lee Kuan Yew School of Public Policy, National University of Singapore. She graduated with a First Class Honors Degree in Economics from University of Delhi. She was awarded twice for academic excellence and for securing the first position in her college. She recently completed Master of Social Science in Applied Economics from Department of Economics, National University of Singapore. At ACI, she is working on the Asia CompNet – Singapore research project in collaboration with the European Central Bank (ECB) with an aim to examine the determinants, or drivers, of firms' productivity, efficiency and competitiveness. She is also actively involved in the India projects- Competiveness and Ease of Doing Business study for sub-national economies of India. Her research interest includes Development Economics, Financial Economics, Urban Economics, Political Economy and the study of Shadow Economy.



SONG Lin (2016 - Present)

Song Lin is currently appointed as a Research Assistant at Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. He graduated recently from the Bachelor of Environmental Studies (BES) programme at NUS with Honours (Distinction). In his capacity as a research assistant, Song Lin is coordinating with Shandong Academy of Social Sciences on the Shandong city-level competitiveness project. He is also involved in the Greater China competitiveness project, liveable city project and OUE case study project. His personal research interests are sustainable urbanisation, renewable energy and urban mobility.



Gareth TAN Guang Ming (2017 - Present)

Gareth Tan Guang Ming is a Research Assistant at the Asia Competitiveness Institute, at the Lee Kuan Yew School of Public Policy, National University of Singapore. Graduating with a First Class Honours from the University of York at undergraduate level, Gareth subsequently pursued a Masters in World Literatures in English at the University of Oxford, from which he graduated with a Distinction in 2016. Signing on with the ACI in early 2017, Gareth is currently assisting with the compilation of materials for the institute's OUE Business Case Study project, as well as taking part in ongoing data collection and analysis efforts for the ACI's ambitious Small and Medium Enterprise (SME) Productivity Tracking and Efficiency Monitoring index. He is also assisting with ongoing efforts to update ACI's Cost of Living, Wages and Purchasing Power, and Global Livable Cities Indices. Gareth has co-authored an op-ed entitled "Forging a new consensus for the future economy", which was published in The Straits Times. His research



interests include economic development within ASEAN, as well as the intersections between foreign policy and economic growth vis-à-vis ASEAN member states.

QIAN Yuwei (2015 - Present)

Qian Yuwei is currently a Research Assistant at Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. She is a graduate student from Ngee Ann Polytechnic with a Diploma with Merit in Financial Informatics. Her duties at ACI include data analysis, daily administrative tasks and logistics support for research projects and events. Yuwei's research interests include quantitative data analysis and competitive analysis of Greater China economies.



XIE Teleixi (2015 - Present)

Xie Teleixi currently works as Research Assistant at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Teleixi graduated with a first class honours bachelor's degree from NUS in Economics in 2015 and was awarded the Dean's list twice during her studies at NUS. At ACI, her work focuses on data analysis and competitiveness studies of the Greater China economies. She has co-authored an editorial opinion on public policy in Singapore, two journal papers, one on the growth slowdown of Chinese economies in the Journal of Economics and Development Studies and one on causal drivers of international tourism industry in Tamil Nadu in International Journal of Indian Culture and Business Management, as well as a book on the competitiveness studies of the Greater China economies (forthcoming).



YAN Yuchen (2017 - Present)

Yan Yuchen currently works as a Research Assistant at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Ms Yan received her Bachelor's degree in Mathematics and Economics from Nanyang Technological University. At ACI, her work focuses on competitiveness studies of the Greater China economies, and studies of Small and Medium Enterprise (SME) Productivity Tracking and Efficiency Monitoring index.



NGUYEN Le Phuong Anh (2015 - 2016)

Nguyen Le Phuong Anh from Vietnam was a Research Fellow and Deputy Director (Administration) at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Phuong Anh received her Bachelor (Honors) degree in Economics from Nanyang Technological University, Singapore, and a Master of Science degree in Development Studies from London School of Economics and Political Science, United Kingdom. Prior to joining ACI, she gained extensive experience working in the financial sector with OCBC, DBS



and Bloomberg L.P. in Singapore, and additionally held a research internship position at the Mekong Institute in Khon Kaen, Thailand. At ACI, she co-authored two books titled “2014 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World’s Major Cities” and “2014 Annual Competitiveness Ranking and Policy Simulation Study for ASEAN-10 and Development Strategies to Enhance Asia Economic Connectivity”. She was the lead coordinator for the research project on annual competitiveness study of the ASEAN-10 economies and the research project on firm-level productivity, efficiency and competitiveness in the 16 Asian economies. Phuong Anh’s research interests include economic development policy, international political economy, ASEAN economies and applied econometrics.

ACI Staff Profile

Visiting / Adjunct Fellows

Jusuf WANANDI (2012 - Present)

Jusuf Wanandi is Senior Fellow and co-founder of the Centre for Strategic and International Studies (CSIS), and Vice Chairman of the Board of Trustees CSIS Foundation, Jakarta. He is Vice Chair of the Indonesian National Committee for the Pacific Economic Cooperation Council (INCPEC), Co-Chair of the Pacific Economic Cooperation Council (PECC) from 2009-2015, and Co-Chair of the Council of Security Cooperation in Asia Pacific (CSCAP), Indonesia.



He is Publisher of The Jakarta Post Daily as well as Chairman of the Board of the Prasetiya Mulya Business School, Jakarta, and Chairman of the Foundation of Panca Bhakti University in Pontianak, West Kalimantan.

A lawyer by training, Mr. Wanandi was assistant professor of law at the University of Indonesia, and has served in various national and international organizations in the course of his career. He was appointed as Secretary of the Indonesian Supreme Advisory Council (1964-1964); Secretary General of the National Education Council (1965); and four-term representative of the People's Consultative Assembly. He was active in the Golkar Party between 1979 until 1988 as a member of the Central Board in various capacities.

He has written extensively in national and international magazines and newspapers and has edited a number of books on political and security developments in the Asia Pacific region. He also wrote his Political Memoir, *Shades of Grey*, in 2013.

ACI Staff Profile

Visiting / Adjunct Fellows

Luky Eko WURYANTO (2013 - Present)

Dr Luky Eko Wuryanto serves as Chief Administration Officer and Vice President at The Asian Infrastructure Investment Bank. Dr Wuryanto serves as the Deputy Minister of Infrastructure and Regional Development Coordination at the Office of Coordinating Ministry of Economy since 2010. Dr Wuryanto also serves as Secretary I of the Implementation Team for the National Team of Special Economy Zone and is a member of Advisory Council of Indonesia Regional Science Association. He served in senior positions in the Indonesian government for 20 years including Deputy Coordinating Minister for Infrastructure Acceleration and Regional Development and Coordinating Ministry for Economic Affairs. He served as Commissioner of PT. Pelabuhan Indonesia II since January 30, 2012 until March 1, 2016 and served its as President Commissioner since 2012. He began his career in the Ministry of National Development Planning and served in various important positions until finally appointed as the Deputy for Investment Planning, Investment Coordinating Board between 2007 and 2010. He obtained his Master of Science (M.Sc) and Ph.D degree from Regional Science Program, Cornell University, Ithaca, United States in 1992 and 1996. He received his Bachelor degree majoring in Urban and Regional Planning Program from the School of Architectural Plan and Policy Development, Institute of Technology of Bandung in 1986.



Mahendra SIREGAR (2015 – Present)

Mahendra Siregar was Chairman of Indonesia Investment Coordinating Board (BKPM), Vice-Minister of Finance and Vice-Minister of Trade. After more than two decades work for the government, Mahendra joins the corporate world. He chairs board of commissioners of PT Semen Indonesia and Bank Mandiri (Europe) Ltd, as well as commissioner of PT Unilever Indonesia, PT AKR Corporindo, PT Vale Indonesia and PT Sequis. He manages a venture capital company investing in technology startups in Silicon Valley. He is an advisor of Indonesia E-commerce Association, adjunct professor of Asia Competitiveness Institute of LKYSPP-National University of Singapore, faculty member of Bank Indonesia Institute, and board member of Australia-Indonesia Center.



ACI Staff Profile

Visiting / Adjunct Fellows

Ramkishen S. RAJAN (2011 - Present)

Ramkishen S. RAJAN is a Professor of International Economic Policy at the School of Policy, Government and International Affairs (SPGIA), George Mason University (GMU) and has been on the faculty since January 2006. He is also the Co-director of the Center for Emerging Market Policies (CEMP) at SPGIA, GMU. He is currently a Visiting Professor at the Lee Kuan Yew School of Public Policy at the National University of Singapore and an Adjunct Senior Research Fellow at the Asia Competitiveness Institute, National University of Singapore. He is the Managing Editor of the Journal of International Commerce, Economics and Policy, Associate Editor of the Singapore Economic Review and sits on the Editorial Board of various other academic journals.



Harminder Chyle RAJAN (2015 - Present)

Harminder joined ACI as an Adjunct Instructor where she is involved in the research and development of ACI business case studies. She graduated from the George Washington University (GWU) with a doctoral degree (Ed.D.) in human and organization learning in 2014. Harminder has also obtained a Masters in Human Resource Management from Rutgers University, a Graduate Diploma in Education from the University of Adelaide, and a Diploma in Human Resources (SIHRM). She graduated with a Bachelor of Arts from the National University of Singapore. Harminder's doctoral dissertation at GWU examined the concept of organizational identity based on a case study of a multinational company. Her research interests include issues related to organizational culture and identity, leadership, and cross-cultural differences in organizations. She is currently engaged as a freelance training consultant, and teaches at the Embry-Riddle Aeronautical University and Institute of Adult Learning (IAL) in Singapore. Harminder has also worked as a part-time lecturer at NUS Business School, Singapore Management University (SMU) and UniSIM on topics related to leadership and human resource management. Prior to joining academia, Harminder's professional background in Singapore included 12 years of human resource and training experience. Harminder is a Singaporean and is multilingual in English, Mandarin, Hindi and basic Malay. She is married with 2 children.



ACI Staff Profile

Visiting / Adjunct Fellows

Filippo DI MAURO (2015 - 2016)

Filippo di Mauro is Visiting Fellow at the Business School of the National University of Singapore, where he is teaching two macro courses in the MBA program. Professor di Mauro is Chairperson of CompNet, a large research network on competitiveness and productivity among central banks, major international organizations and academic institutes. His present research and teaching includes: 1) Productivity and resource reallocation using firm level data; and 2) Modelling global linkages and business cycle forecast, including global value chains.



Professor di Mauro has more than 30 years of applied economic experience as economist and research manager in Central Banks (Bank of Italy (1984-1990, 1996-98), US Federal Reserve Board (May-September 2010), European Central Bank (1998-2016)) and International Development organisations (Asian Development Bank (1990-94), IMF (1986-88, 1994-96)). He joined the ECB since the start of its operations in 1998 where he directed for more than a decade the international economic analysis and the global economy forecast in its Economics department to then move to the management of its Research department.

Professor di Mauro has a wide record of publications, including in academic journals such as the Journal of Applied Econometrics, Journal of International Money and Finance, Economic Policy. An economics graduate of University of Rome, he holds an MA and a PhD in Economics, from the University of Chicago and the American University, respectively.

Brian RIADY (2014 - 2016)

Brian Riady from Indonesia was an Adjunct Research Associate with the Asia Competitiveness Institute. Brian graduated with highest honours from the University of Texas at Austin with a Bachelor of Arts in Economics and Rhetorical Studies, and a Bachelor of Science in Political Communication.

Brian's research interests focus on the growth and sustainability of Asian family businesses. Additionally, Brian currently serves as Vice President of Strategy at the Lippo Group and is CEO of Cinemaxx, a newly formed Indonesian film exhibition company and a subsidiary of the Lippo Group. Prior to joining the Lippo Group, Brian was an analyst at Credit Suisse's Real Estate Investment Banking Division in New York City, where he worked on various real estate capital market transactions.



ACI Staff Profile

Academic Visitors

BI Weiyu (2016)

Bi Weiyu from China worked as an Academic Visitor at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Weiyu completed and received her Bachelor in Sociology and Master in Applied Sociology from Shandong University. Weiyu's research interests include social stratification and quantitative study. Aside from Weiyu's work in ACI, she holds an Associate Researcher position in Shandong Academy of Social Sciences (SASS), China. Her research work includes: 1) Performance of Deeping the Reform in Shandong's Health System (PI: Li Ai) (2011-2012); 2) Propelling the Construction of Harmonious Shandong sponsored by Shandong Social Science Planning Fund Program (2006-2008); 3) Women's Empowerment study sponsored by Asian Woman Forum, Japan (PI: Zhuang Ping) (2002-2003); 4) Analysis on Relativity between Education and Urban Women's Employment sponsored by Ford Foundation (PI: Zhuang Ping) (1999-2001). Her published work includes: 1) Analysis on Relativity between Education and Urban Women's Employment, Population and Economy (2003); 2) Analysis on the Basic Situation of Middle Class and the Related Policies in Shandong, Donyue Tribune (2007); 3) Problems Encountered in Shandong's Income Distribution System and Related Countermeasures, Group Economy (2007); 4) Problems Emerged from Social Stratification in Rural Areas and the Related Solutions, Agricultural Economy (2007); 5) Reconstruction of Family in a Harmonious Way, Donyue Tribune (2011).



GAO Xiaomei (2016)

Gao Xiaomei from China worked as an Academic Visitor at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Xiaomei graduated with a Bachelor in Political Economy from Shandong University and a Master's in International Finance from University of International Business and Economics. Xiaomei's research interests include regional economy and urbanization problems. Aside from Xiaomei's work in ACI, she holds a Research Fellow position in Shandong Academy of Social Sciences (SASS), China. Her research work includes: 1) Development strategy of Shandong overseas resources; 2) Comparative study on the transformation of the development mode in Shandong, Guangdong, Jiangsu and Zhejiang; 3) The development of small towns in Shandong province; 4) Study of smart cities in Shandong province; 4) The ecological protection of Weifang south mountain and scientific development strategy research. Her published work includes: 1) The transformation of economic development patterns of the international trends and enlightenment; 2) The evaluation and analysis of the competitiveness of Shandong; 3) The construction of smart cities in Shandong province and its challenge



TAO Jinyu (2016)

Tao Jinyu worked as an Academic Visitor at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Jinyu completed and received her Bachelor in Social work from Inner Mongolia University and Master in Urban Sociology from Shandong University. Jinyu's research interests include citizenization and quantitative study. Aside from Jinyu's work in ACI, she holds an Assistant Researcher position in Shandong Academy of Social Science (SASS), China. Her research work includes: 1) the Role of Social Enterprises in Community Endowment (2008); 2) the Citizenization of Rural People in New Rural Community (2014-2015). Her published work includes: 1) Analysis on the Role of Social Enterprises in Community Endowment (2013). 2) Co-translate on Sociology: A Down-to-Earth Approach with my tutor (2014).



WU Zhen (2016)

Wu Zhen worked as an Academic Visitor at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. Zhen received her Bachelor Degree in Sociology from Shandong University, and her Master Degrees in Sociology of Education and in Social Policies from University of Toulouse 2 (France). In 2014, she completed her PhD study in Sociology of Education and was awarded the Doctor Degree of Sociology in University of Toulouse 2 (France). Zhen's research interests include adolescents' education, family education, education and family policies and adolescents' values. Aside from her work in ACI, she holds a Research Assistant position in Shandong Academy of Social Sciences (SASS), China.



Her main research works are: 1) A Comparative Study between French and Chinese Adolescents Family Education-An Empirical Analyze on cases in Toulouse and in Jinan (Thesis written in French, 2007); 2) Education for Girls and Changes in Chinese Women status in Contemporary Chinese Society (Thesis written in French, 2008); 3) Today's Chinese Adolescents' Family Education and the risks – an empirical analyze on cases in Jinan (Presentation in French National Congress of sociology in Grenoble, 2010); 4) Adolescents' Family Education in Chinese Social-Cultural Environment – A study on cases in Jinan (Presentation in Congress of sociology in French speaking countries - Morocco – Rabat, 2012); 5) A Comparative Study on the Differences in Existing Circumstances of European Families (Paper written in Chinese, Shandong Social Sciences, 05/2012) 6) Between the Individualism and the Collectivism- Dilemma in the Socialization of Today's Chinese Adolescents (Presentation in International Congress of Sociology in Yokohama, 2014); 7) The Changes of Family Education in Chinese Contemporary Society- Adolescence in Jinan (Doctoral dissertation written in French, 2014).

ACI Staff Profile

Administrative Staff

CHAN Hean Boon, Thomas (2016 - Present)

Thomas Chan is a Certified Practising Accountant (CPA) graduated from the University of Adelaide with a Bachelor of Commerce degree (Accounting). He has close to two decades of professional experience in the private sector, higher education industry and research sector. His expertise centres on grant management, policy writing and compliance, financial control and management reporting. He is currently the Associate Director at Lee Kuan Yew School of Public Policy, heading the Research Support Unit. He also oversees the administration of Asia Competitiveness Institute. Previously he was at the Centre for Quantum Technologies, the 1st Research Centre of Excellence funded by the National Research Foundation and Ministry of Education managing grants in excess of \$30 million a year. His topic interests are politics, international relations, history and heritage.



CAI Jiao, Tracy (2010 - Present)

Tracy is currently the Manager and Personal Assistant to Co-Director of Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. She graduated from University of London with a second class honours in Management and was also awarded of Diploma in Business Administration (with Merit) from Singapore Polytechnic. Tracy oversees the daily operation of the institution. She is also in charge of all Human Resources related matters for ACI. She provides support for the organizing of ACI Economic Forums, Annual Conference, events, and talks. As the Personal Assistant to Co-Director, Tracy helps arrange meetings and appointments and assists Co-Director when needed.



Other than administrative duties, Tracy is also a research assistant for ACI and she is one of the team members for research project on “Annual Competitiveness Analysis and Development Strategies for 34 Greater China Economics” and she has co-authored a policy research paper titled “Dynamics of Foreign Direct Investment Inflows Distribution in Mainland Chinese Provinces” in Oct 2016. Tracy joined Lee Kuan Yew School of Public Policy in 2010 and was the Programme Manager for China Short Term Advanced Training Programme till mid of 2012. She liaised with the clients and faculty to ensure the clients’ training needs were met. The major clients include China Construction Bank, Shanghai Pudong Development Bank, Huaxia Bank, Shanghai Pudong Organization Bureau of CPC Committee, Nanjing Organization Department, etc. Prior to joining National University of Singapore, Tracy worked in Nanyang Technological University for more than six years. She was the Programme Manager for Master of Science in Technopreneurship & Innovation (MSc TIP) Programme. She facilitated the students’ corporate visits and study missions in Singapore, the United States, Malaysia and China.

ACI Staff Profile

Administrative Staff

YAP Xin Yi (2012 - Present)

Yap Xin Yi is currently the Manager and Special Assistant to the Co-Directors at the Asia Competitiveness Institute at the Lee Kuan Yew School of Public Policy, National University of Singapore. She graduated with a Bachelor of Science in Banking and Finance from the University of London in 2013, and joined ACI in 2012 as a Management Assistant Officer. Xin Yi is responsible for the institute's finance matters and prepares submissions of quarterly financial reports for the institute's stakeholders and bi-annual progress reports for the university's management. She is also the lead coordinator for all of ACI's local and overseas conferences, seminars and other events. Additionally, she also supports the Co-Directors in establishing partnerships with local and overseas collaborators. Xin Yi is also engaged in research as a research assistant at ACI, and has co-authored a chapter in book with Dr Tan Khee Giap in 2014 titled "Connecting APEC Economies through Infrastructure, Governance and Social Inclusion" in "New Directions in Asia-Pacific Economic Integration" edited by Ambassador Tang Guoqiang and Dr Peter A Petri, published by East-West Center, Hawaii, USA, and also a technical working paper of the institute in 2016 titled "Empirical Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows into Indian Sub-National Economies". Along with her duties at ACI, Xin Yi also supports the secretariat for the Singapore National Committee for Pacific Economic Cooperation (SINCPEC) maintained in LKYSPP, NUS. Prior to joining NUS, Xin Yi was an executive with the Alumni Affairs Office at the Nanyang Technological University (NTU) from 2005 to 2011.



YIP Fung Yi, Estelle (2011 - Present)

Estelle Yip is currently the Personal Assistant to the Co-Director at the Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. Estelle graduated with Diploma in Electronics from Temasek Polytechnics in 2002. Estelle joined ACI in 2011 as Management Assistant Officer, and was later promoted to Senior Executive in 2013. Previously, her responsibilities included not only providing secretarial support but also planning, organizing and providing administrative support for ACI's research field trips. Currently, she works closely with the Co-Director to provide secretarial support and assists in organizing and supporting all ACI review seminars and conferences. Prior joining NUS, Estelle was in the customer service industry for more than eight years.



ACI Staff Profile

Administrative Staff

Nurliyana Binte Yusoff (2015 - Present)

Nurliyana Binte Yusoff is currently an Executive at the Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. She is a graduate student from Nanyang Polytechnic with a Diploma in Multimedia and Infocomm Technology specializing in Infocomm Solution. Her duties at ACI include daily administrative tasks, logistics support for various research projects and event management such as seminars, conferences and meetings. Nurliyana manages the ACI website and designs all cover page of ACI publications and research posters.



Nurul Ashikin Bte Adjeman (2016 - Present)

Nurul Ashikin Bte Adjeman is currently a Management Assistant Officer at the Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. She is a graduate student from Republic Polytechnic with a Diploma in Integrated Events Management. Her duties at ACI includes daily administrative tasks and logistics support for the research centre ensuring that the centre are well equipped with various necessity.



ACI Staff Profile

Former Staff Pursuing PhD

Nurina MERDIKAWATI (2014 - 2016)

Nurina Merdikawati from Indonesia was a Research Associate with the Asia Competitiveness Institute. Nurina graduated with a Master degree in Public Policy from LKYSPP with a specialisation in economic policy analysis. She was a Mochtar Riady Scholar and was on the Dean's list. Nurina received her Bachelor degree in Economics from Nanyang Technological University, (NTU) Singapore (Second Upper).



Nurina co-authored a journal paper for ACI that was accepted in 2015, entitled "Assessing Regional Competitiveness in Indonesia" for the International Journal of Business and Systems Research, and a technical working paper in 2015 entitled "Agricultural Productivity in Indonesian Provinces". She has diverse research interests which include benchmarking, competitiveness analysis, economic development and applied econometrics. Nurina is currently pursuing a PhD at the Australian National University.

Kartik RAO (2013 - 2015)

Kartik Rao from India was a Research Associate with the Asia Competitiveness Institute. Kartik received his undergraduate education in Engineering with distinction from Visvesvaraya Technological University (VTU), India and graduated with a Master degree in Business Administration from Nanyang Technological University (NTU), Singapore. He has co-authored a journal paper on India's sub-national competitiveness in the International Journal of Indian Culture and Business Management, and the book on "Annual Analysis of Competitiveness, Development Strategies and Public Policies on 35 States and Federal territories of India: 2000-2010".



His research interests include development economics, Indian economy and international relations. He also has a keen interest in Indian contemporary history and Indian politics. Previously, Kartik has gained diverse business experience working in the financial sector with ABN AMRO Bank, Netherlands and UBS Global Asset Management, USA. He interned with Portelet Asia Private Limited, Singapore where he worked as an investment analyst for private equity investments in clean energy within Southeast Asia. Kartik is currently pursuing a PhD at the University of Western Ontario.

ACI Staff Profile

Former Staff Pursuing PhD

YUAN Randong (2012 - 2016)

Yuan Randong from China was a Research Associate at the Asia Competitiveness Institute. He obtained a joint degree from the National University of Singapore and Australian National University in Economics and Actuarial studies with first class honours in 2012.

Randong co-authored a book for ACI in 2013 entitled "Annual Analysis of Competitiveness, Simulation Studies and Development Perspective for 34 Greater China Economies: 2000-2010", a journal paper published in 2015 entitled "Assessing Competitiveness and Development Strategies in 34 Greater China Economies" for the International Journal of Chinese Culture and Business Management, a policy paper in 2015 entitled "Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Rapid Economic Progress for Jiangsu and Taiwan" and a technical working paper in 2015 entitled "Total Factor Productivity Measurement". Randong's research interests include financial economics, econometric modelling, and economic development and competitiveness of the Greater China economies. Randong is currently pursuing a PhD at the University of Melbourne.



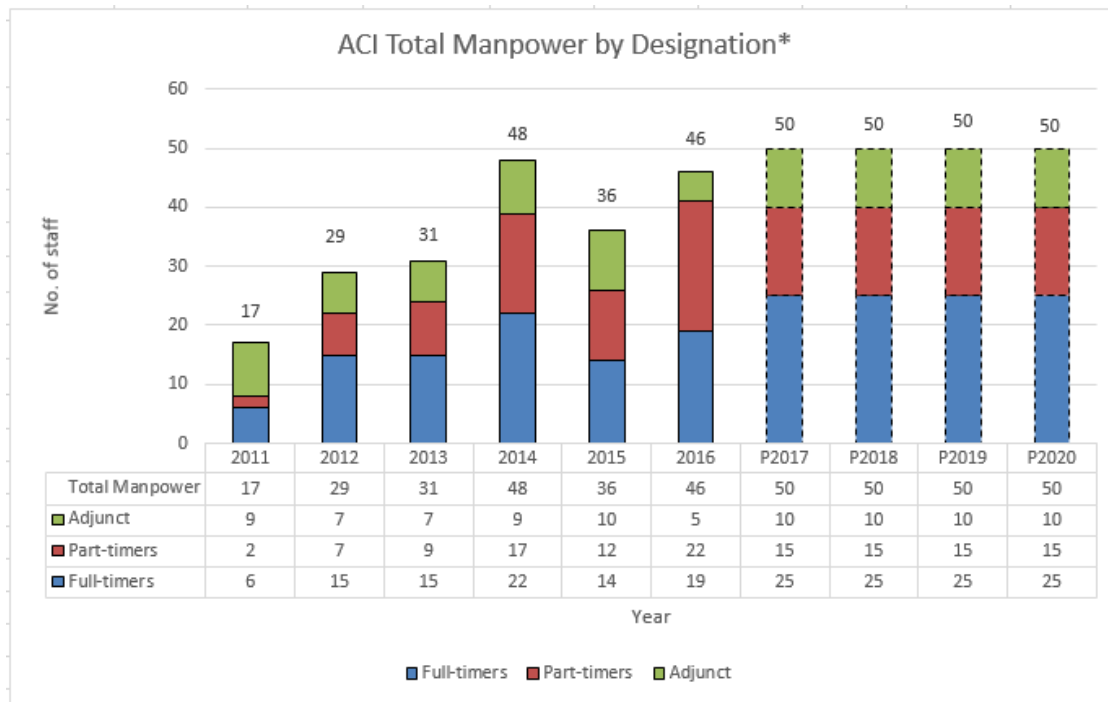
LIM Shi Shun (2015 - 2016)

Lim Shi Shun from Singapore was a Research Assistant with the Asia Competitiveness Institute. Shi Shun graduated with a second upper class honours from the University of London International Programme at the Singapore Institute of Management with a Bachelor of Science in Economics. He graduated with a Master of Science in Applied Economics from Singapore Management University (SMU) and is currently pursuing a PhD degree with SMU. Prior to joining ACI, Shi Shun was a research officer with DP Information Group, a Credit Rating Agency in Singapore. His research interests include industrial organisation, regulatory economics and public policy in Singapore. Lim Shi Shun is currently pursuing a PhD at Singapore Management University.



ACI Manpower Charts

Figure 3: ACI Annual Total Manpower by Designation*



*The steady-state manpower requirement from 2017 to 2020 is projected to be at full time staff strength of 25 with 15 part-timers and 10 adjunct staff.

8. QUOTABLE QUOTES, INTERNATIONAL AND DOMESTIC PRESS AND MEDIA COVERAGE

The best “judges” of ACI’s work are various participants including Singapore Ministers, visitors and other policy-makers from all levels of government and corporate entities may be captured as follows:

- Journalist **Tim McDonald from BBC News** featured ACI’s 2015 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World’s Major Cities, in his article “Is Singapore really the world’s most expensive city?” on 7 April 2017. He cited the study as a different take to the Economist Intelligence Unit (EIU)’s finding on Singapore being the world’s most expensive city in its 2016 Worldwide Cost of Living Index.
- During the 8th India-Singapore Strategic Dialogue in May 2015, A/P Tan Khee Giap, Co-Director of ACI-LKYSPP-NUS, met **Prime Minister of India Shri Narendra Modi**, who “expressed interest” in ACI’s Competitiveness Analysis and Ease Of Doing Business Index on Attractiveness to Investors, Business Friendliness And Competitive Policies (EDB Index ABC) for States and Federal Territories of India.
- **Dr S Jaishankar**, Foreign Secretary, Ministry of External Affairs read the "ACI's Research Mission Report to India, March-April 2015" with photo of NUS Provost and Chief Minister of Andhra Pradesh (AP) witnessing the signing of MOU between ACI-LKYSPP and AP government, he said Prime Minister Modi may commission ACI to conduct research for Prime Minister's Office.
- **Mr Lim Hng Kiang**, Minister for Trade and Industry, told the Chairs of Pacific Economic Cooperation Council (PECC) economies in the VIP Holding Room of the 2014 PECC-SINCPEC-CNCPEC Conference on 10 February 2014 that “A/P Tan Khee Giap of ACI is currently working closely with our neighbouring countries including Indonesia on public policies”.

8.1 Quotable Quotes:

- *“Singapore already serves as a base for many companies serving markets in the region, including professional services firms that provide specialised services to companies in these markets. Our universities have a range of area research programmes, while think tanks like the Institute on Asian Consumer Insight and Asia Competitiveness Institute dive deep into specific subjects. Our media coverage of the region is also expanding. We should build on these assets, and encourage more specialised market research firms and consultancies to develop wider and deeper market knowledge of the region. More internationalisation programmes can be developed for students to acquire Global-Asia market insights and immerse themselves in overseas markets. Trade associations and economic agencies should undertake more study trips to help businesses gain insights into the region.” (p.5).*
- *“Singapore is already a base for many companies serving markets in Asia. Our universities have a range of area research programmes, while think tanks like the Institute on Asian Consumer Insight and the Asia Competitiveness Institute are focused on specific subjects.” (p.20).*
 - An excerpt from the **Report on the Committee on Future Economy (CFE)** where ACI was mentioned is provided below. The full report is available from: <https://www.gov.sg/~media/cfe/downloads/cfe%20report.pdf?la=en>, (last accessed, April 04, 2017).
- *“...I would like to show my appreciation to the organizer of the Asia Competitiveness Institute for their efforts to carry out comprehensive survey to list down the competitiveness index of the provinces for sustainable economic growth. The ACI survey provides critical policy insights on competitiveness to lay the groundwork for Governments to frame and improve their competitiveness policies, and provides guidance for business seeking entities to enter the market...”*
 - **Dr. Darmin Nasution** (Coordinating Minister for Economic Affairs, Indonesia) speech at ACI’s Annual Conference on 24-25 November 2016
- *“...It’s always a pleasure to be at the ACI events, especially among friends. I’ve been cooperating with ACI for so many years now and I really see how they have been so productive and supportive of Indonesia, and I would like to thank ACI in conducting this research that is really important for Indonesia’s development especially when it comes to competitiveness among regions in Indonesia. So thank you for all your effort...”*

... After reading it (the Indonesia competitiveness study), I can say that this is a world-class output and I was really surprised that ACI ranked number 13th in the world, but I was thinking that ACI should be number 2 or 3 in the world. I am looking forward that ACI can reach that high level of ranking in the very near future...”

 - **Prof. Kuntoro Mangkusubroto**, School of Business and Management, Institut Teknologi Bandung, Indonesia at ACI’s Annual Conference on 24-25 November 2016

- *“...I am glad that Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy has developed a holistic approach to constructing the Ease-of-Doing Business Index. The Index reflects Singapore’s broad-based approach to promoting business and investment – focusing not just on government incentives, but also creating a wider ecosystem that allows businesses to thrive and succeed. This is particularly important given the growing fluidity in the global economy, fuelled by megatrends, like disruptive technology, which are reshaping business products and models...”*
 - **Dr. Halimah Yacob**, Speaker of Parliament, Singapore in her remarks as the Guest of Honor (GOH) during the ACI-World Bank Greater China-India Economic Forum on 2 September 2015

- *“If international experts recognize the importance of research on Singapore-relevant subjects, all the more we must have the confidence to build up our indigenous capabilities in these subjects. We are doing so in several areas. Professor Tan Khee Giap is developing important knowledge at the Asia Competitiveness Institute, to help Singapore gain in-depth knowledge of the economy around us.”*
 - **Mr Ong Ye Kung**, Acting Minister for Education, mentioning ACI in his speech at the Parliament’s Committee of Supply debate session on 8 April 2016

- *“We like your methodology a lot and argue in our work that it is one of the most robust indexes on cities available anywhere in the world.”*
 - **Dr Tim Moonen**, Director of Intelligence, The Business of Cities, Urban Innovation Centre, commended ACI’s Global Liveable Cities Index Journal Papers via email on 30 November 2015

- *“In this regard I should specially mention the Asia Competitiveness Institute (ACI). Strong robust research establishments such as ACI help to elevate knowledge of Asian markets and their potential competitiveness as a measure of market maturity. For instance, ACI’s research into competitiveness has helped to shed light on market maturity in ASEAN; the readiness of market for innovative solutions offered by SMEs and a whole range of studies which Professor Kishore Mahbubani mentioned earlier. There are studies on the characteristics of different regions and provinces within big countries such as China, India and Indonesia. These studies help policy makers understand the need for change, and how they can continue to work to restructure the economy, improve rules and regulations and create the potential for higher growth. It also helps us understand the areas of complementary strengths within regions and across our entire Asian region. Case in point: The Indian Government is supportive of ACI’s role as a neutral research body to assess competitiveness of its regions in 2015 Master Plan for Strategic Regional Economic Development of India. The signing of MOUs we are going to witness later this morning indicate our mutual trust and willingness to share knowledge to further the Asian economic cause. Each of the think tanks is doing important and interesting work, and by pooling our knowledge, we can enhance our understanding even further, and learn to see different perspectives from different parts of the world. These MOUs are really the start of future collaborations within the region. I hope that over time, Singapore will be a trusted port-of-call for Asian economic research, that businesses can tap on and contribute to the strong base of accumulated knowledge capital here as business leaders and academics gain deeper understanding of the region, and that researchers will be able to take advantage of*

that connectivity and to propose solutions to many economic issues and new modes of collaboration.”

- **Mr Heng Swee Keat**, Minister for Finance, Singapore, at 2015 ACI Annual Conference, 26 November 2015
- *“I was particularly impressed by the energy and commitment with which you are pursuing your assessment of States' and regions' competitiveness performance in India, and the effort you are investing in building relationships at both the national and sub-national levels in partnership with CII, clearly the most dynamic of our business associations in India. I look forward to your final report, and our further interaction on the competitiveness work at ACI and our own work at NIPFP on service delivery performance of state governments in India*
 - **Dr Sudipto Mundle**, Emeritus Professor, National Institute of Public Finance & Policy, New Delhi, India & Visiting Senior Fellow, Centre for Public Affairs & Critical Theory (CPACT), Shiv Nader University, New Delhi, India during the Review Seminar on India, 7 September 2015
- *“[We] welcome the Memorandum of Understanding (MOU) signed between ACI-LKYSPP-NUS, Government of Andhra Pradesh and Confederation of Indian Industry and that he looks forward to work with ACI to develop the ‘Ease of Doing Business Index ABC’ for Andhra Pradesh.”*
 - **Mr IYR Krishna Rao**, Chief Secretary of Andhra Pradesh, India, during his visit to ACI-LKYSPP-NUS in June 2015
 -
- *“[The MOU signing]... will strengthen our relations with Singapore and spring up many innovative ideas and lead to cultural exchange between the two countries.”*
 - **Mr. Sri N. Chandrababu Naidu**, Honourable Minister of Andhra Pradesh, India, during the Memorandum of Understanding (MOU) signing ceremony with ACI on 30 March 2015
- *“[ACI’s research methodology on Ease of Doing Business Index ABC for India is]... objective, scientific and structured.”*
 - **Mr. Anthony De Sa**, Chief Secretary, Government of Madhya Pradesh, India, during ACI’s mission to India from 11-21 March 2015
- *“In the debate of the pressing socioeconomic issues facing any countries, there has never been a shortage of views and advices purely hinged on qualitative reasoning or theoretic arguments. What is lacking in public policy discourse is an evidence-based, quantitative approach driven by objective and systematic analysis of empirical data, which is exactly what is embodied in the methodology crafted by the Asia Competitiveness Institute (ACI) to comprehensively gauge competitiveness at sub-national levels, based on which the research findings and policy recommendations on development strategies for Greater China presented in this book are obtained. Therefore, the messages conveyed here will form an invaluable source of reference to inspire better government policy formulation as well as business strategic planning.”*
 - **Professor Lee Cheng-Few**, Distinguished Professor of Finance and Economics, Rutgers University and Editor of Review of Quantitative Finance and Accounting and the Review of Pacific Basin Financial Markets and Policies, for the

ACI 2014 Greater China book on Provincial and Regional Competitiveness Analysis

- *“The researchers from the Asia Competitiveness Institute (ACI) have done a remarkable job in their original work of tracking and analysing the evolving competitiveness landscape of Greater China at both provincial and regional levels, the results of which are shared with the public and reported in this book. As China is at the juncture of committing itself to restructuring its economy and reshaping its development strategies in order to achieve sustainable and inclusive growth under the New Normal Era, copious challenges and opportunities are both present for the informed and initiated to solve and seize. This book is essential reading for those pragmatic problem solvers concerned with the issues about Greater China seeking a better understanding of how the force of competitiveness plays out in molding the socioeconomic characters of this still rapidly transforming country in the years to come.”*
 - **Dr Tang Zhouyan**, Dean, Shandong Academy of Social Sciences, People’s Republic of China, for the ACI 2014 Greater China book on Provincial and Regional Competitiveness Analysis
- *“The Master Plan for Regional Economic Development brought out by the Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore is timely and captures the growing dynamism and economic vibrancy in India. The book brings fresh perspectives to the emerging growth models in India at a regional level through in-depth analysis.”*
 - **Mr. Chandrajit Banerjee**, Director General of Confederation of Indian Industry for ACI’s 2014 book publications on India
- *“This competitiveness study provides an in-depth assessment of the performance of states and federal territories of India through the perspective of an objective observer from the outside. With the Indian federal system moving rapidly towards decentralisation, the books give insights on the challenges and opportunities at the state level. Thus, ACI’s work is a valuable resource for policy-makers, administrators and industry practitioners alike.”*
 - **Mr Mohan Guruswamy**, Chairman, Centre for Policy Alternatives, New Delhi, for ACI’s 2014 book publications on India
- *“This book enriches the available references of its kind that is needed by business society to see the investment opportunities and challenges of all provinces in Indonesia. I believe that if the respective provincial government follows a number of policy advices as suggested by ACI, it will improve its competitiveness, hence attract investors to put their money there. The increase of the competitiveness of the Indonesia provinces would contribute to sustainably enhance the Indonesia economy.”*
 - **Mr Sofjan Wanandi**, Chairman of Advisory Boards of APINDO (The Employers’ Association of Indonesia) & Head of Economic Advisory Team, Vice President of the Republic of Indonesia, on ACI’s 2014 Indonesia book on Provincial Competitiveness Analysis

- *“The ACI’s competitiveness research on Indonesia is an excellent work. It is very timely for inspiring stronger national policy based on regional development approach. Some of the results, in fact, signify and justify the spirit of Masterplan for Acceleration and Expansion of Indonesia’s Economic Development (MP3EI) and even President Joko Widodo’s vision for Indonesia to be a global maritime axis. Going forward, transformation towards a more investment driven economy is a must for Indonesia to spearhead its competitiveness.”*
 - **Dr Luky Eko Wuryanto**, Deputy Minister for Infrastructure and Regional Development, Coordinating Ministry for Economic Affairs, Indonesia, on ACI’s 2014 Indonesia book on Provincial Competitiveness Analysis

- *“This competitiveness research for Indonesia’s provinces adds strategic value to improve the quality of our democracy. It is to link the economic benefits and competitiveness to political accountability, which is critical to both any elected officials and more importantly, to constituents and voters over what have been achieved during certain period of time. The notion of competitiveness becomes even more relevant, not only to drive economic growth per se but also to achieve sustainable economic development.”*
 - **H.E. Mahendra Siregar**, Chairman of Indonesia Investment Coordinating Board (Badan Koordinasi Penanaman Modal, BKPM BKPM) 2013-2014, on ACI’s 2014 Indonesia book on Regional Competitiveness Analysis

- *“The book underlines an important message not to generalize policy prescriptions for Indonesia’s provinces. Having a thorough knowledge of the potentials and challenges that the provinces face would provide deeper understanding of what is needed to be done. The ACI’s what-if competitiveness simulation provides insights on how each province can improve their competitiveness in different ways.”*
 - **Professor Kuntoro Mangkusubroto**, Head of President’s Delivery Unit for Development Monitoring and Oversight (UKP4) 2009-2014, on ACI’s 2014 Indonesia book on Regional Competitiveness Analysis

- [Paraphrased Quotation]

It is remarkable of ACI to be able to construct the cost of living index for both expatriates and ordinary residents for 103 cities with assumptions and methodology clearly spelt out and hence allowing users of the information to make policy refinement and adjustment.

 - **Dr Cledean Mandri-Perrott**, Lead Finance Officer and PPP Specialist, Singapore Infrastructure Hub, The World Bank, during the 2014 ACI Annual Conference

- [Paraphrased Quotation]

ACI will be taking the lead and bring together with the other local agencies such as Ministry of Trade & Industry, Monetary Authority of Singapore and SPRING Singapore, to conduct research on firm-level data of Singapore’s companies before expanding to other Asian economies.

 - **Dr Filippo di Mauro**, Senior Adviser, Research Department, European Central Bank, at the MOU signing ceremony during the 2014 ACI Annual Conference

- [Paraphrased Quotation]
The ACI framework for “2014 Greater China Liveable Cities Index” is more comprehensive in terms of wider categories of indicator. It is also pioneering because of the perspective of an average resident adopted by ACI. The World Bank would adopt it as a reference according to the actual situation of Chinese cities, and focus on those areas that need improvement. Chinese local governments may wish to use the index according to their local circumstances, as a policy reference.
 - **Dr Bert Hofman**, Country Director, China, Mongolia and Korea, The World Bank, after the “2014 Asia-Pacific Urban Construction and Development Summit.” Dr Bert Hofman was Chief Economist for the East Asia and Pacific Region, The World Bank, in 2013

8.2 Media Coverage of ACI

In all functions inside and outside Singapore, ACI receives media attention from local and foreign press (especially regional press) due to the nature of our projects, which involve many interested parties from Asia and beyond. Apart from covering the signing of MOUs with the region's governments and book launches, the fourth estate (media including television and the like) is recognized as a critical assessor as well as conveyor of assessments from all walks of life for ACI's self-evaluation and proving its impact on policy-makers among others.

The ACI Co-Directors contribute regularly opinion editorials (op-eds) as another direct impact activity. These are prominently featured on Singapore's top-tier media, such as the in English language as The Straits Times and Business Times and in Chinese as Lianhe Zaobao.

(I) ACI's Editorial Opinions as Covered by Prominent Media (Hyperlinks are established on English articles)

Title of Publication	Date Published	Publication	Authors
Business lobby groups need to look beyond cost cutting 《中小企业：主动转型抑或被动转变》	17 March 2017 7 March 2017	The Straits Times Lianhe Zaobao	Tan Khee Giap and Ng Rui Han 陈企业、蔡慧莹、阎好晨
Forging a New Consensus for the Future Economy [下篇] 《为未来经济七战略 提供长期筹资渠道》 [上篇] 《新加坡经济进入“新常态” 2017年财政预算案的意义》	22 February 2017 22 February 2017 21 February 2017	The Straits Times Lianhe Zaobao Lianhe Zaobao	Tan Khee Giap and Gareth Tan Guang Ming, 陈企业、王鹏, 陈企业、王鹏
APEC 2017: Springboard for Economic Initiatives from Vietnam	31 January 2017	The Jakarta Post	Tan Khee Giap and Luu Nguyen Trieu Duong
Transform or Risk New Normal of Low, Slow Growth 《新加坡的经济转型》	18 January 2017 18 January 2017	The Straits Times	Tan Khee Giap and Tan Beng Kai Evan 陈企业、陈铭凯
《谨慎调教 理性 高度包容 能为多数人接受的财政预算案》	25 March 2016	Lianhe Zaobao	Tan, Khee Giap; Lian, Xiao; Xie, Teleixi

Make or break for Vietnam in the TPP era?	25 February 2016	The Straits Times	Tan, Khee Giap; Nguyen, Le Phuong Anh; Luu, Nguyen Trieu Duong
《陈企业：低增长不应是我国经济新常态》	29 January 2016	Lianhe Zaobao	Tan, Khee Giap
《北京成为宜居城市：长路漫漫》	23 December 2015	Lianhe Zaobao	Tan, Khee Giap; Nie, Tongxin; Baek, Shinae
《城市宜居性无关城市大小》	27 November 2015	Lianhe Zaobao	Tan, Khee Giap; Wang, Kejian; Nie, Tongxin
Doing business in India: From 'Look East' to 'Act East'	25 November 2015	The Straits Times	Tan, Khee Giap; Tan, Kong Yam; Gopalan, Sasidaran
Business as usual for S'pore after GE2015?	3 October 2015	The Straits Times	Tan, Khee Giap; Sim, Ron
《给本区域带来商机与挑战》	1 October 2015	Lianhe Zaobao	Tan, Khee Giap
《2015年大选后让一切回归常态》	28 September 2015	Lianhe Zaobao	Tan, Khee Giap; Sim, Ron
《增加包容性的金禧预算案》	24 February 2015	Lianhe Zaobao	Tan, Khee Giap; Suo, Haoran
"Growth in a decade of shocks"	12 August 2014	The Straits Times	Tan, Kong Yam
"Hard questions to answer for Singapore's development"	6 March 2014	Business Times	Tan, Khee Giap
《陈企业：经济周期缩短、增长间断与逐渐内视的潜在危机》	22 February 2014	Lianhe Zaobao	Tan, Khee Giap; Liu, Yiming; Nie, Tongxin
"India: down but not out"	13 September 2013	Business Times	Tan, Khee Giap; Low, Linda; Kartik Rao
"Indonesia's Competitiveness lies in performance of provinces"	5 March 2013	The Jakarta Post	Tan, Khee Giap; Amri, Mulya
More productive economy still needed 《全球化、国际竞争和包容性增长的现实》	13 June 2012 15 June 2012	The Straits Times Lianhe Zaobao	Tan, Khee Giap; Tan, Kong Yam
"Growing pains in growing fairly" 《新加坡中期增长、经济政策的权衡，国民的期望》	4 January 2012 4 January 2012	The Straits Times Lianhe Zaobao	Tan, Khee Giap; Tan, Kong Yam; Quek, Xuan Yu
"Casting the net for new growth engines" 《亚洲经济的驱动引擎》	28 Dec 2011 ---	The Straits Times	Tan, Khee Giap; Tan, Kong Yam; Tilak

			Abeyasinghe; Toh, Ruby
"Figures, facts and fallacies" 《数据、事实和谬误》	3 May 2011 3 May 2011	The Straits Times Lianhe Zaobao	Tan, Khee Giap; Vu, Minh Khuong

(II) ACI's Events Coverage by Media

Year 2017

Is Singapore Really The World's Most Expensive City?

- [Is Singapore really the world's most expensive city?](#)
BBC, 7 April 2017

For Investments into India, Focus on Five States: Pillai

- [For investments into India, focus on five states: Pillai](#)
The Business Times, 31 March 2017

2017 PECC Singapore Conference on "APEC's Post 2020 Agenda: Rising Protectionism, Economic Rebalancing and Diversified Growth"

- [林勋强: APEC 成员应保持市场开放](#)
Lianhe Zaobao, 14 February 2017

Year 2016

ACI Conference 2016, 25 & 26 November 2016

- [国大亚洲竞争力研究所调查: 新加坡人购买力亚洲居冠](#)
Lianhe Zaobao, 25 November 2016

ACI-World Bank ASEAN Economic Forum

- [NUS partners World Bank on public policy](#)
NUS News, 14 September 2016
- [新加坡整体竞争力亚细安第一](#)
Lianhe Zaobao, 10 September 2016
- [新加坡大学当年向世行借贷扩建九年还清](#)
Lianhe Zaobo, 10 September 2016
- [NUS, World Bank to jointly study global issues](#)
The Straits Times, 10 September 2016
- [World Bank Group and National University of Singapore to Strengthen Collaboration](#)
The World Bank, 9 September 2016

ACI-World Bank Greater China-India Economic Forum

- [Ease of Doing Business, Maharashtra Emerges Top Performer in Overall Competitiveness](#)
Bloomberg, 10 September 2016
- [Maharashtra emerges top performer in overall competitiveness](#)
The Economic Times, 7 September 2016
- [Among 21 States, Odisha at 14 in 'EDB'](#)
Odhishatv, 3 September 2016
- [Odisha ranks 14 in ACI 'EDB' Index](#)
Odisha Sun Times, 3 September 2016
- [大中华经济圈竞争力报告：新疆基建和生活质量显著进步](#)
Lianhe Zaobao, 3 September 2016
- [Maharashtra Tops in Ease of Doing Business](#)
Best Current Affairs, 3 September 2016
- [Maharashtra tops ASI competitiveness index of Indian states](#)
Domain-B, 2 September 2016
- [Maharashtra tops ACI's Ease of Doing Business Index, UP worst performer](#)
Hindustan Times, 2 September 2016
- [Maharashtra emerges as top performer in overall competitiveness](#)
Hindustan Times, 2 September 2016
- [Maharashtra emerges as top performer in overall competitiveness](#)
Indilens, 2 September 2016
- [Maharashtra, Delhi, TN most economically competitive](#)
Kashmir Images, 2 September 2016
- [Maharashtra emerges top performer in overall competitiveness](#)
Economic Times, 2 September 2016
- [Maharashtra, Delhi, TN most economically competitive](#)
The Hindu, 2 September 2016
- [Maharashtra tops in ease of doing business, new rankings gauge shows](#)
The Hindu, 2 September 2016
- [New ease of doing business measure recasts state ranks](#)
The Hindu, 2 September 2016

Singapore Budget 2016

- [Ong Ye Kung on helping students seize opportunities](#)

Channel News Asia, 8 April 2016

- [陈企业：今年预算案政府不会“发大红包”](#)
Lianhe Zaobao, 28 February 2016

ASEAN – The New Growth Frontier

- [Asean – the new growth frontier](#)
The Straits Times, 16 July 2016

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Lianhe Zaobao, 26 November 2015

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Lianhe Zaobao, 1 October 2015

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- [2015 年大选后让一切回归常态?](#)
Lianhe Zaobao, 28 September 2015

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- [Odisha becomes fifth in India to sign MoU with CII,LKYSPP on building a Master Plan on Ease of Doing Business: Vision 2020](#)
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- [澳門最宜居 科學數據在說話](#)
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- [本地学者建议亚西安主导亚洲经济发展](#)
Lianhe Zaobao, 23 August 2014

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Al Bayan, 2 April 2014
- [The Insurance Authority and the Asia Competitiveness Institute sign MoU to enhance the performance of the insurance market in the UAE](#)
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- [我国住屋和医疗费明显低于发达国家](#)
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The Straits Times, 6 March 2014
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- [陈企业博士: 加薪补贴计划助降低基尼指数](#)
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- [陈企业博士:本地社会“向内看”对开放经济体相当不利](#)
Lianhe Zaobao, 17 February 2014

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- [Asia needs solid structural policies, complementary relationships: Minister Heng](#)
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- [王瑞杰：亚洲新兴经济体需推行结构性政策](#)
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2 August 2013**

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The Straits Times, 6 April 2013

- [李光耀公共政策学院亚洲竞争力研究所：我国企业应抓紧 印尼五至十年内经济增长良机](#)
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- [22 firms honoured for improving HR practices in yearlong scheme](#)
The Straits Times, 6 April 2013
- [首届人力资本突破奖—史阁乐酒店另类奖励取胜](#)
Lianhe Zaobao, 6 April 2013

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- [更多有工作的新加坡人将受益](#)
Lianhe Zaobao, 26 February 2013

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- [Indonesia is top SEA destination for foreign investment](#)
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- [乘数效应超越马泰——印尼腾飞带动我国经济增长](#)
- [雅加达竞争力印尼众省份中最强](#)
Lianhe Zaobao, 8 January 2013

Year 2012

- [Productivity index for SMEs to be developed](#)
Channel NewsAsia, 25 December 2012
- [国大教授陈光炎：面对三大挑战，中国得避免经济“癌变”](#)
Lianhe Zaobao, 15 November 2012

Conference on Overcoming Obstacles and Improving People's Livelihood: Challenges in China's Next Stage of Economic Reform and Autumn Economic Outlook 2012-2013

- [新加坡生活费全球排名 工薪族与外侨人员差很大](#)
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- [尚达曼：亚洲须防步欧美高失业率后尘](#)
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- [Creating enough quality jobs a huge challenge ahead: Tharman](#)
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- [Singapore a costly city? It depends](#)
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- [Ser Luck: S'pore remains open to foreign companies](#)
AsiaOne Business, 31 July 2012
- [Asean's economic growth to be at par with China, India by 2015: Mustapa](#)
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- [Malaysia On Track For 56 Pct GDP Growth, Says Mustapa](#)
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- [Singapore businesses urged to look to western, central China](#)
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- [亚细安市场商机处处](#)
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- [Indonesia looks to improve economic competitiveness](#)
Channel NewsAsia, 30 July 2012

- [HK's strengths as strategic and differentiated SAR of China promoted in Singapore](#)
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- [Best cities for ordinary folk](#)
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- [New index for ranking world's cities](#)
The Straits Times, 3 July 2012
- [新加坡是世界第三宜居城市](#)
Lianhe Zaobao, 3 July 2012

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- [陈企业博士：改变公共政策 减少贫富差异](#)
Lianhe Zaobao, 13 February 2012

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- [“Casting the net for new growth engines”](#)
Editorial Opinion in *The Straits Times, 28 December 2011*

The inaugural ASEAN Competitiveness Report 2010 launch – 1 June 2011

- [US still main growth driver for region](#)
Straits Times, 2 June 2011
- [Asean must do more to boost competitiveness: Surin](#)
Business Times Singapore, 2 June 2011
- [国大亚洲竞争力研究所：我国竞争力亚细安第一](#)
Zaobao.com, 2 June 2011
- [ASEAN Rises with China and India, Ranks 57 of 132 Countries, Report Shows](#)
Association of Southeast Asian Nations, 1 June 2011

Singapore Budget 2011

- [改善收入平等 合时宜且必要](#)
Lianhe Zaobao, 3 May 2011

Appendix A: List of ACI Research Output Since 2012

Achievements for FY2012

A. Books and Reports				
No	Title	Publisher	Month/Year	Authors
1	Ranking the Liveability of the World's Major Cities: The Global Liveable Cities Index	World Scientific Publishing	April 2012	TAN Khee Giap TAN, WOO Wing Thye, TAN Kong Yam, Linda LOW & Grace AW
	(Chinese version) 《全球主要城市宜居性排名: 全球宜居城市指数》	World Scientific Publishing	November 2013	陈企业、胡永泰、陈光炎、刘琳达、欧怡伶 [著] 万静、曾婷 [译]

C. ACI Policy Research Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"Enhancing Vietnam's Economic Competitiveness: Issues and Recommendations 2010"		April 2012	VU Minh Khuong
2	"Timor-Leste: From Aid to Trade"		April 2012	TAN Kong Yam, TAN Khee Giap & Ruby TOH
3	"Indonesia: Restoring Competitiveness and the Momentum of Industrialization"		July 2012	TAN Kong Yam, Linda LOW & TAN Khee Giap
4	"Improving Efficiency and Effectiveness of Public Administration, Management and Governance: What can Vietnam learn from international experience?"	United Nations Development Programme	April 2012	Eduardo ARARAL, NGUYEN Ngoc Anh & VU Minh Khuong

D. ACI Technical Working Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	A Structural Vector Auto-regression (VAR) Approach on the Drivers of Growth for the Asian Economies: Analysis and Policy Recommendations		April 2012	TAN Kong Yam, TAN Khee Giap, Tilak ABEYSINGHE & Ruby TOH
2	ASEAN Countries and Emerging Trade Patterns: China's Effects, Structural Change, and Policy Implications		July 2012	VU Minh Khuong

F. Editorial-Opinions				
No	Title	Publisher	Date of Publication	Authors
1	a) More productive economy still needed b) 《全球化、国际竞争和包容性增长的现实》	a) The Straits Times b) Lianhe Zaobao	3 June 2012 15 June 2012	a) TAN Khee Giap & TAN Kong Yam b) 陈企业、陈光炎

2	"Indonesia's Competitiveness lies in performance of provinces"	The Jakarta Post	5 March 2013	TAN Khee Giap & Mulya AMRI
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G. Technical Data Description Notes				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Database on ASEAN-10 Economies, 2000-2010		July 2012	TAN Khee Giap, Tracy CAI, Vicky LEE, Amanda LIM, Linda LOW, Ruby TOH, VU Minh Khuong, WONG Meng Khin, YAP Xin Yi, Estelle YIP, Sangiita YOONG & YUAN Randong
2	Database on 34 Greater China Economies, 2000-2010		July 2012	TAN Khee Giap, Tracy CAI, Vicky LEE, Amanda LIM, Linda LOW, Ruby TOH, WONG Meng Khin, YAP Xin Yi, Estelle YIP, Sangiita YOONG & YUAN Randong
3	Database on 33 Indonesian Provinces, 2010		July 2012	TAN Khee Giap, Mulya AMRI, Jorrie ANDREAN, Diah Retno BAYUMURTHI, Tracy CAI, Vicky LEE, Amanda LIM, Linda LOW, Nurina MERDIKAWATI, MUHAMMAD Farid, Rully PRASSETYA, VU Minh Khuong, WONG Meng Khin, YAP Xin Yi, Estelle YIP, Sangiita YOONG, YUAN Randong & Sukmawah YUNINGSIH
4	Database on 35 States and Federal Territories of India, 2000-2010		July 2012	ACI Technical Team
5	Database on Global Liveable Cities		July 2012	ACI Technical Team
6	Database on Cost of Living, Wages and Purchasing Power for World's Major Cities		July 2012	ACI Technical Team

H. Conference Proceedings			
No	Title	Month/Year	Related Seminar/ Conference
1	《克服障碍，改善民生：中国下一阶段经济改革挑战研讨会论文集》 edited by 吴毓均、陈光炎、陈抗、陈企业	February 2013	24 August 2012 at Orchard Hotel Singapore "Conference on Overcoming Obstacles and Improving People's Livelihood: Challenges in China's Next Stage of Economic Reform and Autumn Economic Outlook 2012-2013" 克服障碍，改善民生：中国下一阶段经济改革挑战研讨会暨中国季度宏观经济模型 2012 年秋季预测发布会
2	Conference Summary for 2012 Annual ACI Conference on "Development Strategies for Indonesia as an Emerging Middle Power, Competitiveness Ranking and Simulation Studies on 100 Asian Economies"	December 2012	30-31 July 2012 at Orchard Hotel Singapore 2012 Annual ACI Conference

Achievements for FY2013

A. Books and Reports				
No	Title	Publisher	Month/Year	Authors
1	"Competitiveness Analysis and Development Strategies for 33 Indonesian Provinces"	World Scientific Publishing	April 2013	TAN Khee Giap, Mulya AMRI, Linda LOW & TAN Kong Yam
	(Bahasa version) "Analisis Daya Saing dan Strategi Pembangunan untuk 33 Provinsi Indonesia"	World Scientific Publishing	April 2013	TAN Khee Giap, Mulya AMRI, Linda LOW & TAN Kong Yam
2	"Annual Analysis of Competitiveness, Development Strategies and Public Policies on ASEAN-10: 2000-2010"	Pearson Education South Asia Pte Ltd	April 2013	TAN Khee Giap, Linda LOW, TAN Kong Yam & LIM Lijuan Amanda
3	"Annual Analysis of Competitiveness, Simulation Studies and Development Perspective for 34 Greater China Economies: 2000-2010"	World Scientific Publishing	August 2013	TAN Khee Giap, YUAN Randong, Sangiita YOONG Wei Cher & YANG Mu
	(Chinese version) 《大中华经济圈 34 个经济体竞争力分析, 发展战略及公共政策: 2000-2010》	World Scientific Publishing	August 2013	陈企业、袁冉东、熊蔚慈、杨沐
4	"Annual Analysis of Competitiveness, Simulation Studies and Development Perspective for 35 States and Federal Territories of India: 2000-2010"	World Scientific Publishing	September 2013	TAN Khee Giap, Linda LOW, RAO Vittal Kartik & TAN Kong Yam
5	"Fiscal Sustainability and Competitiveness in Europe and Asia"	Palgrave Macmillan	December 2013	RAJAN Ramkishan, TAN Kong Yam & TAN Khee Giap

B. Journal Papers				
No	Title	Publisher	Month/Year	Authors
1	"Subnational Competitiveness and National Performance: Analysis and Simulation for Indonesia"	Journal of Centrum Cathedra JCC The Business and Economics Research Journal (JCC) (Vol. 6, No. 2, pp. 173-192, 2013) (PERU)	April 2013	TAN Khee Giap & Mulya AMRI
2	"Assessing Competitiveness of ASEAN-10 Economies"	International Journal of Economics and Business Research (Vol. 8, No. 4, 2014, pp377-398) (UK)	November 2013	TAN Khee Giap & TAN Kong Yam
3	"A New Approach to Measuring the Liveability of Cities: The Global Liveable Cities Index (GLCI)"	World Review of Science, Technology and Sustainable Development (Vol. 11, No. 2, 2014, pp176-196) (UK)	March 2014	TAN Khee Giap, WOO Wing Thy & Grace AW
4	"A New Instrument to Promote Knowledge-led Growth: The Global Liveable Cities Index"	International Journal of Business Competition and Growth (Vol.3, No.3, pp.174 - 188, 2014) (UK)	September 2013	TAN Khee Giap, WOO Wing Thy & TAN Boon Seng
5	"Sub-National Competitiveness Analysis and Simulation Studies for 35 States and Union Territories of India"	International Journal of Indian Culture and Business Management (Vol. 10, No. 4, pp. 476 - 493, 2015) (UK)	February 2014	TAN Khee Giap & RAO Vittal Kartik

6	"Assessing Competitiveness and Development Strategies in 34 Greater China Economies"	International Journal of Chinese Culture and Business Management (Vol. 3, No. 4, 2015), pp. 323-350) (UK)	March 2014	TAN Khee Giap, Sangitta YOONG Wei Cher & YUAN Randong
7	"Shifting Drivers of Growth: Policy Implications for ASEAN-5"	Asian Economic Papers, MIT Press (Winter/Spring 2015, Vol. 14, No. 1, pp. 157-173) (USA)	January 2014	TAN Kong Yam, Tilak ABEYSINGHE & TAN Khee Giap

C. ACI Policy Research Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"Determinants of Debt Thresholds"		May 2013	RAJAN Ramkishen
2	"An Asian Perspective on the Eurozone Crisis"		May 2013	RAJAN Ramkishen
3	《中国公务员制度》		November 2013	GU Qingyang
4	《新加坡的公共服务体系》		November 2013	LU Hui
5	"The Japanese Civil Service System and Reform"		December 2013	Mike LEU
6	Globalization and Income Inequality: Comparative Analysis of Selected Countries		August 2013	HUI Weng Tat & Ruby TOH
7	"Intellectual Property Creation Capability Development & Competitiveness of Selected Asian Economies"		October 2013	WONG Poh Kam, Geoffrey YU, HO Yuen Ping & Annette SINGH
8	"Annual Indices for Average Residents and Expatriates on Cost of Living for World's Major 109 Cities: 2005-2012"		March 2014	TAN Khee Giap, TAN Kong Yam & Grace AW
9	"Subnational Competitiveness and National Performance: Analysis and Simulation for Indonesia"	Published as a journal article in "Journal of Centrum Cathedra JCC The Business and Economics Research Journal"	April 2013	TAN Khee Giap & Mulya AMRI
10	"Assessing Competitiveness of ASEAN-10 Economies"	Published in "International Journal of Economics and Business Research"	September 2013	TAN Khee Giap & TAN Kong Yam
11	"Sub-National Competitiveness Analysis and Simulation Studies for 35 States and Union Territories of India"	Published as a journal article in "International Journal of Indian Culture and Business Management"	December 2013	TAN Khee Giap & RAO Vittal Kartik
12	"Assessing Competitiveness and Development Strategies in 34 Greater China Economies"	Published as a journal article in "International Journal of Chinese Culture and Business Management"	December 2013	TAN Khee Giap, Sangitta YOONG Wei Cher & YUAN Randong

D. ACI Technical Working Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Case-studies of the GIPSI: Fiscal and Competitiveness Issues and Concerns		April 2013	Ramkishen S. RAJAN
2	Case-studies of the Nordics: Crisis, Reform, Recovery and Growth Concerns		April 2013	Ramkishen S. RAJAN
3	International Reserves in the Aftermath of Crises: Adequacy and Sustainability		April 2013	Ramkishen S. RAJAN
4	Can High Reserves Offset Unsustainable Fundamentals?		April 2013	Ramkishen S. RAJAN
5	A Simple Framework to Analyze Monetary Policy and Exchange Rate Options for Small and Open Economies		April 2013	Ramkishen S. RAJAN
6	New Benchmarks of Reserve Adequacy		April 2013	Ramkishen S. RAJAN
7	Fiscal Sustainability and Impact on Competitiveness: Emphasis On Selected European Countries (Gipsi And Nordics)		April 2013	Ramkishen S. RAJAN

8	Impact of Government Spending on Real Exchange Rate Fluctuations		April 2013	Ramkishen S. RAJAN
9	Relative Prices, Sectoral Allocation and Government Spending in East Asia		April 2013	Ramkishen S. RAJAN
10	Managing Macroeconomic Volatility Using Capital Controls		April 2013	Ramkishen S. RAJAN
11	"A New Approach to Measuring the Liveability of Cities: The Global Liveable Cities Index (GLCI)"	Published as a journal article in "World Review of Science, Technology and Sustainable Development"	September 2013	TAN Khee Giap, WOO Wing Thye & Grace AW
12	"A New Instrument to Promote Knowledge-led Growth: The Global Liveable Cities Index"	Published as a journal article in "International Journal of Business Competition and Growth"	July 2013	TAN Khee Giap, WOO Wing Thye & TAN Boon Seng
13	"Shifting Drivers of Growth: Policy Implications for ASEAN-5"	Published as a journal article in "Asian Economic Papers"	September 2013	TAN Kong Yam, Tilak ABEYSINGHE & TAN Khee Giap

F. Editorial-Opinions				
No	Title	Publisher	Date of Publication	Authors
1	"India: Down but Not Out"	Business Times	13 September 2013	TAN Khee Giap, Linda LOW & Kartik RAO
2	《陈企业：经济周期缩短、增长间断与逐渐内视的潜在危机》	Lianhe Zaobao	22 February 2014	TAN Khee Giap, LIU Yiming & NIE Tongxin
3	"Hard Questions to Answer for Singapore's Development"	Business Times	6 March 2014	TAN Khee Giap

G. Technical Data Description Notes				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Database on ASEAN-10 Economies, 2000-2011		November 2013	ACI Technical Team
2	Database on 34 Greater China Economies, 2000-2011		November 2013	ACI Technical Team
3	Database on 33 Indonesian Provinces, 2010-2011		November 2013	ACI Technical Team
4	Database on 35 States and Federal Territories of India, 2000-2011		November 2013	ACI Technical Team

H. Conference Proceedings			
No	Title	Month/Year	Related Seminar/ Conference
1	《中国和缅甸，越南，暨俄罗斯边境贸易活动研讨会论文集》 Border Trade Models amongst Myanmar, China, Vietnam, Thailand and Russia	January 2014	25 April 2013 at Lee Kuan Yew School of Public Policy, National University of Singapore "ACI Seminar on "Cross-Border Trade Activities amongst China, Myanmar, Vietnam, Thailand and Russia" 中国和缅甸，越南，暨俄罗斯边境贸易活动研讨会
2	Summary for 2013 ACI Review Seminar on "Competitiveness Ranking and Policy Recommendations for 33 Indonesian Provinces"	November 2013	7 January 2013 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 33 Indonesian Provinces

3	Summary for 2013 ACI Review Seminar on "Competitiveness Ranking, Simulation Analysis and Development Strategies for ASEAN-10"	November 2013	5 April 2013 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on ASEAN-10 Economies
4	Summary for 2013 ACI Review Seminar on "Competitiveness Ranking, Simulation Analysis and Development Strategies for 34 Greater China Economies"	November 2013	10 June 2013 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 34 Greater China Economies
5	Summary for 2013 ACI Review Seminar on "Competitiveness Ranking, Simulation Analysis and Development Strategies for 35 States and Federal Territories of India"	November 2013	23 August 2013 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 35 States and Federal Territories of India
6	Conference Summary for 2013 Annual ACI Conference on "Competitiveness Analysis of 111 Asian Economies, Cost of Living Index for 109 Cities and Productivity Drive for Small & Medium-sized Enterprises (SMEs)"	January 2014	26-27 November 2013 at Swissotel the Stamford, Singapore 2013 Annual ACI Conference

Achievements for FY2014

A. Books and Reports				
No	Title	Publisher	Month/Year	Authors
1	"2014 Regional Competitiveness Analysis and a Master Plan on Regional Development Strategies for India Annual Competitiveness Update and Evidence on Economic Development Model for Selected States of India"	World Scientific Publishing	January 2015	TAN Khee Giap, Linda LOW, RAO Vittal Kartik & TAN Kong Yam
2	"Journal of International Commerce, Economics and Policy: Special Issue on 'Foreign Direct Investment, Productivity Spillovers and Small and Medium Enterprises'"	World Scientific Publishing	June 2014	Guest Editors: TAN Kong Yam & TAN Khee Giap
	"Foreign Direct Investment and Small and Medium Enterprises: Productivity and Access to Finance"	World Scientific Publishing	June 2014	TAN Kong Yam & TAN Khee Giap
3	"2014 Annual Competitiveness Ranking and Simulation Study for ASEAN-10 and Development Strategies to Enhance Asia Economic Connectivity"	World Scientific Publishing	March 2015 & September 2015	TAN Khee Giap, Sangiita YOONG Wei Cher, Sasidaran GOPALAN & NGUYEN Le Phuong Anh
4	"2014 Annual Provincial and Regional Competitiveness Analysis for Greater China Economies: Development Strategies under the New Normal"	World Scientific Publishing	March 2015	Tan Khee Giap, YUAN Randong & Sangiita YOONG Wei Cher
	(Chinese version) 《2014 年大中华 34 个经济体常年竞争力分析，政策模拟和新常态下的发展概况》	Whoice Publishing	March 2015	陈企业·袁冉东·熊蔚慈【著】 Translated by: 蒋钦姣【译】
5	"2014 Provincial and Inaugural Regional Competitiveness Analysis: Safeguarding Indonesia's Growth Momentum"	World Scientific Publishing	December 2014	TAN Khee Giap, Nurina MERDIKAWATI, Mulya AMRI & TAN Kong Yam
	(Bahasa version) "Analisis Daya Saing Provinsi dan Wilayah: Menjaga Momentum Pertumbuhan Indonesia (Edisi 2014)"	World Scientific Publishing	September 2015	TAN Khee Giap, Nurina MERDIKAWATI, Mulya AMRI & TAN Kong Yam
6	"2014 Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces"	World Scientific Publishing	January 2015	TAN Khee Giap, Nurina MERDIKAWATI, Mulya AMRI & Blake Harley BERGER
B. Journal Papers				
No	Title	Publisher	Month/Year	Authors
1	"Promoting SMEs and Enhancing Labor Productivity in Singapore: A Policy Analysis"	Journal of International Commerce, Economics and Policy (Vol. 5, No. 3 (2014), 1440012, 12 pages) (SINGAPORE)	June 2014	TAN Khee Giap & TAN Yan Yi
2	"Foreign Direct Investment (FDI), Productivity Spillovers and the Role of Small and Medium Enterprises (SMEs) Financing: An Overview"	Journal of International Commerce, Economics and Policy (Vol. 5, No. 3 (2014), 1403002, 5 pages) (SINGAPORE)	June 2014	TAN Khee Giap & TAN Kong Yam
3	"Fiscal Discipline and Competitiveness in Newly Industrialised Economies: Lessons from the Nordics Model"	International Journal of Sustainable Economy (Vol. 7, No. 2, 2015, 22 pages) (UK)	September 2014	Ramkishen S. RAJAN, TAN Khee Giap & TAN Kong Yam

4	Comments on Song (2014), "Location Proximity and Productivity Spillover: The Case of Korean Manufacturing Plants"	Asian Economic Papers, MIT Press, Winter/Spring 2015, Vol. 14, No. 1, pp. 104-118 (USA)	September 2014	TAN Khee Giap
5	"Fiscal Sustainability in Selected Developing ASEAN Economies"	International Journal of Public Policy (Vol. 11, Nos. 4/5/6, 2015, pp. 186-203) (UK)	November 2014	Ramkishen S. RAJAN, TAN Khee Giap & TAN Kong Yam
6	"How Productive is the Agricultural Sector Across Indian States?"	International Journal of Development Issues (Vol. 14, No. 3, pp.231 - 248) (UK)	March 2015	TAN Khee Giap, Kartik RAO & Ramkishen S. RAJAN

C. ACI Policy Research Papers

No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"Singapore's Economic Development, 1965-2020: Review, Reflection and Perspective"	"The Commentary" (vol. 24, 2015) published by The National University of Singapore Society in June 2015	January 2015	TAN Khee Giap, Evan TAN Beng Kai & Vincent KWAN Wen Seng
	(Chinese version) 《新加坡经济发展, 1965年至2020年: 回顾、反思与展望》	《新加坡华人通史》 to be published by Singapore Federation of Chinese Clan Association in November 2015	January 2015	TAN Khee Giap, George QUEK & LIU Dantong
2	"Asia Competitiveness Institute Master Plan on Asia Economic Connectivity Vision 2030"	--	February 2015	
3	"Promoting SMEs and Enhancing Labor Productivity in Singapore: A Policy Analysis"	Published as a journal article in "Journal of International Commerce, Economics and Policy"	April 2014	Khee Giap TAN & Yan Yi TAN
4	"Foreign Direct Investment (FDI), Productivity Spillovers and the Role of Small and Medium Enterprises (SMEs) Financing: An Overview"	Published as a journal article in "Journal of International Commerce, Economics and Policy"	April 2014	Khee Giap TAN & Kong Yam TAN
5	"Fiscal discipline and competitiveness in newly industrialised economies: lessons from the Nordics model"	Published as a journal article in "International Journal of Sustainable Economy"	May 2014	RAJAN Ramkishen, TAN Khee Giap & TAN Kong Yam
6	Comments on Song (2014), "Location Proximity and Productivity Spillover: The Case of Korean Manufacturing Plants"	Published as a journal article in "Asian Economic Papers, MIT Press"	September 2014	TAN Khee Giap
7	"Connecting APEC Economies through Infrastructure, Governance and Social Inclusion"	"New Directions in Asia-Pacific Economic Integration" published by East-West Centre, Hawaii, USA, in November 2014	May 2014	TAN Khee Giap & YAP Xin Yi
8	"Fiscal Sustainability in Selected Developing ASEAN Economies"	Published as a journal article in "International Journal of Public Policy"	November 2014	RAJAN Ramkishen, TAN Khee Giap & TAN Kong Yam

D. ACI Technical Working Papers

No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"How Productive is the Agricultural Sector in ASEAN?"		January 2015	TAN Khee Giap, SUO Haoran & Ramkishen S. RAJAN
2	"Estimating Provincial Agricultural Total Factor Productivity in Mainland China"	Forthcoming journal article in "International Journal of Business Performance Management"	January 2015	TAN Khee Giap, SUO Haoran & Ramkishen S. RAJAN

3	"Agricultural Productivity in Indonesian Provinces"		December 2014	TAN Khee Giap, Nurina MERDIKWATI & Ramkishen S. RAJAN
4	"How Productive is the Agricultural Across Indian States?"	Published as a journal article in "International Journal of Development Issues"	December 2014	TAN Khee Giap, Kartik RAO & Ramkishen S. RAJAN
5	"Gravity Model for Air Passenger Flows"		February 2015	Tilak ABEYSINGHE, TAN Khee Giap, NGUYEN Le Phuong Anh & Anuja TANDON
6	"Gravity Model of Exports"		February 2015	Tilak ABEYSINGHE, TAN Khee Giap, NGUYEN Le Phuong Anh & Anuja TANDON

7	"Economic Interdependence Among ASEAN-8 Before and After the Implementation of the Master Plan on ASEAN Connectivity (MPAC)"		February 2015	Tilak ABEYSINGHE, TAN Khee Giap, NGUYEN Le Phuong Anh & Anuja TANDON
8	"Economic Interdependence Among ASEAN-5 Before and After the Implementation of the Master Plan on ASEAN Connectivity (MPAC)"		February 2015	Tilak ABEYSINGHE, TAN Khee Giap, NGUYEN Le Phuong Anh & Anuja TANDON
9	"Trend Analysis of Air Cargo Throughput"		February 2015	Tilak ABEYSINGHE, TAN Khee Giap, NGUYEN Le Phuong Anh & Anuja TANDON
10	"Trend Analysis of Air Passenger Flows"		February 2015	Tilak ABEYSINGHE, TAN Khee Giap, NGUYEN Le Phuong Anh & Anuja TANDON
11	"Trend Analysis of Quarterly Real GDP for ASEAN-10"		February 2015	Tilak ABEYSINGHE, TAN Khee Giap, NGUYEN Le Phuong Anh & Anuja TANDON

F. Editorial-Opinions				
No	Title	Publisher	Date of Publication	Authors
1	"Growth in a Decade of Shocks"	The Straits Times	12 Aug 2014	TAN Kong Yam
2	《增加包容性的金禧预算案》	Lianhe Zaobao	24 Feb 2015	TAN Khee Giap & SUO Haoran

G. Technical Data Description Notes				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Database on ASEAN-10 Economies, 2000-2012		November 2014	ACI Technical Team
2	Database on 34 Greater China Economies, 2000-2012		November 2014	ACI Technical Team
3	Database on 33 Indonesian Provinces, 2010-2012		November 2014	ACI Technical Team
4	Database on 35 States and Federal Territories of India, 2000-2012		November 2014	ACI Technical Team
5	Database on Cost of Living, Wages and Purchasing Power for World's Major Cities, 2005-2013		November 2014	ACI Technical Team
6	Database on Liveability of 100 Greater China Cities		November 2014	ACI Technical Team

H. Conference Proceedings			
No	Title	Month/Year	Related Seminar/ Conference
1	Summary for "2014 Inter-Ministerial Roundtable Forum on Indonesia's Competitiveness"	August 2014	12 May 2014 at Borobudur Hotel, Jakarta, Indonesia 2014 Inter-Ministerial Roundtable Forum on Indonesia's Competitiveness
2	Summary for 2014 ACI Review Seminar on "Safeguarding Indonesia's Growth Momentum: Enhancing Regional Competitiveness, Increasing Productivity and Improving Layers of Government"	October 2014	4 August 2014 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 33 Indonesian Provinces
3	Summary for 2014 ACI Review Seminar on "Masterplan for Strategic Regional Economic Development, Updating Competitiveness Ranking, and Agriculture Productivity for 35 States and Federal Territories of India"	October 2014	19 August 2014 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 35 States and Federal Territories of India
4	Summary for 2014 ACI Review Seminar on "2014 Annual Provincial Competitiveness Ranking, Inaugural Regional Competitiveness Analysis, Geweke Causality Analysis on Development Strategies, and Provincial Agricultural Productivity Estimation for Greater China"	October 2014	22 August 2014 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 34 Greater China Economies
5	Summary for 2014 ACI Review Seminar on "Proposed Asia Economic Connectivity Vision (AECV) 2030, Annual Updating on Competitiveness Ranking and Simulations of ASEAN-10 and Geweke Causality Analysis on Economic Development Models for Selected ASEAN Economies"	October 2014	26 August 2014 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on ASEAN-10 Economies

6	Summary for Officiation Ceremony of Asia Competitiveness Institute at Lee Kuan Yew School of Public Policy, National University of Singapore	November 2014	26 September 2014 at ACI Office Officiation Ceremony of ACI-LKYSPP-NUS
7	Conference Summary for 2014 Annual ACI Conference on "Competitiveness Analysis of 112 Asian Economies, Asia Economic Connectivity, Liveable Cities Index for 100 Greater China Cities and Cost of Living Index for Expatriates and Ordinary Residents"	December 2014	26-27 November 2014 at Orchard Hotel Singapore 2014 Annual ACI Conference

Achievements for FY2015

A. Books and Reports				
No	Title	Publisher	Month/Year	Authors
1	"2015 Annual Competitiveness Analysis, Agricultural Productivity and Development Vision for ASEAN-10"	World Scientific Publishing	March 2016	TAN Khee Giap, NGUYEN Le Phuong Anh, Sasidaran GOPALAN & LUU Nguyen Trieu Duong
2	"2015 Estimation of Agricultural Productivity and Annual Update of Competitiveness Analysis for Greater China"	World Scientific Publishing	March 2016	TAN Khee Giap, YUAN Randong & XIE Teleixi
3	"2015 Agricultural Total Factor Productivity and Competitiveness Analysis for Sub-national Economies of India"	World Scientific Publishing	March 2016	TAN Khee Giap, Sasidaran GOPALAN & Anuja TANDON
4	"2015 Agricultural Productivity, Decentralisation, and Competitiveness Analysis for Provinces and Regions of Indonesia"	World Scientific Publishing	March 2016	TAN Khee Giap, Nurina MERDIKAWATI, Mulya AMRI & TAN Kong Yam
5	"2015 Annual Competitiveness Analysis and Development Strategies for Provinces of Indonesia"	World Scientific Publishing	March 2016	TAN Khee Giap, Mulya AMRI, Nurina MERDIKAWATI & Nursyahida Binte AHMAD
6	"2015 Greater China Liveable Cities Index: Ranking Analysis, Simulation and Policy Evaluation"	Whioce Publishing	March 2016	TAN Khee Giap, NIE Tongxin & Shinae BAEK
	"2015 大中华宜居城市指数：排名分析，模拟及政策评估"	Whioce Publishing	June 2016	陈企业·聂彤昕·白信爱【著】 Translated by: 蒋钦姣【译】
7	"2014 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World's Major Cities"	World Scientific Publishing	September 2015	TAN Khee Giap, TAN Kong Yam, YUAN Randong & NGUYEN Le Phuong Anh

B. Journal Papers				
No	Title	Publisher	Month/Year	Authors
1	"Assessing Regional Competitiveness in Indonesia"	<i>International Journal of Business and Systems Research</i> , 9(3), pp. 273-296, 2015 (UK).	May 2015	TAN Khee Giap & Nurina MERDIKAWATI
2	"Estimating Provincial Agricultural Total Factor Productivity in Mainland China"	<i>International Journal of Business Performance Management</i> , 17(4), pp.394-412, 2016 (UK).	August 2015	TAN Khee Giap, SUO Haoran & Ramkishen S. RAJAN
3	"Assessing Bihar's Economic Growth: A Geweke Causality Analysis"	<i>International Journal of Indian Culture and Business Management</i> , 13(2), pp.154-169, 2016 (UK).	August 2015	TAN Khee Giap, NIE Tongxin & Kartik RAO
4	"Empirical Assessment on the Liveability of Cities in Greater China Region"	<i>Competitiveness Review</i> , 26(1), pp.2-24, 2016 (UK).	October 2015	TAN Khee Giap, NIE Tongxin & Shinae BAEK
5	"Assessing Regional Competitiveness in the Five Regions of India"	<i>International Journal of Business Competition and Growth</i> , 4(3/4), pp.192-219, 2015 (UK).	November 2015	TAN Khee Giap, Kartik RAO & Sasidaran GOPALAN
6	"Drivers of Growth in the Travel and Tourism Industry in Thailand and Singapore: A Geweke Causality Analysis"	<i>Public Enterprise Quarterly</i> , 22(1), pp. 56-78, 2016 (Slovenia).	February 2016	TAN Khee Giap, Evan Tan Beng Kai & Vincent Kwan Wen Seng

7	"Development Growth Models for Singapore and Malaysia: A Geweke Causality Analysis"	<i>Journal of Centrum Cathedra: The Business and Economics Research Journal</i> , 8(2), pp.165-186, 2015 (Peru).	February 2016	TAN Khee Giap, NGUYEN Le Phuong Anh & Ye Ye DENISE
8	"Drivers of Growth in the Travel and Tourism Industry in Malaysia: A Geweke Causality Analysis"	<i>Economies</i> , 4(1), 3, pp.1-15, 2016 (Switzerland).	February 2016	TAN Khee Giap, Sasidaran GOPALAN & Ye Ye DENISE
9	"Measuring Abu Dhabi's Liveability Using the Global Liveable City Index (GLCI)"	<i>World Journal of Science, Technology and Sustainable Development</i> , 13(3), pp.205 - 223, 2016 (UK).	March 2016	TAN Khee Giap & Sujata KAUR
10	"How Productive is the Agricultural Sector in Indonesia?"	<i>International Journal of Asian Business and Information Management</i> , 7(3), pp.26-39, 2016 (USA).	March 2016	TAN Khee Giap, Nurina MERDIKAWATI & Ramkishen S. RAJAN
11	"Assessing Regional Competitiveness in Greater China"	<i>International Journal of Business and Globalisation [Forthcoming]</i> (UK)	March 2016	TAN Khee Giap, YUAN Randong & Sangiita YOONG Wei Cher

C. ACI Policy Research Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"Assessing Regional Competitiveness in Indonesia"	Published as a journal article in "International Journal of Business and Systems Research"	April 2015	TAN Khee Giap & Nurina MERDIKAWATI
2	"Measuring Abu Dhabi's Liveability Using the Global Liveable City Index"	<i>World Journal of Science, Technology and Sustainable Development (UK)</i> , Vol.13, No.3, pp.205 - 223	May 2015	TAN Khee Giap & Sujata KAUR
3	"Study of Japan's Creative Industry in ASEAN"	--	May 2015	TAN Khee Giap & Mayu OBA
4	"Policy Research Agenda to Promote Competitiveness, Attract Foreign Investors and Improve Business Friendliness for 35 Sub-National Economies of India"	"Special Issue (vol. 37) on Doing Business across the Continents" in STRATEGIA, published by CENTRUM Católica Graduate Business School in September 2015	June 2015	TAN Khee Giap & Anuja TANDON
5	"Assessing Bihar's Economic Growth: A Geweke Causality Analysis"	Forthcoming journal article in "International Journal of Indian Culture and Business Management"	August 2015	TAN Khee Giap, NIE Tongxin & Kartik RAO
6	"Assessing Regional Competitiveness in Greater China"	<i>International Journal of Business and Globalisation (United Kingdom) [Forthcoming]</i>	September 2015	TAN Khee Giap, YUAN Randong & Sangiita YOONG Wei Cher
7	"Business as usual for S'pore after GE2015?"	"Mendaki Policy Digest 2015" to be published by Mendaki Yaysan in end 2015	October 2015	TAN Khee Giap & QIAN Yu-wei
8	"Assessing Regional Competitiveness in Five Regions of India"	<i>International Journal of Business Competition and Growth</i> , Vol.4, No. 3/4, pp.192-219, United Kingdom.	October 2015	TAN Khee Giap, Kartik RAO & Sasidaran GOPALAN
9	"Empirical Assessment on the Liveability of Cities in Greater China Region"	<i>Competitiveness Review</i> , Vol.26 No.1, pp.2 - 24, United Kingdom.	October 2015	TAN Khee Giap, NIE Tongxin & Shinae BAEK

10	"Empirical Evidence of Tourism Competitiveness and Growth in Singapore and Thailand"	<i>Public Enterprise Quarterly</i> (Slovenia) Vol.22, No.1, pp. 56-78, 2016	November 2015	TAN Khee Giap, Evan TAN Beng Kai & Vincent KWAN Wen Seng
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D. ACI Technical Working Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Stagnation of Four Selected States in India"	--	April 2015	TAN Khee Giap, NIE Tongxin & Kartik RAO
2	"Empirical Evidence by Geweke Approach on Competitiveness and Stagnation amongst Four Selected Provinces in Indonesia"	--	April 2015	TAN Khee Giap & Mulya AMRI
3	"Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Rapid Economic Progress for Jiangsu and Taiwan"	--	April 2015	TAN Khee Giap, YUAN Randong & Sangiita YOONG Wei Cher
4	"Total Factor Productivity Measurement"		June 2015	TAN Khee Giap, YUAN Randong & NIE Tongxin
5	"Decentralization, Governing Institutions, and Economic Development in Indonesia"	--	August 2015	YEE Wai-Hang, LI Hui & Mulya AMRI
6	"2015 Master Plan for Strategic Regional Economic Development of India: Vision 2030"	--	September 2015	Gupta TAN Khee Giap, Linda LOW, Vivek TAN Kong Yam, Kartik RAO, NIE Tongxin, Anuja TANDON & Shinae BAEK
7	"Geweke Causality Analysis Methodology"	--	September 2015	TAN Khee Giap, YUAN Randong & NIE Tongxin
8	"Drivers of Growth in the Travel and Tourism Industry in Malaysia: A Geweke Causality Analysis"	<i>Economies</i> , Vol.4, No.3, pp.1-15, Switzerland	October 2015	TAN Khee Giap, Sasidaran GOPALAN & YE Ye
9	"Empirical Evidence by Geweke Approach on Economic Stagnation of Cambodia, Laos and Vietnam"	--	November 2015	TAN Khee Giap, Sasidaran GOPALAN & NGUYEN Le Phuong Anh
10	"Empirical Evidence by Geweke Approach on Development Growth Models for Singapore and Malaysia"	<i>Journal of Centrum Cathedra: The Business and Economics Research Journal (Peru)</i> 8(2), pp.165-186, 2015.	November 2015	TAN Khee Giap, NGUYEN Le Phuong Anh & YE Ye
11	"Service Industries, Infrastructure, and Labour Market Flexibility: Geweke Causality Analysis of Indonesia's Highly Competitive Provinces"	--	December 2015	TAN Khee Giap & Mulya AMRI
12	"GDP Growth, Value Addition, and Labour Productivity: Geweke Causality Analysis of Indonesia's Economically Challenged Provinces"	--	December 2015	TAN Khee Giap & Mulya AMRI
13	"Empirical Evidence by Geweke Approach on Factors Contributing to Competitiveness and Stagnation of Tamil Nadu, India"	--	December 2015	TAN Khee Giap, NIE Tongxin & Anuja TANDON

E. Policy Briefs				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"The Illusion of Small Cities - Challenging our assumptions about liveability in the context of Greater China"	--	December 2015	TAN Khee Giap, NIE Tongxin & Shinae BAEK
2	"China's Long March to Liveability - A need for strategic assessment of liveability and the way forward for China"	--	December 2015	TAN Khee Giap, NIE Tongxin & Shinae BAEK

3	"Look East' to 'Act East': The Business of Doing Business"	--	December 2015	TAN Khee Giap, TAN Kong Yam & Sasidaran GOPALAN
4	"Make or Break for Vietnam in the TPP Era"		February 2016	TAN Khee Giap, NGUYEN Le Phuong Anh & LUU Nguyen Trieu Duong
5	"Getting Indonesia Back on its Growth Trajectory: Can Indonesia Achieve Another High-growth Decade?"		March 2016	TAN Khee Giap, Mulya AMRI & Nursyahida Binte Ahmad

F. Editorial-Opinions				
No	Title	Publisher	Date of Publication	Authors
1	a) "Business as usual for S'pore after GE2015?" b) 《2015 年大选后让一切回归常态?》	a) The Straits Times b) Lianhe Zaobao	3 Oct 2015 28 Sep 2015	a) TAN Khee Giap & Ron SIM b) 陈企业、沈财富
2	[Commentary] 《给本区域带来带来商机与挑战》	Lianhe Zaobao	1 Oct 2015	TAN Khee Giap
3	"Doing Business in India: From 'Look East' to 'Act East'"	The Straits Times	25 Nov 2015	TAN Khee Giap, TAN Kong Yam & Sasidaran GOPALAN
4	《城市宜居性无关城市大小》	Lianhe Zaobao	27 Nov 2015	陈企业、王克剑、聂彤忻
5	《北京成为宜局城市：长路漫漫》	Lianhe Zaobao	23 Dec 2015	陈企业、聂彤忻、自信爱
6	《陈企业：低增长不应是我国经济新常态》	Lianhe Zaobao	29 January 2016	陈企业
7	"Make or Break for Vietnam in the TPP Era"	The Straits Times	25 February 2016	TAN Khee Giap, NGUYEN Le Phuong Anh & LUU Nguyen Trieu Duong
8	《谨慎调教 理性 高度包容 能为多数人接受的财政预算案》	Lianhe Zaobao	25 March 2016	陈企业、连笑、谢特蕾西

G. Technical Data Description Notes				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Database on ASEAN-10 Economies, 2000-2013	--	December 2015	ACI Technical Team
2	Database on 34 Greater China Economies, 2000-2013	--	December 2015	ACI Technical Team
3	Database on 33 Indonesian Provinces, 2010-2013	--	December 2015	ACI Technical Team
4	Database on 35 States and Federal Territories of India, 2000-2013	--	December 2015	ACI Technical Team
5	Database on Growth Analysis	--	December 2015	ACI Technical Team
6	Database on Global Liveable Cities, 2015	--	December 2015	ACI Technical Team

7	Database on Cost of Living, Wages and Purchasing Power for World's Major Cities, 2005-2014	--	December 2015	ACI Technical Team
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H. Conference Proceedings

No	Title	Month/Year	Related Seminar/ Conference
1	Summary for 2015 ACI Review Seminar on "Updating Provincial and Regional Competitiveness Analysis, and Tracking Potential Provincial Middle-Income Traps for GREATER CHINA"	March 2016	28 August 2015 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 34 Greater China Economies
2	Summary for 2015 ACI Review Seminar on "Annual Update on Competitiveness Ranking and Simulations of ASEAN-10, Empirical Assessment of the Master Plan on ASEAN Connectivity and Tracking the Middle Income Transition for Selected ASEAN Economies"	March 2016	31 August 2015 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on ASEAN-10 Economies
3	Summary for 2015 ACI Review Seminar on "Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitiveness Policies (EDB Index ABC), Middle Income Trap and Updating Competitiveness Ranking for 35 States and Federal Territories and Five Regions of INDIA"	March 2016	7 September 2015 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 35 States and Federal Territories of India
4	Summary for 2015 ACI Review Seminar on "Annual Update of Competitiveness Ranking and Simulations for INDONESIA's 33 Provinces and Six Regions, Tracking Middle Income Trap and Improving Layers of Government"	March 2016	8 September 2015 at Lee Kuan Yew School of Public Policy, National University of Singapore ACI Review Seminar on 33 Indonesian Provinces
5	Conference Summary for 2015 Annual ACI Conference	March 2016	26-27 November 2015 at Marina Mandarin, 2015 Annual Asia Competitiveness Institute Conference on "Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia and ASEAN"

I. Research Missions Reports

No	Title	Month/Year	Related Seminar/ Conference
1	Research Mission to Eleven States & Federal Territories of India by Delegation from Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS) 11-21 March; 5-7 April & 18-21 May 2015	May 2015	11-21 March; 5-7 April & 18-21 May 2015, India ACI's Research Mission to Eleven States & Federal Territories of India
2	Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS) Field Trip to Guangdong on "Implementation of Innovation-Driven Development Strategies and Enhance the Core Competitiveness of Guangdong's Economy under the New Normal" Invited by Counsellors' Office, the People's Government of Guangdong Province	May 2015	12 - 17 April 2015, Guangdong, China ACI's Field Trip to Three Cities in Guangdong (Shenzhen, Zhuhai, Guangzhou)

Achievements for FY2016

A. Books and Reports				
No	Title	Publisher	Month/Year	Authors
1	2016 Annual Competitiveness Analysis and Growth Slowdown Analysis for ASEAN-10		Expected March 2017	TAN Khee Giap, NGUYEN Le Phuong Anh and LUU Nguyen Trieu Duong
2	2016 Annual Update of Provincial and Regional Competitiveness Analysis for Greater China		Expected March 2017	TAN Khee Giap, WANG Peng and XIE Teleixi
3	2016 Annual Competitiveness and Growth Slowdown Analysis for Sub-National Economies of India		Expected March 2017	TAN Khee Giap, Sasidaran GOPALAN, Anuja TANDON and TAN Kong Yam
4	Inaugural 2016 Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for 21 States and Federal Territories of India		Expected March 2017	TAN Khee Giap, Sasidaran GOPALAN and TAN Kong Yam
5	2016 Annual Competitiveness Studies of Indonesia's Sub-National Economies: Growth Slowdown Analysis and Ease of Doing Business Index		Expected March 2017	TAN Khee Giap, Mulya AMRI, Nursyahida Binte AHMAD and TAN Kong Yam
6	2016 Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces		Expected March 2017	TAN Khee Giap, Mulya AMRI and Nursyahida Binte AHMAD
7	2016 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World's Major Cities		Expected March 2017	TAN Khee Giap, LUU Nguyen Trieu Duong, Divya CHANDRAN and TAN Kong Yam

B. Journal Papers				
No	Title	Publisher	Month/Year	Authors
1	"Measuring Cost of Living for Ordinary Residents in Cities: A New Index"	<i>Business and Management Studies</i> , 2(3), pp.52-77, September 2016 (USA)	June 2016	TAN Khee Giap & LUU NGUYEN Trieu Duong
2	"Financial Deepening and Economic Growth in Transition Southeast Asian Economies: A Geweke Causality Analysis"	<i>Review of Pacific Basin Financial Markets and Policies</i> [Forthcoming] (USA)	July 2016	TAN Khee Giap, Sasidaran GOPALAN & NGUYEN Le Phuong Anh
3	"Growth Slowdown Analysis for Greater China Economies"	<i>Journal of Economics and Development Studies</i> , 4(2), pp.129-144, June 2016 (USA)	July 2016	TAN Khee Giap, LIAN Xiao & XIE Teleixi
4	"Causal Drivers of International Tourism Industry in Tamil Nadu: A Geweke Causality Analysis"	<i>International Journal of Indian Culture and Business Management</i> [Forthcoming] (USA)	July 2016	TAN Khee Giap, Anuja TANDON & XIE Teleixi
5	"Economic Growth in East Java, Indonesia: A Geweke Causality Analysis"	<i>International Journal of Business and Social Science</i> , 7(7), pp.82-93, September 2016 (USA)	August 2016	TAN Khee Giap & Mulya AMRI
6	"Assessing Development Strategies of Jiangsu and Taiwan: A Geweke Causality Analysis"	<i>Review of Pacific Basin Financial Markets and Policies</i> [Forthcoming] (USA)	August 2016	TAN Khee Giap, YUAN Randong & Sangiita YOONG Wei Cher

7	"Measuring Agricultural Total Factor Productivity for the Association of South East Asian Nations (ASEAN) Region"	<i>International Journal of Technological Learning, Innovation and Development</i> [Forthcoming] (Brazil)	September 2016	TAN Khee Giap, Suo HAORAN & Ramkishen S. RAJAN
8	"Empirical Analysis of Growth Slowdown in ASEAN"	<i>The Journal of Developing Areas</i> [Forthcoming] (USA)	November 2016	TAN Khee Giap, LUU Nguyen Trieu Duong & LIAN Xiao

C. ACI Policy Research Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of the ASEAN Economies		September 2016	TAN Khee Giap, Sangiita YOONG Wei Cher & LUU NGUYEN Trieu Duong
2	Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of the Greater China Economies		September 2016	TAN Khee Giap, LIAN Xiao & CHAN Zi Jun
3	Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of India's Sub-national Economies		September 2016	TAN Khee Giap, LUU NGUYEN Trieu Duong & LIAN Xiao
4	Growth Slowdown Analysis: Profiling the Strengths and Weaknesses of Indonesia's Sub-national Economies		September 2016	TAN Khee Giap, Sangiita YOONG Wei Cher & YAN Yan
5	Patterns of Foreign Direct Investment Inflows to Indian Sub-National Economies		October 2016	Sasidaran GOPALAN, Nursyahida Binte AHMAD and Anuja TANDON
6	Foreign Direct Investment Inflows to ASEAN Economies: Trends and Patterns		October 2016	NGUYEN Le Phuong Anh, LUU Nguyen Trieu Duong and QIAN Yuwei
7	Mapping Foreign Direct Investment Inflows to Indonesian Provinces		October 2016	Mulya AMRI, Nursyahida Binte AHMAD and Nurliyana Binte YUSOFF
8	Dynamics of Foreign Direct Investment Inflows Distribution in Mainland Chinese Provinces		October 2016	WANG Peng, Teleixi XIE and Tracy CAI
9	How Do Exchange Rates Affect Foreign Direct Investment Inflows?		November 2016	Ramkishen S. RAJAN, Sasidaran GOPALAN and NGUYEN Duy
10	How Liveable are Cities in Greater China? Evidence from 100 Cities		November 2016	TAN Khee Giap, NIE Tongxin and Shinae BAEK

11	Ease of Doing Business in Indonesian Provinces: A New Index		December 2016	TAN Khee Giap, Mulya AMRI and Nursyahida Binte AHMAD
12	A Novel Index to Measure Ease of Doing Business in 21 Indian Sub-National Economies		January 2017	TAN Khee Giap, Sasidaran GOPALAN and QIAN Yuwei
13	Dynamics of Economic Growth Slowdowns: A Comprehensive Survey		January 2017	LUU Nguyen Trieu Duong, Evan TAN Beng Kai, Nurul Ashikin Bte ADJEMAN

D. ACI Technical Working Papers				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	"How do Exchange Rates Affect the Cost of Living for Expatriates and Ordinary Residents in Singapore and Hong Kong? An Empirical Investigation"		May 2016	TAN Khee Giap & LUU NGUYEN Trieu Duong
2	"A New Index to Measure Cost of Living for Ordinary Residents in Cities"		May 2016	TAN Khee Giap & LUU NGUYEN Trieu Duong
3	"How To Measure Cost of Living for Expatriates in Cities? An Empirical Analysis"		May 2016	TAN Khee Giap, LUU NGUYEN Trieu Duong & NGUYEN Le Phuong Anh
4	"Are ASEAN Economies Experiencing a Growth Slowdown?: An Empirical Investigation"		June 2016	TAN Khee Giap, LUU NGUYEN Trieu Duong & LIAN Xiao
5	"Understanding the Dynamics of Growth Slowdown for Greater China Economies: An Empirical Assessment"		June 2016	TAN Khee Giap, LIAN Xiao & XIE Teleixi
6	"An Empirical Investigation of Growth Slowdown Analysis for India's Sub-National Economies"		June 2016	TAN Khee Giap, LUU NGUYEN Trieu Duong & Sangiita YOONG Wei Cher
7	"Indonesian Sub-National Economies and Growth Slowdown: An Empirical Analysis"		June 2016	TAN Khee Giap, Sasidaran GOPALAN & Nursyahida Binte AHMAD
8	"Methodological Approaches to Capturing Growth Slowdowns"		October 2016	TAN Khee Giap, LUU Nguyen Trieu Duong and Sangiita YOONG Wei Cher
9	"Empirical Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows into Indian Sub-National Economies"		November 2016	Sasidaran GOPALAN, Sarthak LUTHRA and Xin Yi
10	"How Does Real Effective Exchange Rate Affect Foreign Direct Investment Inflows into ASEAN Economies?"		November 2016	Sasidaran GOPALAN, NGUYEN Le Phuong Anh and LUU Nguyen Trieu Duong
11	"Understanding the Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows into Mainland China: A Panel Data Analysis"		November 2016	TAN Khee Giap, XIE Teleixi and Anuja TANDON

12	"Impact of Real Effective Exchange Rate Movements and Volatility on Foreign Direct Investment Inflows into Indonesia: An Empirical Assessment"		December 2016	TAN Khee Giap, Nursyahida Binte AHMAD and NGUYEN Duy
13	"The Global Liveable Cities Index for 64 Cities"		December 2016	TAN Khee Giap, Mulya AMRI and SONG Lin
14	"Methodological Approaches to Estimating Impact of Real Effective Exchange Rate Movements and Volatility on Foreign Direct Investment Inflows"		February 2017	Ramkishen S. RAJAN, Sasidaran GOPALAN and TAN Khee Giap

E. Policy Briefs				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Asymmetric Distribution of FDI Inflows to Indian States and Federal Territories: A Policy Concern?		December 2016	TAN Khee Giap, Sasidaran GOPALAN and Sarthak LUTHRA
2	FDI Inflows to India: Do Exchange Rates Matter?		December 2016	TAN Khee Giap, Sasidaran GOPALAN and Anuja TANDON
3	Indonesia, Please Lead, Don't Sit		December 2016	TAN Khee Giap, Mulya AMRI & Nursyahida Binte AHMAD
4	APEC 2017: Springboard for Economic Initiatives from Vietnam		December 2016	TAN Khee Giap and LUU Nguyen Trieu Duong

F. Editorial-Opinions				
No	Title	Publisher	Date of Publication	Authors
1	"Transform or Risk New Normal of Low, Slow Growth"	The Straits Times	January 18, 2017	TAN Khee Giap and TAN Beng Kai Evan
	新加坡的经济转型	'Lianhe Zaobao	January 18, 2017	陈企业、陈铭凯
2	"APEC 2017: Springboard for Economic Initiatives from Vietnam"	The Jakarta Post	January 31, 2017	TAN Khee Giap and LUU Nguyen Trieu Duong
3	[上篇] 新加坡经济进入“新常态” 2017 年财政预算案的意义	'Lianhe Zaobao	February 21, 2017	陈企业、王鹏
	[下篇] 为未来经济七战略 提供长期筹资渠道	'Lianhe Zaobao	February 22, 2017	陈企业、王鹏
	"Forging a New Consensus for the Future Economy"	The Straits Times	February 22, 2017	TAN Khee Giap and Gareth TAN Guang Ming
4	中小企业：主动转型抑或被动转变	'Lianhe Zaobao	March 07, 2017	陈企业, 蔡慧莹, 阎好晨
	"Business Lobby Groups Need to Look Beyond Cost Cutting"	The Straits Times	March 17, 2017	Tan Khee Giap and Ng Rui Han

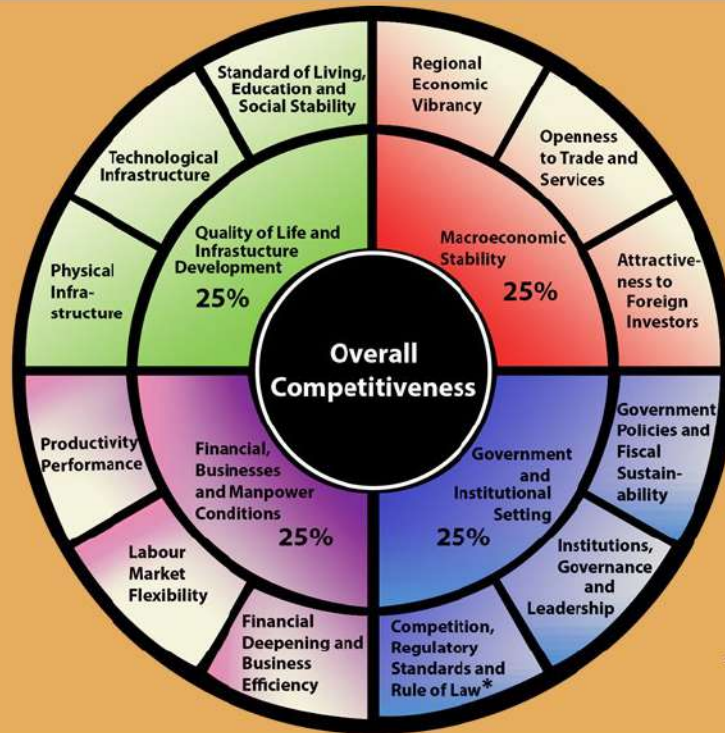
G. Technical Data Description Notes				
No	Title	Publisher (If Applicable)	Month/Year	Authors
1	Database on ASEAN-10 Economies, 2000-2013	--	December 2016	ACI Technical Team

2	Database on 34 Greater China Economies, 2000-2013	--	December 2016	ACI Technical Team
3	Database on 33 Indonesian Provinces, 2010-2013	--	December 2016	ACI Technical Team
4	Database on Competitiveness Analysis for 36 States and Federal Territories of India, 2000-2013	--	December 2016	ACI Technical Team
5	Database on Ease of Doing Business Index for 33 States and Federal Territories of Indonesia, 2013	--	December 2016	ACI Technical Team
6	Database on Ease of Doing Business Index for 21 States and Federal Territories of India, 2013	--	December 2016	ACI Technical Team
7	Database on Real Effective Exchange Rates and Foreign Direct Investment Inflows in ASEAN, 1995-2014	--	December 2016	ACI Technical Team
8	Database on Real Effective Exchange Rates and Foreign Direct Investment Inflows in Chinese Sub-National Economies, 1995-2014	--	December 2016	ACI Technical Team
9	Database on Real Effective Exchange Rates and Foreign Direct Investment Inflows in Indian Sub-National Economies, 2000-2013	--	December 2016	ACI Technical Team
10	Database on Real Effective Exchange Rates and Foreign Direct Investment Inflows in Indonesian Sub-National Economies, 2000-2014	--	December 2016	ACI Technical Team
11	Database on Cost of Living, Wages and Purchasing Power for World's Major Cities, 2005-2014	--	December 2016	ACI Technical Team

H. Conference Proceedings			
No	Title		Related Forum / Conference
1	"Summary of 2016 Asia Competitiveness Institute - World Bank Greater China-India Economic Forum"	March 2017	Asia Competitiveness Institute - World Bank Greater China-India Economic Forum, September 02, 2016, Lee Kuan Yew School of Public Policy, National University of Singapore
2	"Summary of 2016 Asia Competitiveness Institute - World Bank ASEAN Economic Forum"	March 2017	Asia Competitiveness Institute - World Bank ASEAN Economic Forum, September 09, 2016, Lee Kuan Yew School of Public Policy, National University of Singapore
3	"Summary of 2016 Annual Asia Competitiveness Institute Conference on "Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia and ASEAN"	March 2017	2016 Annual Asia Competitiveness Institute Conference on "Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia and ASEAN," November 24-25, 2016, Grand Copthorne Waterfront Hotel Singapore

Appendix B: Poster Summaries of ACI Research Findings

ACI COMPETITIVENESS METHODOLOGY FOR ASEAN, GREATER CHINA, INDIA AND INDONESIA



* Competition, Regulatory Standards and Rule of Law is not included for Greater China and India

ACI adopts a comprehensive approach to competitiveness analysis, taking into account different factors that collectively shape the ability of an economy to achieve substantial and inclusive economic development over a sustained period of time.

Applying this methodology, ACI utilises a nested approach, creating two to three sub-environments under each of the four environments.

We use a “standardised score” statistical method. A standardised score measures the performance difference between a specific economy and the average economy. The standardised scores for each indicator are first aggregated at the sub-environment level, then re-aggregated at the environment level, and finally aggregated again at the overall level.

$$\text{STANDARDISED SCORE} = \frac{\text{ORIGINAL VALUE} - \text{MEAN}}{\text{STANDARD DEVIATION}}$$

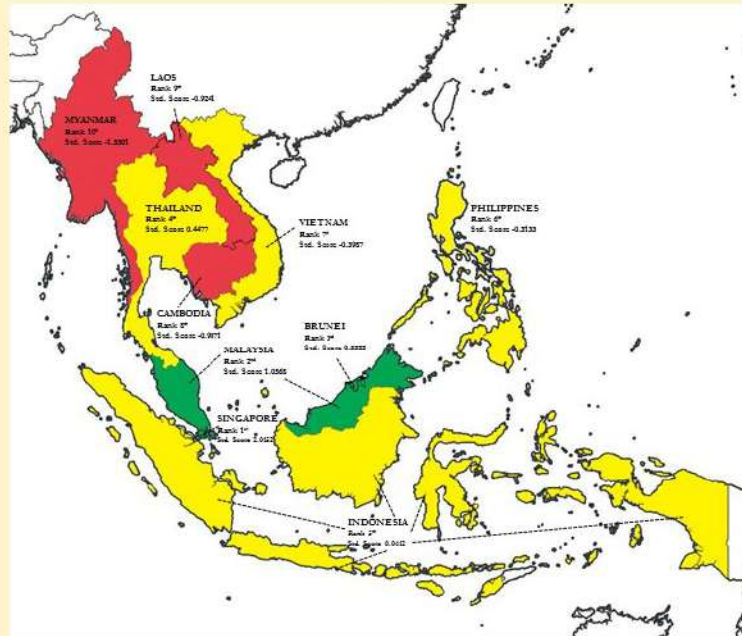
$$S = \sqrt{\frac{\sum (X - \bar{X})^2}{N}}$$

*where S , X , \bar{X} and N refer to standard deviation, original value, mean value of the indicator and number of economies, respectively.

In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the “Best University Affiliated Think Tank” category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF ASEAN-10 ECONOMIES

MAP OF OVERALL COMPETITIVENESS RANKING AND STANDARDISED SCORES*



■ Top 3 Economies
■ Middle 4 Economies
■ Bottom 3 Economies

* Results shown on the map are based on 2014 data

OVERALL COMPETITIVENESS RANKINGS AND STANDARDISED SCORES OF ASEAN-10 ECONOMIES, 2000-2014

Economy	Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Brunei	Rank	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3
	Std. Score	0.3726	0.4012	0.3706	0.3786	0.4158	0.3724	0.3891	0.3339	0.3576	0.3588	0.4283	0.3939	0.4101	0.4169	0.5322
Cambodia	Rank	8	8	8	8	8	8	8	8	8	9	8	8	8	8	8
	Std. Score	-0.8558	-0.8453	-0.8706	-0.9569	-0.9058	-0.9063	-0.9029	-0.9196	-0.9218	-0.9565	-0.9396	-0.8434	-0.6984	-0.7529	-0.9071
Indonesia	Rank	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5
	Std. Score	-0.1154	-0.1706	-0.1851	-0.1185	-0.0784	-0.1784	-0.0500	0.0134	0.0719	0.0957	0.1185	0.0521	-0.0059	-0.0180	0.0412
Laos	Rank	9	9	9	9	9	9	9	9	9	8	9	9	9	9	9
	Std. Score	-1.1893	-1.1146	-1.1411	-1.1474	-1.0884	-1.0248	-1.0292	-1.0062	-1.0024	-0.8709	-0.9687	-0.8933	-0.9770	-0.8825	-0.9241
Malaysia	Rank	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Std. Score	0.9531	0.9244	1.0491	1.0605	1.0743	1.0657	1.0799	1.0678	0.9589	0.8578	0.9320	1.0434	1.0235	0.9763	1.0568
Myanmar	Rank	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
	Std. Score	-1.2845	-1.4055	-1.4272	-1.3446	-1.4472	-1.4668	-1.5016	-1.5013	-1.4792	-1.5122	-1.4958	-1.5173	-1.5738	-1.6044	-1.5501
Philippines	Rank	6	5	6	7	6	6	6	6	7	7	7	6	6	6	6
	Std. Score	-0.1844	-0.1615	-0.2204	-0.3128	-0.2918	-0.2423	-0.2734	-0.2761	-0.3146	-0.4541	-0.4661	-0.3959	-0.3163	-0.3214	-0.3133
Singapore	Rank	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Std. Score	2.1621	2.1217	1.9824	1.9862	1.9573	1.9964	1.9752	2.0327	2.1041	2.1526	2.0811	2.0865	2.0839	2.0924	2.0152
Thailand	Rank	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4
	Std. Score	0.5312	0.6068	0.7477	0.7429	0.7228	0.7177	0.6692	0.5723	0.5329	0.5334	0.5284	0.5002	0.4857	0.5301	0.4477
Vietnam	Rank	7	7	7	6	7	7	7	7	7	6	6	7	7	7	7
	Std. Score	-0.3895	-0.3566	-0.3054	-0.2882	-0.3587	-0.3335	-0.3563	-0.3169	-0.3073	-0.2047	-0.2180	-0.4262	-0.4318	-0.4365	-0.3987

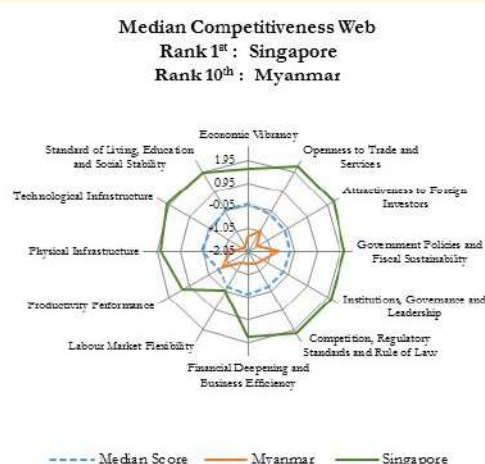
In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF ASEAN-10 ECONOMIES

2016 WHAT-IF SIMULATION ANALYSIS ON OVERALL COMPETITIVENESS RANKING AND STANDARDISED SCORES FOR ASEAN-10 ECONOMIES

	SIMULATION			
	BEFORE		AFTER	
	Rank	Std. Score	Rank	Std. Score
Brunei	3	0.5322	2	0.9710
Cambodia	8	-0.9071	8	-0.5236
Indonesia	5	0.0412	4	0.4102
Laos	9	-0.9241	8	-0.5018
Malaysia	2	1.0568	2	1.1760
Myanmar	10	-1.5501	8	-1.0245
Philippines	6	-0.3133	6	-0.0266
Singapore	1	2.0152	1	2.1945
Thailand	4	0.4477	3	0.6443
Vietnam	7	-0.3987	6	-0.1059

2016 MAXIMUM AND MEDIAN WEB ANALYSIS FOR OVERALL COMPETITIVENESS OF SINGAPORE AND MYANMAR



In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF ASEAN-10 ECONOMIES

2016 OVERALL COMPETITIVENESS ANALYSIS OF STRENGTHS AND WEAKNESSES FOR ASEAN-10 ECONOMIES

VIETNAM: Rank 7th

Strengths:

- ✓ Socio-political stability
- ✓ Relatively low labour cost

Weaknesses:

- Prevalence of market distortions
- Lack of high-skilled labour, low productivity

BRUNEI: Rank 3rd

Strengths:

- ✓ Socio-political stability
- ✓ Fiscal balance

Weaknesses:

- Lack of openness to trade and services
- Rising labour cost

CAMBODIA: Rank 8th

Strengths:

- ✓ Stable exchange rate movements
- ✓ Low unemployment rate

Weaknesses:

- Supply of public utility
- Low level of education attainment

THAILAND: Rank 4th

Strengths:

- ✓ Tourism
- ✓ Developed financial system

Weaknesses:

- Political instability and government effectiveness
- Low productivity

INDONESIA: Rank 5th

Strengths:

- ✓ Large population
- ✓ Relatively low labour cost

Weaknesses:

- Volatile exchange rate fluctuations
- Underdeveloped ICT infrastructure

SINGAPORE: Rank 1st

Strengths:

- ✓ Physical and technological infrastructure
- ✓ Transparent and enabling business environment

Weaknesses:

- Small labour pool
- Rising labour cost

LAOS: Rank 9th

Strengths:

- ✓ Socio-political stability
- ✓ Relatively low labour cost

Weaknesses:

- Low level of education attainment
- Sovereign debt risk

PHILIPPINES: Rank 6th

Strengths:

- ✓ High level of education attainment
- ✓ Labour market flexibility

Weaknesses:

- Underdeveloped physical and technological infrastructure
- Bureaucratic inertia

MYANMAR: Rank 10th

Strengths:

- ✓ Relatively low labour cost
- ✓ Ease of starting a business

Weaknesses:

- Socio-political instability
- Public governance

MALAYSIA: Rank 2nd

Strengths:

- ✓ Physical infrastructure
- ✓ Developed financial system

Weaknesses:

- Fiscal vulnerability
- Rising labour cost



In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

ASIA ECONOMIC CONNECTIVITY VISION (AECV) 2030

Vision 2030 with Asian Aspirations

- Revisiting the ideals of Admiral Zheng He's seven voyages in working towards harmonious multilateral relations, increased facilitation of cross-border trade and investment, enhancing institutional governance, promoting sustainable development along with poverty reduction and social inclusivity in the Asian region

Mission & Commitments

- Constructively engage one another on the basis of Chinese initiative and ASEAN-centric consultative approach with closer economic cooperation amongst emerging South Asian and African countries
- Capitalise on differences in economic comparative advantages to enhance trade within the region
- Facilitate resource flows across continents to bolster Asian growth
- Overcoming financing, infrastructure and production bottlenecks via Public-Private-Partnerships (PPP)



Five Broad Proposals

1. Relocation of labour-intensive manufacturing from Greater China to ASEAN as well as multi-national corporations from Europe, Japan, Korea and United States of America
2. Infrastructure investment and development releasing financing, infrastructure and production bottlenecks
3. Asia as a food basket with enhanced agricultural productivity
4. Sustainable green and liveable ecosystems with inclusive development
5. ASEAN as a regional trade, business and services hub based on comparative advantages

Proposed Routes

- Propose a grand connectivity nexus of Air, Sea, Rail and Road in support of regional growth and development

Target Performance Indicators 2030

- Macroeconomic Indicators
- Infrastructure Development Indicators
- Human Capital Indicators

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ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 34 GREATER CHINA ECONOMIES

MAP OF OVERALL COMPETITIVENESS RANKING*



■ Top 10 Economies
■ Middle 14 Economies
■ Bottom 10 Economies

* Results shown on the map are based on 2014 data.

OVERALL COMPETITIVENESS RANKINGS AND STANDARDISED SCORES OF 34 GREATER CHINA ECONOMIES, 2000-2014

Economy	Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Anhui	Rank	31	30	29	28	28	29	26	26	26	23	21	20	19	19	17
	Std. Score	-0.8453	-0.7976	-0.8388	-0.7518	-0.7525	-0.8362	-0.7739	-0.7281	-0.7015	-0.5429	-0.5051	-0.4509	-0.365	-0.3671	-0.2996
Beijing	Rank	4	4	5	5	4	6	5	4	5	5	5	6	4	3	3
	Std. Score	1.0255	1.052	1.026	1.00	1.0266	1.0225	1.0255	1.026	1.027	1.027	1.026	1.026	1.026	1.026	1.027
Chongqing	Rank	29	29	25	26	29	28	30	27	28	27	27	25	26	23	23
	Std. Score	-0.7453	-0.7574	-0.6034	-0.7191	-0.8298	-0.7753	-0.8002	-0.7867	-0.8017	-0.7584	-0.7495	-0.6713	-0.6696	-0.6946	-0.5759
Fujian	Rank	14	12	12	13	13	13	13	14	13	13	13	11	11	11	10
	Std. Score	-0.6586	-0.6504	0.0205	-0.0366	-0.0618	-0.0276	-0.0361	-0.0912	-0.0126	0.0677	0.1202	0.1415	0.1756	0.1663	0.1677
Gansu	Rank	32	32	32	32	32	32	32	32	33	33	33	33	33	33	33
	Std. Score	-0.8708	-0.9143	-0.9523	-0.9898	-0.9756	-1.0439	-1.0446	-1.0222	-1.0264	-1.0237	-1.0367	-1.031	-1.0367	-1.0367	-1.0367
Guangdong	Rank	3	3	3	3	3	3	3	3	3	3	3	2	1	1	1
	Std. Score	1.2272	1.2371	1.2006	1.1767	1.1744	1.2071	1.2274	1.2111	1.2211	1.2211	1.2211	1.2211	1.2211	1.2211	1.2211
Guangxi	Rank	25	25	31	31	30	30	29	28	27	28	28	28	28	29	29
	Std. Score	-0.7383	-0.7513	-0.8934	-0.9216	-0.8663	-0.8613	-0.7937	-0.7928	-0.7903	-0.7721	-0.8057	-0.8556	-0.8515	-0.9237	-0.919
Guizhou	Rank	33	33	33	33	33	33	33	33	33	33	33	33	32	31	30
	Std. Score	-1.0797	-1.1202	-1.1547	-1.169	-1.1713	-1.1556	-1.1469	-1.1763	-1.1859	-1.1897	-1.2438	-1.3397	-1.1713	-1.1155	-0.9753
Hainan	Rank	30	31	30	31	31	31	31	30	30	29	29	29	29	28	28
	Std. Score	-0.8281	-0.8281	-0.8693	-0.8873	-0.8876	-0.9154	-0.8899	-0.8873	-0.9311	-0.9388	-0.8883	-0.8389	-0.8333	-0.8603	-0.8466
Hebei	Rank	15	13	13	12	11	12	12	11	12	12	12	12	12	12	12
	Std. Score	-0.1067	-0.3039	-0.0532	-0.0256	0.0882	0.111	0.0401	0.127	0.1353	0.1426	0.1323	0.0909	0.0513	-0.0379	0.0029
Heilongjiang	Rank	12	15	14	14	17	15	15	17	16	16	16	16	16	16	16
	Std. Score	-0.071	-0.1538	-0.157	-0.1296	-0.2799	-0.1945	-0.2374	-0.3272	-0.3023	-0.3644	-0.3475	-0.3543	-0.4459	-0.4062	-0.4292
Henan	Rank	16	14	15	15	14	14	14	14	14	14	14	14	14	14	14
	Std. Score	-0.1392	-0.1256	-0.1077	-0.1393	-0.2326	-0.1907	-0.09	-0.0869	-0.1026	-0.1193	-0.2033	-0.2489	-0.2797	-0.1893	-0.2272
Hong Kong	Rank	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Std. Score	2.5397	2.6336	2.2585	2.353	2.3616	2.2335	2.1533	2.1996	2.0089	1.9934	1.9946	1.992	1.9946	1.992	1.992
Hubei	Rank	17	16	20	18	15	15	19	19	17	16	16	15	14	14	14
	Std. Score	-0.1356	-0.276	-0.4015	-0.3079	-0.3387	-0.3564	-0.3415	-0.3537	-0.3032	-0.2479	-0.2222	-0.1837	-0.1453	-0.0899	0.0024
Hunan	Rank	28	26	22	27	26	24	23	22	23	24	23	24	24	24	22
	Std. Score	-0.6911	-0.6659	-0.4251	-0.7257	-0.6945	-0.6801	-0.6184	-0.5865	-0.6146	-0.5479	-0.5346	-0.5661	-0.594	-0.5258	-0.4818
Inner Mongolia	Rank	20	22	21	21	19	17	16	16	15	15	14	14	14	14	13
	Std. Score	-0.2956	-0.348	-0.413	-0.4077	-0.3568	-0.3026	-0.2434	-0.303	-0.2221	-0.1837	-0.1875	-0.1261	-0.1878	-0.248	-0.3073
Jiangsu	Rank	6	6	6	6	6	5	4	5	4	4	3	2	2	2	2
	Std. Score	0.5841	0.679	0.8288	1.033	1.1803	1.286	1.3894	1.4622	1.584	1.78	1.8074	1.9154	1.9878	2.0014	1.9838
Jiangxi	Rank	24	24	26	24	24	25	25	24	25	25	25	27	27	27	26
	Std. Score	-0.5895	-0.5977	-0.6683	-0.67	-0.6603	-0.6862	-0.6834	-0.6849	-0.6895	-0.6385	-0.7178	-0.6854	-0.7751	-0.7554	-0.7382
Jilin	Rank	18	18	16	19	21	21	20	20	20	20	18	22	22	21	24
	Std. Score	-0.1394	-0.2555	-0.2566	-0.3535	-0.4376	-0.4355	-0.4053	-0.4239	-0.4228	-0.2637	-0.5228	-0.5759	-0.4378	-0.519	-0.6086
Liaoning	Rank	7	9	9	10	10	10	10	10	10	10	10	10	10	10	11
	Std. Score	0.4833	0.4576	0.4649	0.3491	0.2611	0.2838	0.2754	0.2878	0.3362	0.4231	0.4146	0.4154	0.4349	0.3409	0.3383
Macau	Rank	10	10	10	9	9	9	9	9	9	9	9	9	9	9	9
	Std. Score	0.159	0.1122	0.2777	0.3815	0.6314	0.4911	0.4615	0.3928	0.5213	0.3575	0.575	0.5253	0.4966	0.53	0.5843
Ningxia	Rank	23	23	24	23	25	26	28	29	29	30	30	30	30	30	31
	Std. Score	-0.5309	-0.5675	-0.5872	-0.6299	-0.6622	-0.71	-0.7909	-0.8396	-0.8596	-0.9047	-0.9506	-0.9364	-0.9763	-1.0237	-0.9971
Qinghai	Rank	28	27	28	29	27	27	27	31	31	31	31	31	31	31	32
	Std. Score	-0.6446	-0.7465	-0.741	-0.7776	-0.7511	-0.7429	-0.7892	-0.9071	-0.9392	-1.0615	-1.0383	-1.0974	-1.1274	-1.13	-1.1361
Shaanxi	Rank	27	26	27	25	23	23	21	23	21	21	20	21	18	20	20
	Std. Score	-0.6974	-0.6843	-0.7222	-0.6935	-0.6336	-0.6207	-0.5628	-0.6042	-0.5202	-0.5185	-0.4613	-0.4887	-0.3379	-0.3969	-0.3955
Shandong	Rank	9	8	8	8	8	8	8	8	8	8	8	8	8	8	8
	Std. Score	0.3822	0.4814	0.5831	0.6869	0.7533	0.8368	0.9728	0.8733	0.9647	0.9862	0.9349	0.8908	0.9111	0.8797	0.8243
Shanghai	Rank	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4
	Std. Score	0.8545	0.9569	1.1423	1.2173	1.2951	1.3154	1.2111	1.4243	1.5002	1.4926	1.5429	1.595	1.4756	1.5992	1.4052
Shanxi	Rank	21	20	19	20	20	20	22	21	21	21	24	23	23	24	23
	Std. Score	-0.1709	-0.3062	-0.3589	-0.3923	-0.4211	-0.4323	-0.5784	-0.4778	-0.4631	-0.5364	-0.5428	-0.5499	-0.5764	-0.5901	-0.6322
Sichuan	Rank	19	19	17	17	16	19	18	18	19	17	17	16	15	15	15
	Std. Score	-0.274	-0.2689	-0.2625	-0.2284	-0.2555	-0.336	-0.3313	-0.4111	-0.3123	-0.2555	-0.2899	-0.1546	-0.1336	-0.1237	
Taiwan	Rank	1	1	1	1	1	1	1	1	1	1	2	3	3	4	5
	Std. Score	3.7977	3.4512	3.4035	3.1662	3.0799	2.8703	2.7058	2.4576	2.1993	1.9678	1.8627	1.8209	1.7538	1.5873	1.6001
Tianjin	Rank	11	11	11	11	12	11	11	12	11	11	11	13	13	12	14
	Std. Score	-0.0624	0.0333	0.0233	0.0261	0.056	0.1282	0.1389	0.088	0.1823	0.2152	0.2276	0.0643	0.0107	-0.0095	-0.0986
Tibet	Rank	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34
	Std. Score	-1.2479	-1.3168	-1.3805	-1.1913	-1.1928	-1.3517	-1.5116	-1.3619	-1.4394	-1.5354	-1.4897	-1.4879	-1.658	-1.5844	-1.5632
Xinjiang	Rank	13	17	15	16	15	16	17	15	15	20	15	15	20	15	19
	Std. Score	-0.0815	-0.2539	-0.2769	-0.2125	-0.2536	-0.2772	-0.2988	-0.3012	-0.3344	-0.4159	-0.3011	-0.3289	-0.3569	-0.3362	-0.3384
Yunnan	Rank	22	21	23	22	22	22	24	25	24	25	26	26	25	26	27
	Std. Score	-0.3201	-0.3423	-0.4529	-0.3548	-0.6247	-0.5897	-0.6469	-0.6941	-0.6572	-0.7058	-0.7058	-0.6761	-0.6408	-0.6781	-0.7753
Zhejiang	Rank	8	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Std. Score	0.4481	0.6319	0.6812	0.7638	0.8497	0.915	1.0252	1.0181	1.0875	1.1601	1.1879	1.2224	1.318	1.3324	1.3551

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ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 34 GREATER CHINA ECONOMIES

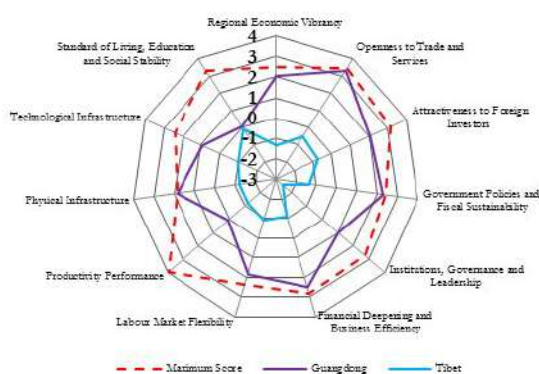
2016 WHAT-IF SIMULATION ANALYSIS ON OVERALL COMPETITIVENESS RANKING AND STANDARDISED SCORES OF 34 GREATER CHINA ECONOMIES

Economy	Simulation			
	Before		After	
	Rank	Std. Score	Rank	Std. Score
Anhui	17	-0.2996	12	0.0769
Beijing	3	1.7279	2	2.0754
Chongqing	23	-0.5759	14	-0.0950
Fujian	10	0.1677	10	0.4168
Gansu	33	-1.1605	25	-0.6647
Guangdong	1	2.2485	1	2.5053
Guangxi	29	-0.9190	17	-0.3206
Guizhou	30	-0.9753	21	-0.4476
Hainan	28	-0.8466	20	-0.3598
Hebei	12	0.0029	10	0.3315
Heilongjiang	21	-0.4292	12	0.0117
Henan	16	-0.2272	10	0.3242
Hong Kong	4	1.6406	1	2.2002
Hubei	13	0.0024	10	0.2755
Hunan	22	-0.4818	12	0.0067
Inner Mongolia	18	-0.3073	12	0.0860
Jiangsu	2	1.9838	1	2.2494

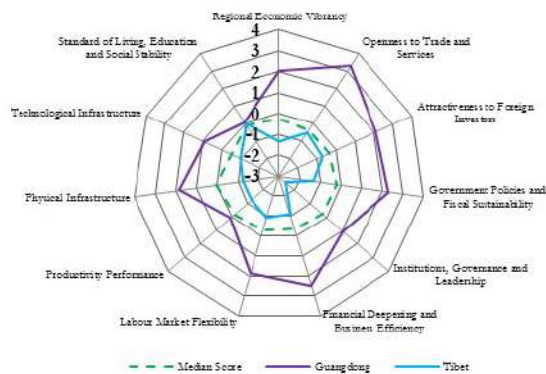
Economy	Simulation			
	Before		After	
	Rank	Std. Score	Rank	Std. Score
Jiangxi	26	-0.7552	17	-0.2585
Jilin	24	-0.6086	17	-0.2486
Liaoning	11	0.1583	9	0.5843
Macau	9	0.5843	8	1.2464
Ningxia	31	-0.9971	22	-0.4701
Qinghai	32	-1.1361	23	-0.5593
Shaanxi	20	-0.3955	14	-0.0400
Shandong	8	0.8245	8	1.2058
Shanghai	6	1.4052	3	1.8212
Shanxi	25	-0.6822	16	-0.1821
Sichuan	15	-0.1237	10	0.3428
Taiwan	5	1.6001	2	2.1182
Tianjin	14	-0.0986	10	0.3261
Tibet	34	-1.5652	19	-0.3993
Xinjiang	19	-0.3384	12	0.0515
Yunnan	27	-0.7783	17	-0.3021
Zhejiang	7	1.3551	5	1.6156

2016 MAXIMUM AND MEDIAN WEB ANALYSIS FOR OVERALL COMPETITIVENESS OF GUANGDONG AND TIBET

Maximum Competitiveness Web
Rank 1st: Guangdong
Rank 34th: Tibet



Median Competitiveness Web
Rank 1st: Guangdong
Rank 34th: Tibet



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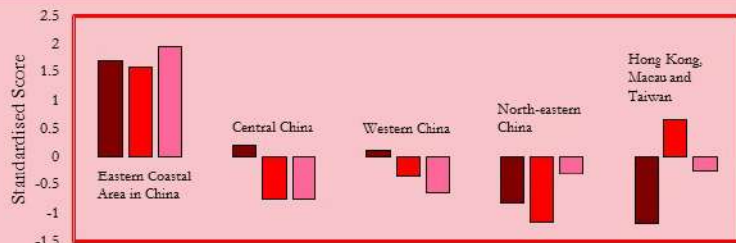
ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF FIVE REGIONS OF GREATER CHINA

OVERALL REGIONAL COMPETITIVENESS RANKING AND STANDARDISED SCORES*

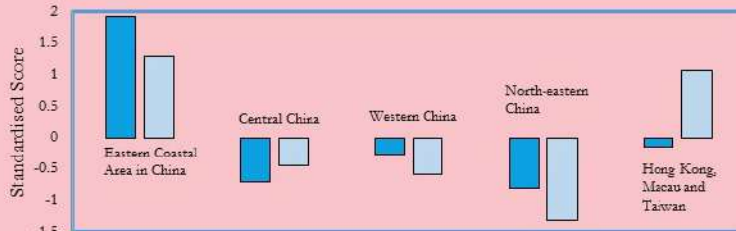


* Results shown on the map are based on 2014 data.

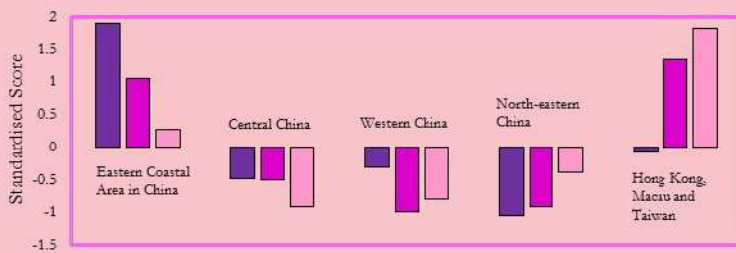
STANDARDISED SCORES BY FOUR COMPETITIVENESS ENVIRONMENTS



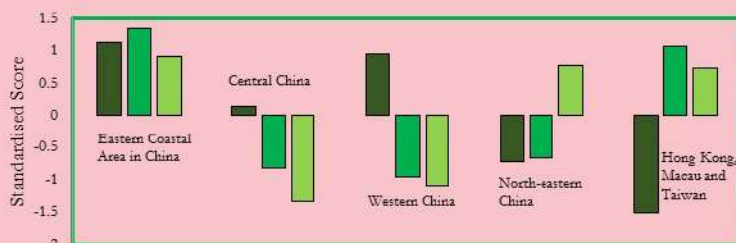
MACROECONOMIC STABILITY



GOVERNMENT AND INSTITUTIONAL SETTING



FINANCIAL, BUSINESS AND MANPOWER CONDITIONS



QUALITY OF LIFE AND INFRASTRUCTURE DEVELOPMENT



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ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 36 SUB-NATIONAL ECONOMIES OF INDIA

MAP OF OVERALL COMPETITIVENESS RANKING*



- Top 10 States and Federal Territories
- Middle 16 States and Federal Territories
- Bottom 10 States and Federal Territories

* Results shown on the map are based on 2014 data.

OVERALL COMPETITIVENESS RANKINGS AND STANDARDISED SCORES OF SUB-NATIONAL ECONOMIES OF INDIA, 2000-2014

Economy	Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Andaman & Nicobar Islands*	Rank	30	24	24	21	24	22	24	23	19	20	20	20	21	21	20
	Std. Score	-0.923	-0.6458	-0.616	-0.3798	-0.4731	-0.3038	-0.3306	-0.4394	-0.3226	-0.3204	-0.3465	-0.2544	-0.3800	-0.4997	-0.6558
Andhra Pradesh	Rank	6	5	7	6	6	6	6	7	7	7	6	6	6	7	10
	Std. Score	0.9243	0.9409	0.8932	0.9767	1.018	1.0052	1.0077	1.0197	1.0311	1.0324	1.0321	1.0026	1.0460	0.7361	0.2568
Arunachal Pradesh	Rank	16	27	26	22	22	14	17	11	17	15	8	15	24	20	27
	Std. Score	-0.2336	-0.7628	-0.7478	-0.4029	-0.4273	0.1415	-0.2322	0.2163	-0.2113	0.0644	0.3045	0.01	-0.3793	-0.2079	-0.5873
Assam	Rank	21	29	27	21	28	22	21	20	21	21	21	21	21	21	22
	Std. Score	-0.9783	-0.8783	-0.7629	-0.8391	-0.8122	-0.9031	-0.908	-0.8623	-0.8288	-0.9073	-0.7943	-1.3349	-1.0548	-0.9491	-0.9423
Bihar	Rank	28	32	32	33	29	29	26	24	24	24	24	24	24	24	28
	Std. Score	-0.8943	-1.0331	-1.0013	-1.1443	-0.8174	-0.8004	-0.7802	-0.6633	-0.4797	-0.3982	-0.4571	-1.031	-0.8561	-0.9852	-0.6339
Chandigarh*	Rank	11	11	11	10	12	10	11	13	12	10	11	11	11	11	12
	Std. Score	0.321	0.367	0.388	0.3447	0.1756	0.346	0.2973	0.1569	0.1763	0.2337	0.1041	0.1367	-0.0321	0.0449	0.1362
Chhattisgarh	Rank	34	35	39	35	39	33	35	33	34	35	35	35	34	34	34
	Std. Score	-1.0566	-1.0996	-1.1604	-1.0824	-1.0977	-1.1339	-1.127	-1.1053	-1.1053	-1.3999	-1.3618	-0.9605	-1.2790	-1.2659	-0.9221
Dadra & Nagar Haveli*	Rank	20	23	22	19	17	20	19	20	20	18	21	21	23	22	19
	Std. Score	-0.2717	-0.2442	-0.2492	-0.2817	-0.2434	-0.3101	-0.2317	-0.3411	-0.3222	-0.2312	-0.498	-0.3939	-0.3849	-0.4302	-0.2310
Daman & Diu*	Rank	18	19	18	20	20	19	22	27	29	29	29	21	17	18	23
	Std. Score	-0.1904	-0.3192	-0.2212	-0.303	-0.3218	-0.2992	-0.3849	-0.667	-0.7542	-0.7607	-0.7537	-0.3632	-0.2423	-0.3229	-0.4297
Delhi*	Rank	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Std. Score	2.0438	2.1972	2.404	2.1298	1.8607	1.8906	2.0056	1.913	1.8761	1.93	1.9719	2.0364	1.7534	1.9994	2.4214
Goa	Rank	13	12	12	11	8	12	12	14	11	13	9	13	14	11	15
	Std. Score	0.1362	0.213	0.321	0.3407	0.5186	0.203	0.1338	0.1331	0.2682	0.1492	0.2653	0.1029	-0.0238	0.6553	0.0102
Gujarat	Rank	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Std. Score	0.8051	0.8913	1.0518	1.0793	1.1104	1.1498	1.103	1.1879	1.3219	1.0983	1.4845	1.1965	1.1315	1.2174	1.4102
Haryana	Rank	19	17	15	16	16	13	19	16	15	14	13	14	11	10	13
	Std. Score	-0.2311	-0.2008	-0.0553	-0.077	-0.0465	0.1658	0.1332	0.0324	-0.0635	0.0959	0.1734	0.067	0.0990	0.2018	0.0667
Himachal Pradesh	Rank	26	25	25	28	27	23	25	19	23	23	24	24	24	24	25
	Std. Score	-0.7969	-0.7129	-0.7403	-0.8543	-0.7894	-0.4848	-0.5374	-0.3366	-0.4658	-0.6121	-0.4591	-0.4658	-0.4504	-0.4583	-0.5330
Jammu & Kashmir	Rank	25	21	23	23	21	24	28	25	26	23	22	28	27	25	26
	Std. Score	-0.6947	-0.3914	-0.4576	-0.5456	-0.4101	-0.4893	-0.6264	-0.3383	-0.3456	-0.4038	-0.447	-0.818	-0.5481	-0.4609	-0.5393
Jharkhand	Rank	35	35	33	33	35	33	35	34	34	35	35	34	35	35	36
	Std. Score	-1.4299	-1.4981	-1.3339	-1.3346	-1.4243	-1.3332	-1.7302	-1.3542	-1.4068	-1.5262	-0.7799	-1.2748	-1.6453	-1.0979	-1.2056
Karnataka	Rank	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
	Std. Score	0.9913	0.931	0.9478	1.1211	1.2884	1.3441	1.1991	1.1361	1.0287	1.0757	1.1293	1.0345	1.1606	1.0918	1.2109
Kerala	Rank	10	9	10	8	9	8	8	8	8	8	8	8	8	8	7
	Std. Score	0.4328	0.5493	0.4817	0.5209	0.4887	0.4123	0.4451	0.3642	0.3193	0.3006	0.221	0.8803	0.4817	0.3234	0.3611
Lakshadweep*	Rank	24	18	20	21	21	25	27	24	24	28	26	27	16	17	24
	Std. Score	-0.737	-0.3022	-0.2711	-0.3075	-0.2118	-0.7915	-0.5762	-0.2983	-0.2935	-0.2935	-0.2787	-0.6095	-0.0473	-0.2212	-0.2128
Madhya Pradesh	Rank	14	15	16	14	13	14	12	14	12	14	12	14	12	14	14
	Std. Score	0.126	0.0176	-0.0052	0.0298	0.0310	-0.2001	0.1018	0.2123	0.1444	0.1795	0.1039	0.0516	0.1021	0.0101	0.0150
Maharashtra	Rank	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Std. Score	3.3298	3.3289	3.2406	3.1883	3.3355	3.3828	3.4861	3.491	3.3875	3.4761	3.4761	3.1105	3.2922	3.4769	3.3643
Manipur	Rank	32	31	29	27	28	28	32	32	27	27	28	29	19	19	20
	Std. Score	-0.8846	-0.8937	-0.8423	-0.7109	-0.7077	-0.7937	-0.9388	-0.9549	-0.7214	-0.6879	-0.6861	-0.2147	-0.2027	-0.2933	
Meghalaya	Rank	27	39	38	29	31	30	30	31	30	32	31	30	30	30	30
	Std. Score	-0.8586	-0.8887	-0.827	-0.8938	-0.9236	-0.8595	-0.8006	-0.8028	-0.8049	-0.9974	-0.9441	-0.8065	-0.8399	-0.8149	-0.8057
Mizoram	Rank	21	22	21	18	19	21	18	22	16	17	21	20	20	20	22
	Std. Score	-0.3531	-0.4001	-0.3334	-0.2334	-0.3201	-0.4006	-0.2318	-0.4104	-0.1163	-0.0885	-0.3465	-0.3268	-0.3095	-0.4731	-0.4184
Nagaland	Rank	22	26	31	28	30	31	26	30	28	30	31	27	27	28	30
	Std. Score	-0.417	-0.7369	-1.0179	-0.8299	-0.8469	-0.8752	-0.3365	-0.8855	-0.4843	-0.8193	-0.8415	-0.7602	-0.8721	-0.8309	-0.6976
Odisha	Rank	23	20	19	24	23	22	21	21	21	11	19	18	23	21	23
	Std. Score	-0.2704	-0.3406	-0.2783	-0.1607	-0.1604	-0.1514	-0.1889	-0.2623	-0.2162	-0.1722	-0.2276	-0.4353	-0.3346	-0.4441	-0.3260
Puducherry*	Rank	12	12	13	14	14	16	17	14	12	19	19	22	22	21	15
	Std. Score	0.1608	0.2331	0.1425	0.1058	0.0477	-0.0532	-0.209	-0.1465	-0.4811	-0.3231	-0.2711	-0.4306	-0.3463	-0.3802	-0.2336
Punjab	Rank	15	16	14	17	15	15	18	20	18	21	22	17	18	16	16
	Std. Score	0.0248	0.0144	0.0461	-0.0829	-0.2606	-0.274	-0.267	-0.2353	-0.3363	-0.337	-0.2932	-0.0872	-0.2360	-0.2032	-0.0863
Rajasthan	Rank	17	14	17	13	15	15	15	15	15	16	12	16	13	13	15
	Std. Score	-0.0553	0.1233	-0.1072	0.2649	0.0345	-0.0294	-0.0491	0.0601	0.1693	0.0342	0.0776	-0.0362	0.0645	0.0156	0.2987
Sikkim	Rank	9	8	8	12	11	11	9	9	9	9	9	9	9	9	9
	Std. Score	0.6237	0.7486	0.7286	0.3065	0.3352	0.2533	0.4004	0.3294	0.2156	0.3257	0.2106	0.1375	0.2173	0.1179	0.1464
Tamil Nadu	Rank	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	Std. Score	1.6947	1.5376	1.4432	1.5718	1.5871	1.6113	1.7445	1.5135	1.4747	1.6195	1.5801	1.5923	1.6359	1.7269	1.8687
Telangana	Rank															17
	Std. Score															-0.1612
Tripura	Rank	29	34	34	34	34	34	34	33	33	33	34	33	31	30	31
	Std. Score	-0.9162	-1.0009	-1.2894	-1.3866	-1.423	-1.4008	-1.463	-1.5139	-1.5314	-1.2746	-1.4593	-1.188	-0.9958	-0.9157	-0.8452
Uttar Pradesh	Rank	4	4	4	7	7	7	7	6	7	4	7	7	7	7	7
	Std. Score	1.0735	1.0804	1.1567	0.9726	0.9931	0.9763	0.8999	1.0278	1.0314	1.1484	1.0941	0.9942	1.0239	1.0640	0.9771
Uttarakhand	Rank	23	28	30	30	32	26	23	28	23	26	27	26	33	33	33
	Std. Score	-1.0881	-0.8663	-0.9569	-0.9217	-1.0241	-0.7177	-0.5113	-0.7523	-0.3718	-0.6772	-0.8637	-0.718	-1.0449	-1.1783	-1.0643
West Bengal	Rank	8	10	9												

ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 36 SUB-NATIONAL ECONOMIES OF INDIA

2016 WHAT-IF SIMULATION ANALYSIS ON OVERALL COMPETITIVENESS RANKING AND STANDARDISED SCORES

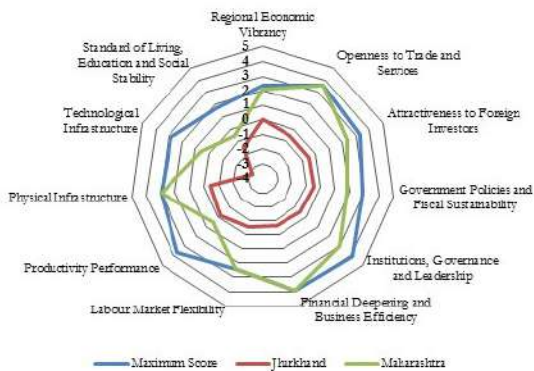
Economy	Simulation				Economy	Simulation			
	Before		After			Before		After	
	Rank	Std. Score	Rank	Std. Score		Rank	Std. Score	Rank	Std. Score
Andaman & Nicobar Islands#	29	-0.6888	16	-0.0218	Lakshadweep#	24	-0.4488	13	0.0777
Andhra Pradesh	10	0.2568	7	0.7603	Madhya Pradesh	14	0.0180	7	0.4392
Arunachal Pradesh	27	-0.5675	16	-0.0523	Maharashtra	1	3.3643	1	3.6291
Assam	32	-0.9623	22	-0.4141	Manipur	20	-0.2935	7	0.3812
Bihar	28	-0.6319	11	-0.1543	Meghalaya	33	-1.0137	25	-0.5603
Chandigarh#	12	0.1362	7	0.6767	Mizoram	22	-0.4184	11	0.1549
Chhattisgarh	34	-1.0221	19	-0.2771	Nagaland	30	-0.6976	17	-0.1244
Dadra & Nagar Haveli#	19	-0.2510	7	-0.3974	Odisha	21	-0.3260	13	0.1023
Daman & Diu#	23	-0.4297	8	-0.3133	Puducherry#	18	-0.2336	11	0.2244
Delhi#	2	2.4214	2	2.8904	Punjab	16	-0.0865	8	0.3180
Goa	15	0.0102	7	0.4465	Rajasthan	9	0.2987	7	0.6798
Gujarat	4	1.4012	4	1.7010	Sikkim	11	0.1464	7	0.7751
Haryana	13	0.0667	7	0.4296	Tamil Nadu	3	1.8687	3	2.1732
Himachal Pradesh	25	-0.5530	17	-0.1145	Telangana	17	-0.1612	11	0.1887
Jammu & Kashmir	26	-0.5593	18	-0.2069	Tripura	31	-0.9483	22	-0.4308
Jharkhand	36	-1.5056	22	-0.3667	Uttar Pradesh	6	0.9771	4	1.5748
Karnataka	5	1.2119	4	1.5130	Uttarakhand	35	-1.0645	23	-0.4422
Kerala	7	0.3611	7	0.7866	West Bengal	8	0.3244	7	0.7860

denotes Federal Territories

2016 MAXIMUM AND MEDIAN WEB ANALYSIS FOR OVERALL COMPETITIVENESS OF MAHARASHTRA AND JHARKHAND

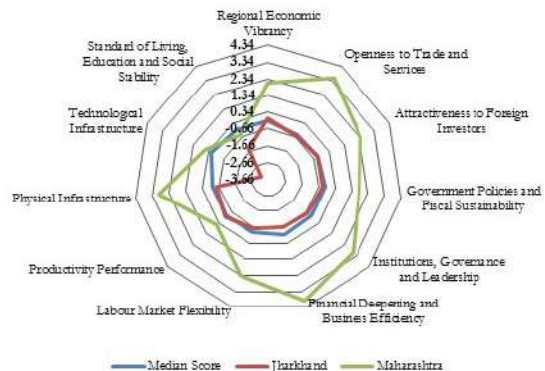
Maximum Competitiveness Web

Rank 1st: Maharashtra
Rank 36th: Jharkhand



Median Competitiveness Web

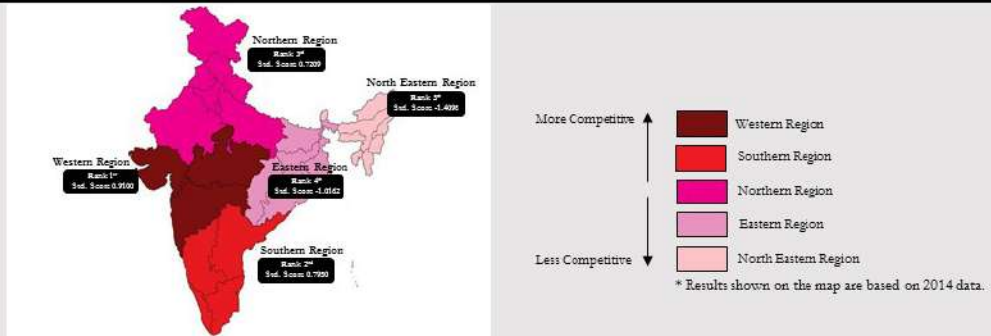
Rank 1st: Maharashtra
Rank 36th: Jharkhand



In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF FIVE REGIONS OF INDIA

OVERALL REGIONAL COMPETITIVENESS RANKING AND STANDARDISED SCORES*

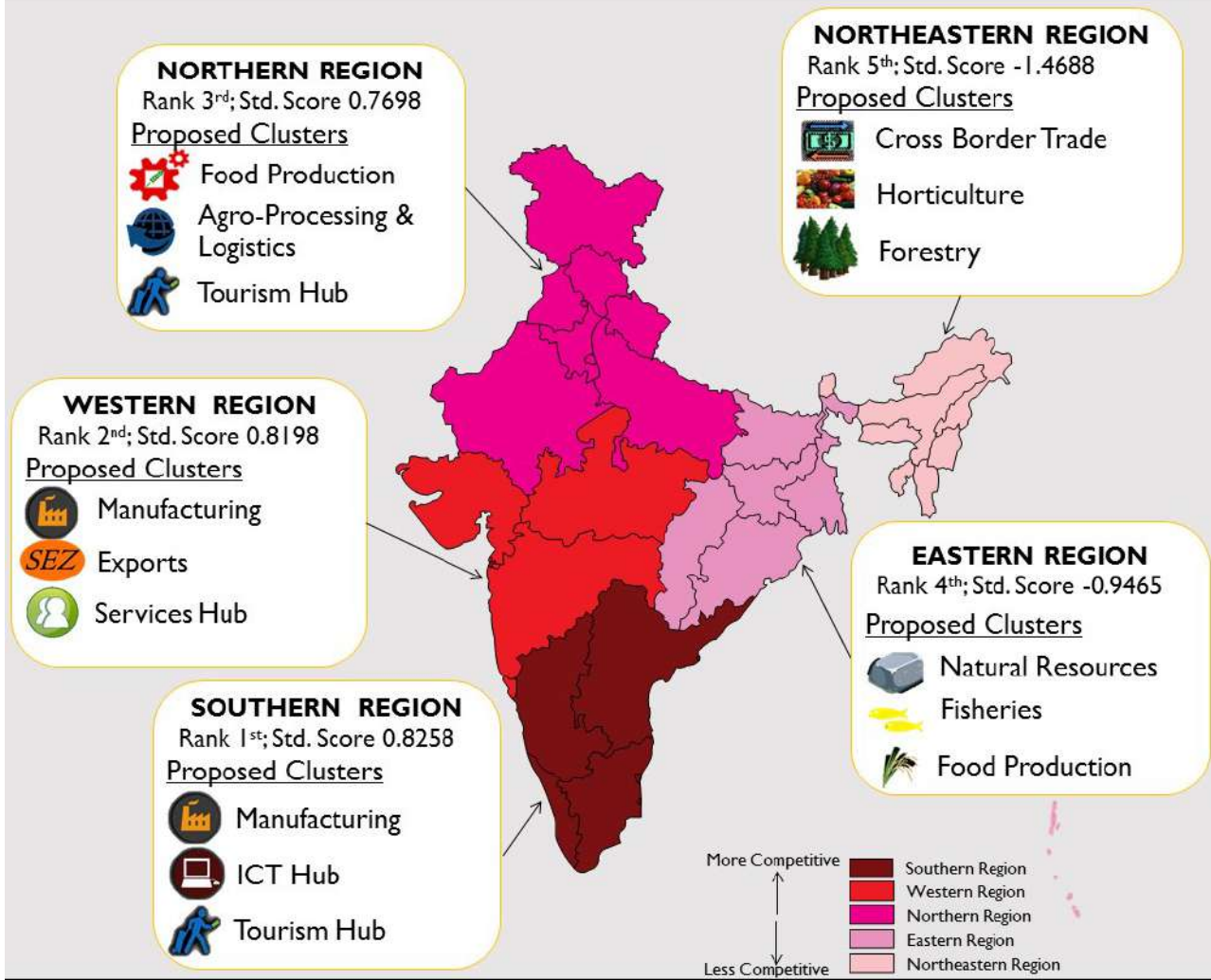


STANDARDISED SCORES BY FOUR COMPETITIVENESS ENVIRONMENTS

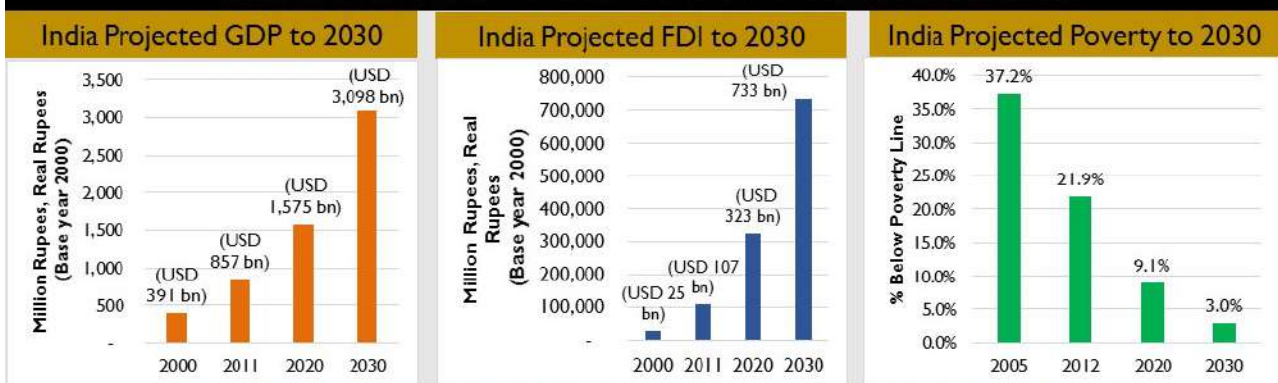


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ACI 2014 MASTERPLAN ON STRATEGIC REGIONAL ECONOMIC DEVELOPMENT FOR INDIA:VISION 2030



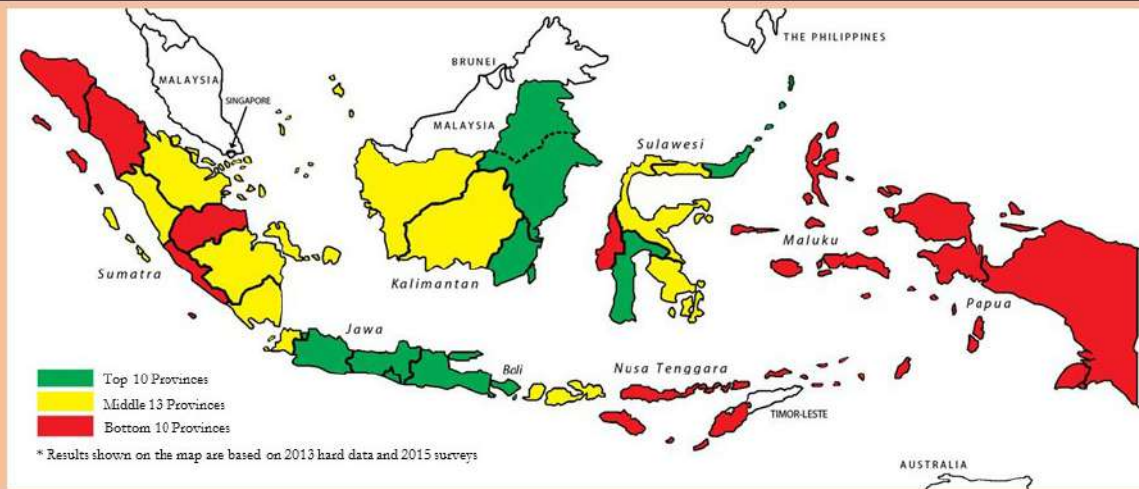
TARGET PERFORMANCE INDICATORS FOR INDIA:VISION 2030



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ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 34 SUB-NATIONAL ECONOMIES OF INDONESIA

MAP OF OVERALL COMPETITIVENESS RANKING*



OVERALL COMPETITIVENESS RANKINGS AND STANDARDISED SCORES OF SUB-NATIONAL ECONOMIES OF INDONESIA, 2010-2013

Economy	Year	2010	2011	2012	2013
Aceh	Rank	16	13	24	26
	Std. Score	-0.2734	-0.0109	-0.6524	-0.6909
Bali	Rank	9	14	12	7
	Std. Score	0.3564	-0.0179	0.1586	0.6697
Bangka Belitung Islands	Rank	31	20	30	20
	Std. Score	-1.0046	-0.2756	-1.1261	-0.4338
Banten	Rank	7	12	9	11
	Std. Score	0.5658	0.1672	0.4106	0.2579
Bengkulu	Rank	28	30	23	25
	Std. Score	-0.6681	-0.9576	-0.5619	-0.6513
Central Java	Rank	3	4	5	3
	Std. Score	1.3144	1.3262	1.0569	1.4636
Central Kalimantan	Rank	26	15	13	13
	Std. Score	-0.6466	-0.0754	0.1412	-0.0019
Central Sulawesi	Rank	22	21	20	14
	Std. Score	-0.4818	-0.3553	-0.3007	-0.0767
DI Yogyakarta	Rank	6	6	6	10
	Std. Score	0.7847	0.7047	0.8997	0.3967
DKI Jakarta	Rank	1	1	1	1
	Std. Score	3.6977	3.3580	3.2595	3.2008
East Java	Rank	2	2	2	2
	Std. Score	1.8484	1.8152	1.9515	2.0817
East Kalimantan^	Rank	5	3	3	5
	Std. Score	1.0473	1.5566	1.7692	0.9956
East Nusa Tenggara	Rank	33	32	32	32
	Std. Score	-1.591	-1.563	-1.162	-1.393
Gorontalo	Rank	15	28	27	21
	Std. Score	-0.1872	-0.7549	-0.8189	-0.4473
Jambi	Rank	24	27	14	28
	Std. Score	-0.6207	-0.7379	-0.0485	-0.7668
Lampung	Rank	21	24	25	18
	Std. Score	-0.4158	-0.5773	-0.7065	-0.3062
Maluku	Rank	27	23	29	29
	Std. Score	-0.6585	-0.5685	-1.1239	-0.8476

^ Include: North Kalimantan

Economy	Year	2010	2011	2012	2013
North Maluku	Rank	32	33	31	31
	Std. Score	-1.3483	-1.7075	-1.1524	-1.3060
North Sulawesi	Rank	14	10	11	9
	Std. Score	0.0130	0.3109	0.2464	0.5486
North Sumatra	Rank	19	19	15	24
	Std. Score	-0.4032	-0.2594	-0.0753	-0.5580
Papua	Rank	29	31	33	33
	Std. Score	-0.7616	-1.2268	-1.3755	-1.5192
Riau	Rank	12	9	16	15
	Std. Score	0.1575	0.3731	-0.2017	-0.1837
Riau Islands	Rank	10	11	7	12
	Std. Score	0.3433	0.2901	0.7244	0.0935
South Kalimantan	Rank	13	8	8	8
	Std. Score	0.0985	0.4884	0.4224	0.6482
South Sulawesi	Rank	8	7	10	6
	Std. Score	0.3858	0.6684	0.3563	0.9658
South Sumatra	Rank	11	16	17	22
	Std. Score	0.3145	-0.1676	-0.2559	-0.4493
Southeast Sulawesi	Rank	18	29	21	16
	Std. Score	-0.349	-0.783	-0.336	-0.195
West Java	Rank	4	5	4	4
	Std. Score	1.1964	1.0834	1.1333	1.3309
West Kalimantan	Rank	23	18	19	17
	Std. Score	-0.5059	-0.22343	-0.30036	-0.28037
West Nusa Tenggara	Rank	25	22	26	19
	Std. Score	-0.6294	-0.37333	-0.76189	-0.33563
West Papua	Rank	30	26	28	27
	Std. Score	-0.8849	-0.70134	-0.96787	-0.72916
West Sulawesi	Rank	20	25	18	30
	Std. Score	-0.4049	-0.58705	-0.26165	-0.99331
West Sumatra	Rank	17	17	22	23
	Std. Score	-0.3158	-0.21789	-0.34097	-0.48777

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ACI 2016 WHAT-IF COMPETITIVENESS SIMULATION ANALYSIS OF 34 SUB-NATIONAL ECONOMIES OF INDONESIA

2016 WHAT-IF SIMULATION ANALYSIS ON OVERALL COMPETITIVENESS RANKING AND STANDARDISED SCORES

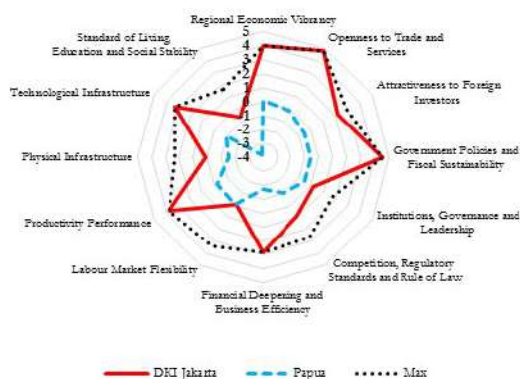
Economy	Simulation			
	Before		After	
	Rank	Std. Score	Rank	Std. Score
Aceh	26	-0.691	13	0.015
Bali	7	0.670	7	0.943
Bangka Belitung Islands	20	-0.434	13	0.061
Banten	11	0.258	7	0.785
Bengkulu	25	-0.651	15	-0.193
Central Java	3	1.464	3	1.779
Central Kalimantan	13	-0.002	11	0.320
Central Sulawesi	14	-0.077	11	0.360
DI Yogyakarta	10	0.397	7	0.797
DKI Jakarta	1	3.201	1	3.720
East Java	2	2.082	2	2.342
East Kalimantan [^]	5	0.996	4	1.357
East Nusa Tenggara	32	-1.393	24	-0.605
Gorontalo	21	-0.447	13	0.014
Jambi	28	-0.767	17	-0.231
Lampung	18	-0.306	12	0.145

[^] Includes North Kalimantan

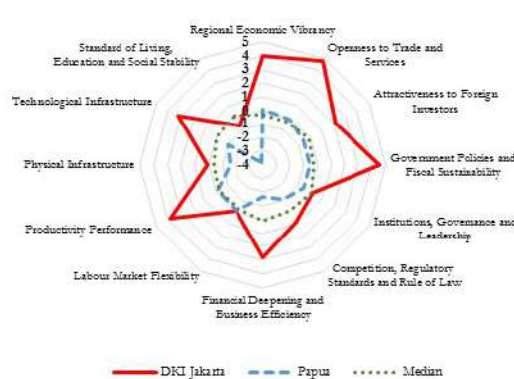
Economy	Simulation			
	Before		After	
	Rank	Std. Score	Rank	Std. Score
Maluku	29	-0.848	17	-0.258
North Maluku	31	-1.306	23	-0.525
North Sulawesi	9	0.549	7	0.922
North Sumatra	24	-0.558	11	0.272
Papua	33	-1.519	18	-0.379
Riau	15	-0.184	11	0.326
Riau Islands	12	0.093	7	0.743
South Kalimantan	8	0.648	7	0.885
South Sulawesi	6	0.966	5	1.207
South Sumatra	22	-0.449	13	-0.011
Southeast Sulawesi	16	-0.195	11	0.269
West Java	4	1.331	3	1.749
West Kalimantan	17	-0.280	13	0.076
West Nusa Tenggara	19	-0.336	12	0.103
West Papua	27	-0.729	12	0.140
West Sulawesi	30	-0.993	20	-0.384
West Sumatra	23	-0.488	12	0.124

2016 MAXIMUM AND MEDIAN WEB ANALYSIS FOR OVERALL COMPETITIVENESS OF DKI JAKARTA AND PAPUA

Maximum Competitiveness Web
Rank 1st: DKI Jakarta
Rank 33rd: Papua



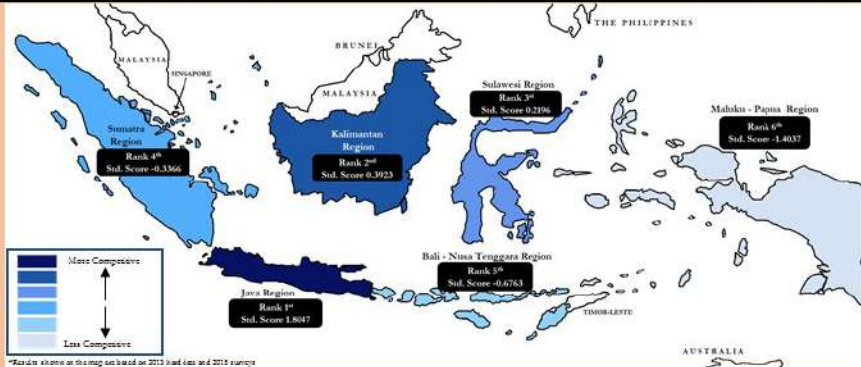
Median Competitiveness Web
Rank 1st: DKI Jakarta
Rank 33rd: Papua



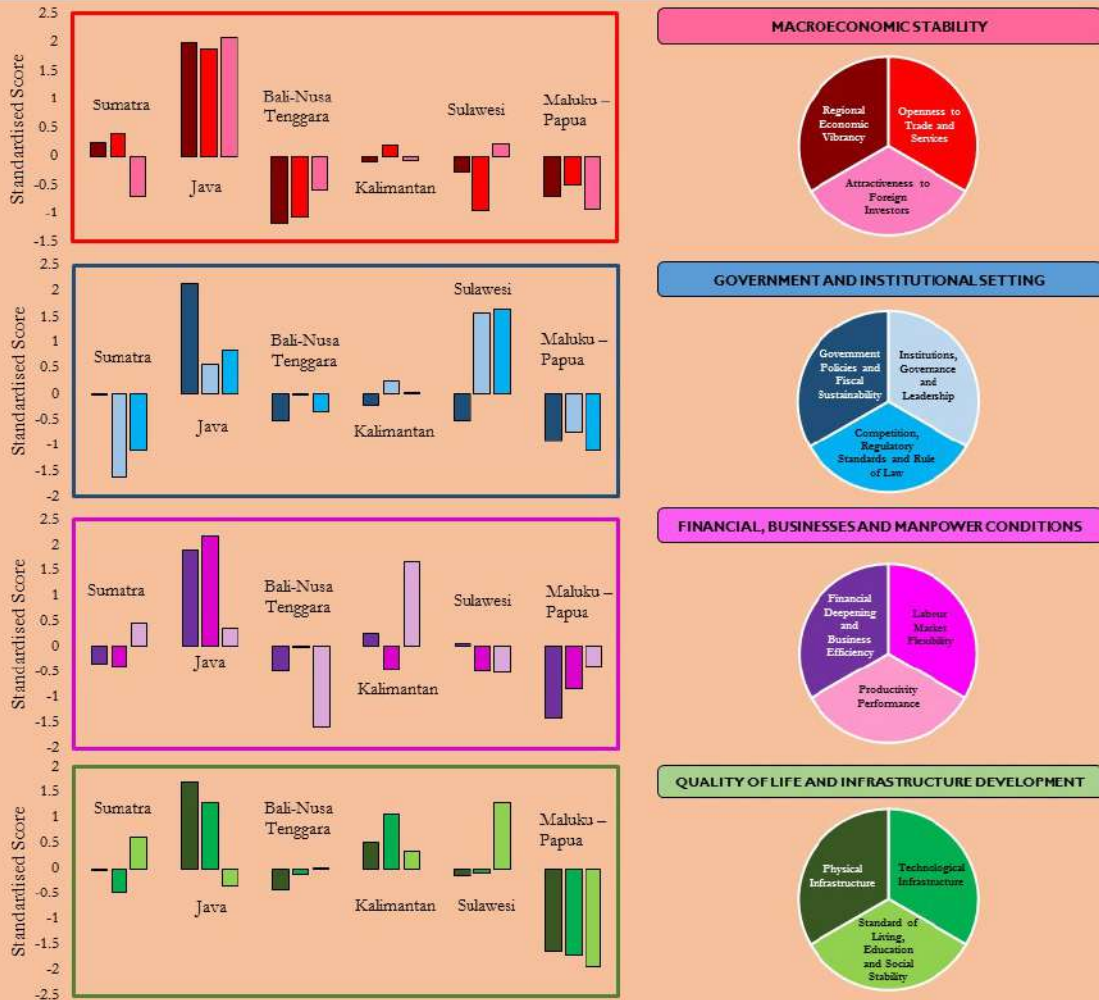
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ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF SIX REGIONS OF INDONESIA

OVERALL REGIONAL COMPETITIVENESS RANKING AND STANDARDISED SCORES*



STANDARDISED SCORES BY FOUR COMPETITIVENESS ENVIRONMENTS



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ACI 2016 RANKINGS OF COST OF LIVING AND PURCHASING POWER FOR EXPATRIATES AND ORDINARY RESIDENTS AMONGST 103 WORLD'S MAJOR CITIES

2016 COST OF LIVING RANKING AND INDEX FOR EXPATRIATES

Cost of Living Ranking for Expatriates	Cost of Living Ranking for Ordinary Residents	City	Country	Cost of Living Index for Expatriates
1	32	CARACAS	Venezuela	249.07
2	2	NEW YORK	United States	100.00
3	1	ZURICH	Switzerland	93.09
4	49	SINGAPORE	Singapore	89.26
5	17	LONDON	Great Britain	88.88
6	3	GENEVA	Switzerland	87.84
7	30	TOKYO	Japan	80.87
8	20	FRANKFURT	Germany	80.10
9	8	PARIS	France	76.65
10	59	HONG KONG	Hong Kong, China	75.76
11	4	OSLO	Norway	75.03
12	16	LOS ANGELES	United States	73.18
13	5	SYDNEY	Australia	72.70
14	7	COPENHAGEN	Denmark	71.36
15	6	MELBOURNE	Australia	68.43
16	87	MOSCOW	Russia	68.36
17	36	MUNICH	Germany	67.90
18	28	CHICAGO	United States	66.86
19	15	HELSINKI	Finland	66.69
20	31	WASHINGTON DC	United States	66.26
21	46	OSAKA / KOBE	Japan	65.24
22	64	SHANGHAI	China	64.27
23	60	SEOUL	South Korea	63.97
24	9	BRISBANE	Australia	63.46
25	38	HONOLULU	United States	62.44
26	21	AUCKLAND	New Zealand	62.08
27	40	BARCELONA	Spain	61.86
28	37	SAN FRANCISCO	United States	61.85
29	33	ROME	Italy	61.62
30	41	MADRID	Spain	61.50

Notes:

- Shows Top-30 out of 103 Cities.
- Based on 2014 data, which were the latest available at the time the study was conducted.

2016 COST OF LIVING AND PURCHASING POWER RANKINGS AND INDICES FOR ORDINARY RESIDENTS

COST OF LIVING RANKING FOR ORDINARY RESIDENTS

Cost of Living Ranking for Ordinary Residents	Cost of Living Ranking for Expatriates	City	Country	Cost of Living Index for Ordinary Residents
1	3	ZURICH	Switzerland	101.89
2	2	NEW YORK	United States	100.00
3	6	GENEVA	Switzerland	96.51
4	11	OSLO	Norway	95.55
5	13	SYDNEY	Australia	94.48
6	10	MELBOURNE	Australia	89.24
7	14	COPENHAGEN	Denmark	88.15
8	9	PARIS	France	85.90
9	24	BRISBANE	Australia	81.48
10	67	LUXEMBOURG	Luxembourg	80.91
11	31	STOCKHOLM	Sweden	76.87
12	46	TORONTO	Canada	75.58
13	41	ADELAIDE	Australia	75.50
14	42	PERTH	Australia	75.34
15	19	HELSINKI	Finland	75.28
16	12	LOS ANGELES	United States	74.63
17	5	LONDON	Great Britain	74.58
18	50	REYKJAVIK	Iceland	72.65
19	36	DUBLIN	Ireland	72.43
20	8	FRANKFURT	Germany	71.96
21	26	AUCKLAND	New Zealand	71.35
22	54	VANCOUVER	Canada	70.87
23	32	WELLINGTON	New Zealand	70.33
24	39	VIENNA	Austria	69.50
25	53	AMSTERDAM	Netherlands	69.21
26	68	CALGARY	Canada	68.86
27	51	BRUSSELS	Belgium	68.81
28	18	CHICAGO	United States	67.04
29	34	TEL AVIV	Israel	66.21
30	7	TOKYO	Japan	66.20

Note: Based on 2014 data, which were the latest available at the time the study was conducted.

PURCHASING POWER RANKING FOR ORDINARY RESIDENTS

Purchasing Power Ranking for Ordinary Residents	City	Country	Purchasing Power Index for Ordinary Residents
1	GENEVA	Switzerland	245.46
2	COPENHAGEN	Denmark	243.58
3	ZURICH	Switzerland	232.51
4	LYON	France	227.10
5	OSLO	Norway	215.58
6	DETROIT	United States	210.70
7	BERLIN	Germany	200.54
8	LEXINGTON	United States	200.37
9	LUXEMBOURG	Luxembourg	199.73
10	VIENNA	Austria	196.78
11	ATLANTA	United States	196.16
12	CLEVELAND	United States	195.28
13	PERTH	Australia	187.10
14	ADELAIDE	Australia	186.72
15	PITTSBURGH	United States	182.07
16	SEATTLE	United States	178.33
17	HOUSTON	United States	177.48
18	HELSINKI	Finland	177.15
19	STOCKHOLM	Sweden	177.11
20	BOSTON	United States	176.77
21	SINGAPORE	Singapore	174.41
22	BRISBANE	Australia	172.99
23	MIAMI	United States	171.41
24	MONTREAL	Canada	170.20
25	BRUSSELS	Belgium	169.94
26	MINNEAPOLIS	United States	167.72
27	SEOUL	South Korea	167.18
28	MUNICH	Germany	165.80
29	WELLINGTON	New Zealand	162.89
30	HONOLULU	United States	162.34

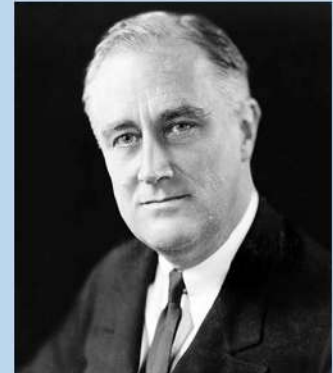
EXPECTED CONTRIBUTIONS AND IMPLICATIONS OF ACI'S INDICES

- For transparency and consistency
 - Unless assumptions, methodology and data sources are disclosed publicly, it can lead to spurious or misleading results for cities.
- For policy-makers:
 - Poverty statistics can be measured differently taking into account cost of living of ordinary residents.
 - Differences between ordinary residents and expatriates, which were previously hidden by a national index, are now made salient.
- For academics:
 - More accurate depiction of price levels for each city.
 - Distinction between ordinary residents and expatriates opens up more tools for social research.
- For multinational corporations:
 - Employers can review and adjust compensation packages according to cities for expatriates.
 - Allowing employers to adopt more competitive compensation packages for workers working abroad given the differences in cost of living between expatriates and ordinary residents in a given city.

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ACI GLOBAL LIVEABLE CITIES INDEX (GLCI) CONCEPTUAL FRAMEWORK

*"In the future days, which we seek to make secure, we look forward to a world founded upon four essential human freedoms.
 The first is freedom of speech and expression—everywhere in the world.
 The second is freedom of every person to worship God in his own way—everywhere in the world.
 The third is freedom from want—which, translated into world terms, means economic understandings which will secure to every nation a healthy peacetime life for its inhabitants—everywhere in the world.
 The fourth is freedom from fear—which, translated into world terms, means a world-wide reduction of armaments to such a point and in such a thorough fashion that no nation will be in a position to commit an act of physical aggression against any neighbor—anywhere in the world."*



Franklin D. Roosevelt
32nd U.S. President

— Franklin D. Roosevelt, excerpt from the State of the Union Address to the Congress, January 6, 1941

Inspired Themes of City Liveability	ACI-GLCI Environments	ACI-GLCI Sub-Environments
Satisfaction with "the freedom from want" →	<u>Economic Vibrancy and Competitiveness</u>	<ul style="list-style-type: none"> ➤ Economic Performance ➤ Economic Openness ➤ Infrastructure
Satisfaction with the status of natural environment and its management →	<u>Environmental Friendliness and Sustainability</u>	<ul style="list-style-type: none"> ➤ Pollution ➤ Depletion of Natural Resources ➤ Environmental Initiatives
Satisfaction with "the freedom from fear" →	<u>Domestic Security and Stability</u>	<ul style="list-style-type: none"> ➤ Crime Rate ➤ Threats to National Stability ➤ Civil Unrest
Satisfaction with the socio-cultural conditions, i.e. "the freedom to worship" →	<u>Socio-Cultural Conditions</u>	<ul style="list-style-type: none"> ➤ Medical & Healthcare ➤ Education ➤ Housing, Sanitation & Transportation ➤ Income Equality & Demographic Burden ➤ Diversity & Community Cohesion
Satisfaction with political governance, i.e. "the freedom to speak" →	<u>Political Governance</u>	<ul style="list-style-type: none"> ➤ Policy Making & Implementation ➤ Government System ➤ Transparency & Accountability ➤ Corruption

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POSTER NO: 17

ACI 2015 GLOBAL LIVEABLE CITIES INDEX (GLCI)

2012 AND 2015 RANKINGS AND SIMULATION ANALYSIS OF 64 GLOBAL LIVEABLE CITIES

City	Region	2015 Simulation				2012 Rank
		Before		After		
		Rank	Std. Score	Rank	Std. Score	
Geneva	Europe	1	1.7639	1	1.8788	1
Zurich	Europe	2	1.7547	1	1.8597	2
Luxembourg	Europe	3	1.5018	3	1.6402	6
Helsinki	Europe	4	1.4939	3	1.7191	4
Stockholm	Europe	5	1.3850	3	1.5419	7
Hong Kong	Asia	6	1.3591	3	1.5671	8
Singapore	ASEAN	7	1.3180	3	1.5351	3
Auckland	Oceania	8	1.2612	3	1.5347	10
Copenhagen	Europe	9	1.2410	5	1.4572	4
Amsterdam	Europe	10	1.2020	5	1.4331	15
Berlin	Europe	11	1.1510	6	1.3751	8
Vancouver	Americas	12	1.1281	8	1.2927	14
Melbourne	Oceania	13	1.0402	10	1.2129	10
Sydney	Oceania	14	1.0361	10	1.2124	12
London	Europe	15	0.9917	10	1.1972	22
Yokohama	Asia	16	0.7433	13	1.0933	20
Paris	Europe	17	0.7415	15	0.9847	13
Tokyo	Asia	18	0.7319	13	1.0680	18
Taipei	Asia	19	0.6895	16	0.8843	27
Osaka-Kobe	Asia	20	0.6877	13	1.0424	16
Abu Dhabi	Middle East	21	0.5753	13	1.0696	32
Washington, D.C.	Americas	22	0.4711	16	0.8644	25
Boston	Americas	23	0.4599	16	0.8625	22
New York	Americas	24	0.4368	16	0.8639	17
Los Angeles	Americas	25	0.4277	16	0.8585	19
Philadelphia	Americas	26	0.4231	16	0.8331	20
Chicago	Americas	27	0.4202	16	0.8367	24
Madrid	Europe	28	0.3050	16	0.7551	30
Barcelona	Europe	29	0.2999	16	0.7632	26
Prague	Europe	30	0.2621	21	0.6453	28
Seoul	Asia	31	0.1940	22	0.5566	29
Incheon	Asia	32	0.1628	22	0.5282	31

City	Region	2015 Simulation				2012 Rank
		Before		After		
		Rank	Std. Score	Rank	Std. Score	
Rome	Europe	33	0.1062	22	0.5329	34
Kuala Lumpur	ASEAN	34	0.0958	25	0.4284	32
Jerusalem	Middle East	35	-0.2060	28	0.4065	36
Riyadh	Middle East	36	-0.4742	35	0.0407	38
Sao Paulo	Americas	37	-0.5208	35	0.0649	37
Shenzhen	Asia	38	-0.6739	36	-0.2227	41
Istanbul	Middle East	39	-0.6871	36	-0.2483	59
Guangzhou	Asia	40	-0.6952	36	-0.2442	47
Buenos Aires	Americas	41	-0.7100	35	-0.0776	58
Ho Chi Minh City	ASEAN	42	-0.7166	35	-0.1853	52
Beijing	Asia	43	-0.7167	36	-0.2668	46
Nanjing	Asia	44	-0.7244	36	-0.2858	40
Tianjin	Asia	45	-0.7255	36	-0.2757	45
Bangkok	ASEAN	46	-0.7405	35	-0.2133	41
Shanghai	Asia	47	-0.7649	36	-0.3086	39
Hanoi	ASEAN	48	-0.7751	36	-0.2438	52
Chongqing	Asia	49	-0.7866	36	-0.3369	52
Amman	Middle East	50	-0.7907	35	-0.1247	35
Mexico City	Americas	51	-0.8903	36	-0.2441	50
Jakarta	ASEAN	52	-0.9064	36	-0.4652	64
Manila	ASEAN	53	-1.0224	36	-0.4597	63
Phnom Penh	ASEAN	54	-1.0912	36	-0.3611	61
Chennai	Asia	55	-1.2515	41	-0.7121	47
Ahmedabad	Asia	56	-1.2530	40	-0.7102	43
Moscow	Europe	57	-1.2931	37	-0.5350	62
Pune	Asia	58	-1.2940	46	-0.7446	47
Delhi	Asia	59	-1.3102	42	-0.7284	57
Bangalore	Asia	60	-1.3181	47	-0.7595	55
Mumbai	Asia	61	-1.3610	47	-0.7590	55
Cairo	Middle East	62	-1.7050	51	-0.8792	43
Karachi	Asia	63	-2.4571	55	-1.2260	60
Damascus*	Middle East	-	-	-	-	51

*Damascus is excluded in 2016 due to unavailability of data caused by the civil war in Syria

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ACI 2016 GREATER CHINA LIVEABLE CITIES INDEX

2016 RANKING AND SIMULATION ANALYSIS OF 100 GREATER CHINA CITIES

City	Economy	Simulation			
		Before		After	
		Rank	Std. Score	Rank	Std. Score
Macau	Macau	1	4.5544	1	5.0213
Weihai	Shandong	2	2.8669	2	3.1049
Hong Kong	Hong Kong	3	2.6151	2	3.5392
Yantai	Shandong	4	1.4956	4	1.7807
Xiamen	Fujian	5	1.466	4	1.7515
Taipei	Taiwan	6	1.257	4	2.1959
Weifang	Shandong	7	1.1977	5	1.4833
Nantong	Jiangsu	8	1.1226	6	1.4132
Changzhou	Jiangsu	9	1.1189	6	1.342
Nanjing	Jiangsu	10	0.9566	7	1.23
Hangzhou	Zhejiang	11	0.9288	6	1.373
Dongying	Shandong	12	0.9179	6	1.2707
Binzhou	Shandong	13	0.9114	7	1.2031
Qingdao	Shandong	14	0.872	10	1.0786
Wuxi	Jiangsu	15	0.8692	7	1.1974
Yangzhou	Jiangsu	16	0.7496	10	1.0183
Tai'an	Shandong	17	0.6799	10	0.9791
Taizhou	Jiangsu	18	0.6702	11	0.9395
Lhasa	Tibet	19	0.6567	4	2.3168
Ningbo	Zhejiang	20	0.6419	8	1.117
Zibo	Shandong	21	0.5474	13	0.9091
Linyi	Shandong	22	0.5303	14	0.8722
Zhongshan	Guangdong	23	0.4917	15	0.8658
Zhuzhou	Hunan	24	0.4833	16	0.8496
Kaohsiung	Taiwan	25	0.4754	6	1.4274
Wuhu	Anhui	26	0.4711	14	0.8772
Jiaxing	Zhejiang	27	0.4634	14	0.8711
Suzhou	Jiangsu	28	0.4566	16	0.8594
Fuzhou	Fujian	29	0.4326	17	0.7155
Haikou	Hainan	30	0.3937	10	1.0544
Shanghai	Shanghai	31	0.3816	10	1.0699
Jinan	Shandong	32	0.3788	16	0.7701
Hefei	Anhui	33	0.3755	17	0.7114
Changde	Hunan	34	0.3612	16	0.8181
Shenzhen	Guangdong	35	0.3581	8	1.1602
Dalian	Liaoning	36	0.3493	17	0.7286
Zhangzhou	Fujian	37	0.3358	17	0.7203
Xuchang	Henan	38	0.3064	17	0.72
Taizhou	Zhejiang	39	0.293	16	0.7788
Shaoling	Zhejiang	40	0.2884	17	0.7143
Jinhua	Zhejiang	41	0.2681	17	0.6998
Nanning	Guangxi	42	0.2576	21	0.5942
Dezhou	Shandong	43	0.2239	21	0.597
Beijing	Beijing	44	0.1923	10	1.0686
Jining	Shandong	45	0.1773	22	0.5365
Ordos	Inner Mongolia	46	0.1726	8	1.1427
Taichung	Taiwan	47	0.1509	8	1.1384
Zhenjiang	Jiangsu	48	0.1226	23	0.4886
Yueyang	Hunan	49	0.1118	21	0.5617
Yichang	Hubei	50	0.1079	29	0.4421

City	Economy	Simulation			
		Before		After	
		Rank	Std. Score	Rank	Std. Score
Quanzhou	Fujian	51	0.1071	25	0.4775
Yinchuan	Ningxia	52	0.0331	16	0.8136
Yancheng	Jiangsu	53	0.0209	37	0.3417
Huai'an	Jiangsu	54	-0.0186	25	0.4773
Xuzhou	Jiangsu	55	-0.0376	42	0.2572
Chengdu	Sichuan	56	-0.0436	29	0.4406
Luoyang	Henan	57	-0.0775	30	0.3958
Liaocheng	Shandong	58	-0.099	39	0.2924
Chongqing	Chongqing	59	-0.1045	43	0.2318
Baotou	Inner Mongolia	60	-0.1111	20	0.6358
Guiyang	Guizhou	61	-0.1636	22	0.5231
Liuzhou	Guangxi	62	-0.1664	44	0.2151
Kunming	Yunnan	63	-0.1864	38	0.3052
Jilin City	Jilin	64	-0.2495	30	0.3854
Daqing	Heilongjiang	65	-0.3105	16	0.8358
Changsha	Hunan	66	-0.3362	44	0.1951
Guangzhou	Guangdong	67	-0.3644	21	0.6247
Heze	Shandong	68	-0.3884	52	0.0539
Zaozhuang	Shandong	69	-0.479	52	0.0959
Nanchang	Jiangxi	70	-0.5132	52	0.0991
Tianjin	Tianjin	71	-0.5437	49	0.1145
Jiangmen	Guangdong	72	-0.5908	53	0.0249
Cangzhou	Hebei	73	-0.6035	55	-0.0395
Shenyang	Liaoning	74	-0.6379	52	0.0811
Xi'an	Shaanxi	75	-0.6422	54	0.0085
Huizhou	Guangdong	76	-0.6674	47	0.1425
Taiyuan	Shanxi	77	-0.7039	48	0.1264
Xiangyang	Hubei	78	-0.8188	65	-0.279
Xining	Qinghai	79	-0.8678	52	0.0238
Changchun	Jilin	80	-0.8895	54	0.0095
Langfang	Hebei	81	-0.8937	66	-0.3168
Wenzhou	Zhejiang	82	-0.8969	52	0.0484
Anshan	Liaoning	83	-0.9228	60	-0.1139
Dongguan	Guangdong	84	-0.9275	23	0.492
Zhengzhou	Henan	85	-0.937	65	-0.2831
Foshan	Guangdong	86	-0.9714	53	0.0193
Wuhan	Hubei	87	-1.0222	54	-0.0243
Shijiazhuang	Hebei	88	-1.1436	67	-0.3714
Tangshan	Hebei	89	-1.1747	66	-0.3325
Urumqi	Xinjiang	90	-1.1809	54	-0.0198
Handan	Hebei	91	-1.2396	68	-0.3942
Hengyang	Hunan	92	-1.2587	72	-0.5984
Harbin	Heilongjiang	93	-1.446	71	-0.5367
Yulin	Shaanxi	94	-1.4473	74	-0.6281
Baoding	Hebei	95	-1.4487	76	-0.6691
Nanyang	Henan	96	-1.4494	70	-0.5106
Zhanjiang	Guangdong	97	-1.5535	64	-0.2118
Hohhot	Inner Mongolia	98	-1.6465	70	-0.5116
Lanzhou	Gansu	99	-2.1154	80	-0.9089
Maoming	Guangdong	100	-2.3776	72	-0.5992

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ACI 2017 URBAN DEVELOPMENT INDEX FOR 17 SHANDONG CITIES



Xi Jinping
7th President of the
People's Republic of China

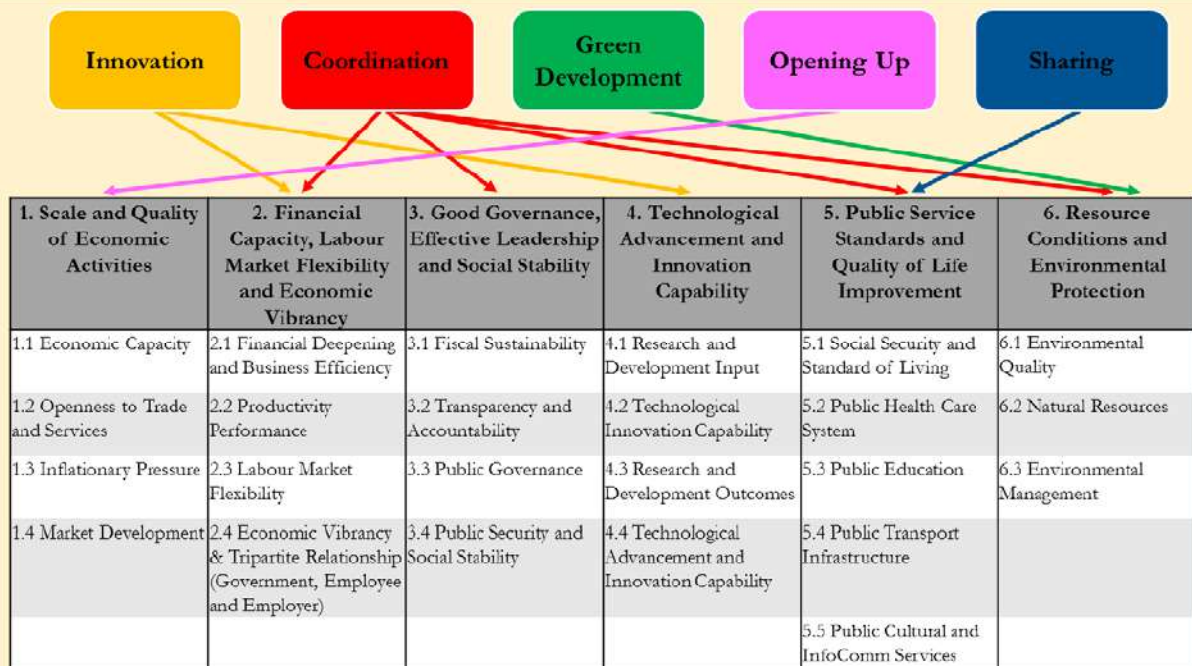
"...the concepts of innovative, coordinated, green, open, and shared development have not simply been conjured up; rather, they have been formed on the basis of deep reflection on the experiences and lessons of development in China and abroad, and on the basis of a penetrating analysis of major development trends both domestically and internationally. They reflect our Party's deepened understanding of the underlying laws that govern economic and social development, and have been introduced in view of pronounced problems in our country's development.

1. The focus of *innovative development* is to address the issue of growth drivers;
2. The focus of *coordinated development* is to address the issue of unbalanced development;
3. The focus of *green development* is to address the issue of harmony between humankind and nature;
4. The focus of *open development* is to address the issue of internal and external coordination in development;
5. The focus of *shared development* is to address the issue of social equity and justice

Interconnected and mutually reinforcing, these five major concepts form a whole that requires unified implementation. None of the principles can be emphasized over, or in place of, any of the others. If our implementation of any one of these principles falls short, our entire process of development will be adversely affected."

— Excerpt from President Xi's speech at the Fifth Plenary Session of the Eighteenth CPC Central Committee, October 29, 2015

THE THEORETICAL FRAMEWORK* BASED ON PRESIDENT XI'S FIVE DEVELOPMENT CONCEPTS

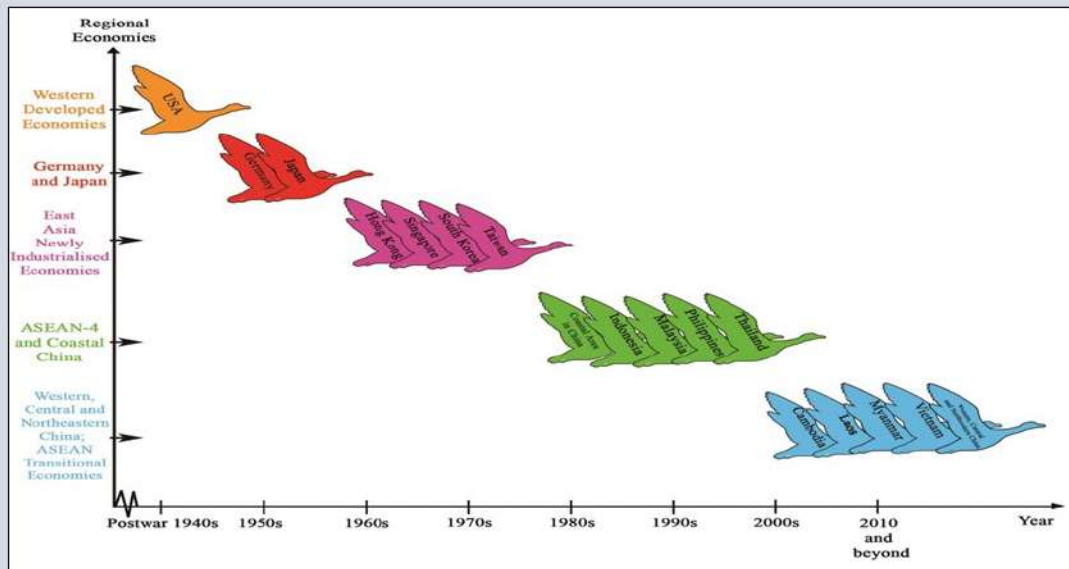


* Jointly developed by Asia Competitiveness Institute (ACI) and Shandong Academy of Social Sciences (SASS)

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FLYING GEESE MODEL

Transfer of comparative advantage from developed to newly industrialised and developing economies, leading to waves of growth



SHIFTS IN GLOBAL ENGINES OF GROWTH, 1980-2020*

Relative Importance of USA vs. China as an Engine of Growth for ASEAN-5		Relative Importance of China vs. Japan as an Engine of Growth for ASEAN-5		Relative Importance of EU vs. China as an Engine of Growth for ASEAN-5	
Period	Ratio	Period	Ratio	Period	Ratio
1980-89	9.17	1980-89	0.31	1980-89	4.49
1990-99	4.30	1990-99	0.71	1990-99	2.41
2000-10	1.53	2000-10	1.88	2000-10	1.02
2011-20	0.65*	2011-20	4.52*	2011-20	0.51*

* Forecasted by ACI

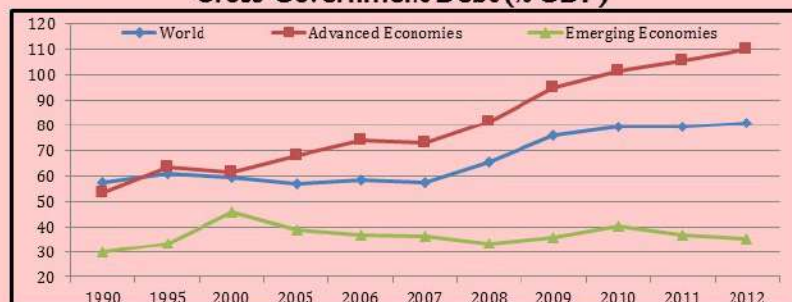
Source: Tan Kong Yam, Tilak Abeysinghe, and Tan Khee Giap (2014). "Shifting Drivers of Growth: Policy Implications for ASEAN-5." **Asian Economic Papers**, MIT Press (USA)

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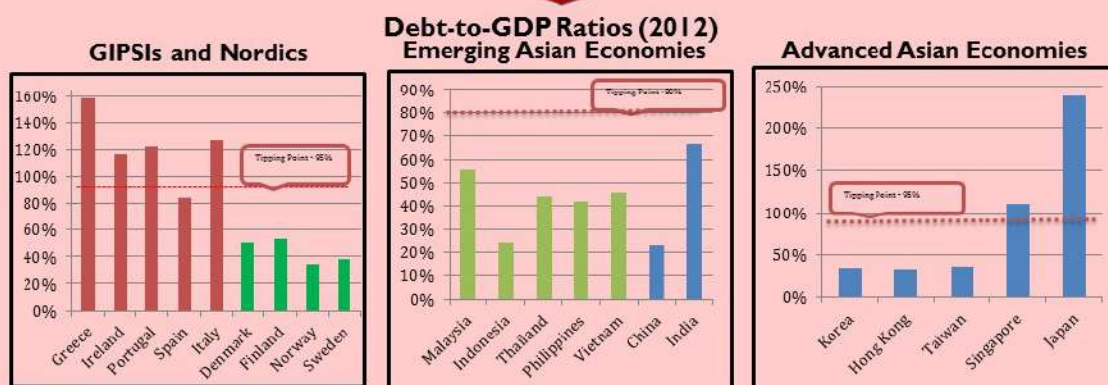
ACI 2014 FISCAL SUSTAINABILITY AND COMPETITIVENESS OF SELECTED EUROPEAN AND ASIAN ECONOMIES

Over the past two decades, fiscal positions of many advanced economies have deteriorated significantly, leading to mounting concerns about debt sustainability. This study focuses on issues relating to the crisis, competitiveness and fiscal sustainability in three sets of economies including the Nordics, GIPSIs and Asia*.

Gross Government Debt (% GDP)



Methodology: $Export_{it} = \alpha_{it} + \beta X_{it} + \gamma_1 Debt_{it} + \gamma_2 Debt_{it}^2 + \epsilon_{it}$



* Nordic economies covers Denmark, Finland, Norway and Sweden; GIPSIs refers to Greece, Ireland, Portugal, Spain and Italy; Asia comprises of Malaysia, Indonesia, Thailand, Philippines, Vietnam, China, India, Korea, Hong Kong, Taiwan, Singapore and Japan

10 BROAD LESSONS FOR FISCAL SUSTAINABILITY AND COMPETITIVENESS

1. Regain price competitiveness in the tradables sector, for which domestic price and/or exchange rate flexibility is instrumental
2. Ensure effective budget institutions to regain and maintain fiscal discipline
3. Improve quality and transparency of data on the budget, including contingent liabilities and other off-budget risks
4. Learn from the experiences of other countries and regions to avert future crises events
5. Appreciate that foreign exchange and financial markets are imperfect and tend to over-react
6. Market discipline and self-regulation in the financial sector is insufficient and needs to be fortified with macroprudential policies to limit systemic risk
7. Ensure adequate liquidity as a safeguard against future financial crises
8. Enhance monetary and financial cooperation (*not* monetary integration) processes to deal with crises and the negative spillovers
9. Credible monetary integration requires significant *de facto* intraregional mobility and enhanced intraregional fiscal transfers
10. Social welfare policies to cushion the populace against harsh market shocks must not hinder flexibility and fiscal discipline

In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

ACI 2016 AGRICULTURAL PRODUCTIVITY ANALYSIS FOR ASIAN ECONOMIES

Period: 2000-2010
TFP Growth: 1.5%



Period: 1990-2012
TFP Growth: 2.8%



"Agriculture is our wisest pursuit, because it will in the end contribute most to real wealth, good morals, and happiness."

Thomas Jefferson (3rd U.S. President)
Quote from letter to George Washington, 1787



Period: 2000-2011
TFP Growth: 3.2%



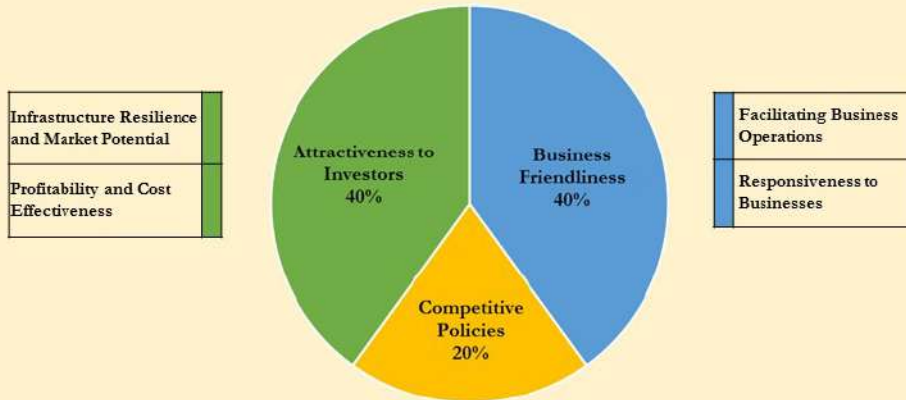
Period: 2000-2011
TFP Growth: 1.4%

- Provincial/ State-level agricultural Total Factor Productivity (TFP) analysis of Mainland China, India and Indonesia.
- National-level agricultural TFP analysis of eight ASEAN countries.

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ACI 2016 EASE OF DOING BUSINESS INDEX ON ATTRACTIVENESS TO INVESTORS, BUSINESS FRIENDLINESS AND COMPETITIVE POLICIES (EDB INDEX ABC) OF INDIA AND INDONESIA

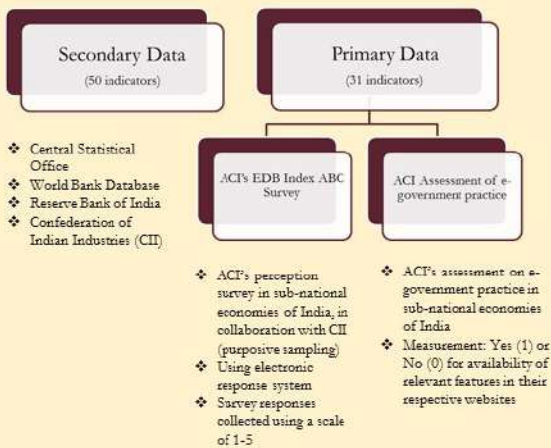
METHODOLOGY FOR EDB INDEX ABC



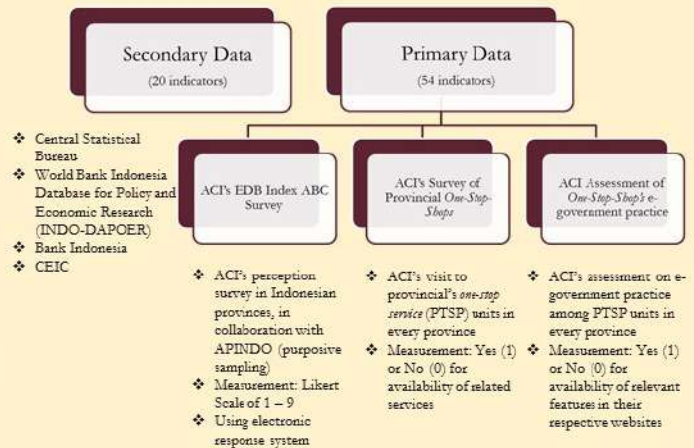
	No. of Environments	No. of Sub-environments	No. of Indicators
India	3	5	81
Indonesia	3	5	74

DATA SOURCES

Data Sources: India



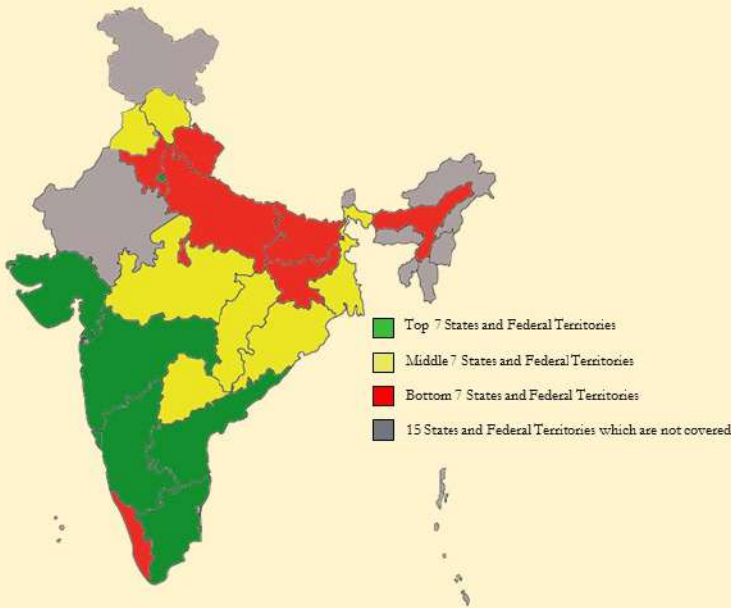
Data Sources: Indonesia



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ACI 2016 EASE OF DOING BUSINESS INDEX ON ATTRACTIVENESS TO INVESTORS, BUSINESS FRIENDLINESS AND COMPETITIVE POLICIES (EDB INDEX ABC) OF 21 SUB-NATIONAL ECONOMIES OF INDIA

EDB INDEX ABC: OVERALL RANKING AND STANDARDISED SCORES*



Rank	Economy	Std. Score
1	Maharashtra	2.3182
2	Gujarat	1.3877
3	Delhi [#]	1.2635
4	Goa	0.8780
5	Andhra Pradesh [^]	0.6996
6	Tamil Nadu	0.4808
7	Karnataka	0.3603
8	Madhya Pradesh [^]	0.3170
9	Himachal Pradesh	0.2658
10	Telangana	0.0977
11	Punjab [^]	-0.0141
12	West Bengal	-0.1683
13	Chhattisgarh [^]	-0.2096
14	Odisha [^]	-0.2931
15	Kerala	-0.3204
16	Haryana	-0.6433
17	Jharkhand	-0.8566
18	Uttarakhand	-0.9771
19	Bihar [^]	-1.0166
20	Assam	-1.2682
21	Uttar Pradesh	-2.3014

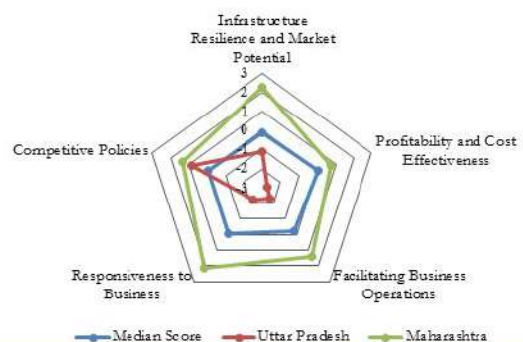
* Results based on 2013 data
[^] States with which ACI has signed Memorandums of Understanding (MoUs)
[#] denotes Federal Territory

2016 MAXIMUM AND MEDIAN WEB ANALYSIS FOR EDB INDEX ABC OF MAHARASHTRA AND UTTAR PRADESH

Maximum EDB Index ABC Web
 Rank 1st: Maharashtra
 Rank 21st: Uttar Pradesh



Median EDB Index ABC Web
 Rank 1st: Maharashtra
 Rank 21st: Uttar Pradesh



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ACI 2016 EASE OF DOING BUSINESS INDEX ON ATTRACTIVENESS TO INVESTORS, BUSINESS FRIENDLINESS AND COMPETITIVE POLICIES (EDB INDEX ABC) OF 34 SUB-NATIONAL ECONOMIES OF INDONESIA

EDB INDEX ABC: OVERALL RANKING AND STANDARDISED SCORES*



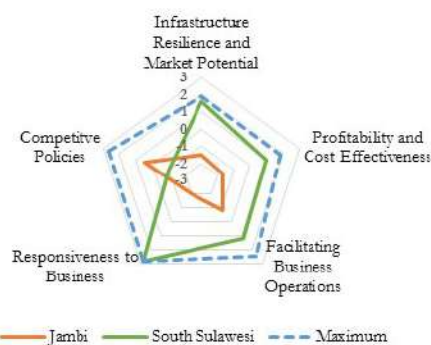
Rank	Economy	Std. Score
1	South Sulawesi	1.857
2	DKI Jakarta	1.618
3	East Java	1.542
4	Central Java	1.486
5	West Java	1.249
6	Bali	1.089
7	North Sulawesi	0.927
8	Central Sulawesi	0.913
9	DI Yogyakarta	0.865
10	South Kalimantan	0.42
11	Aceh	0.235
12	Banten	0.233
13	Gorontalo	0.214
14	West Nusa Tenggara	0.168
15	East Kalimantan [^]	0.151
16	Central Kalimantan	0.097

Rank	Economy	Std. Score
17	Bangka Belitung Islands	0.065
18	Southeast Sulawesi	-0.004
19	West Kalimantan	-0.035
20	Lampung	-0.111
21	Mahuku	-0.139
22	East Nusa Tenggara	-0.193
23	Riau	-0.352
24	North Mahuku	-0.707
25	Papua	-0.798
26	Bengkulu	-0.832
27	West Sulawesi	-1.022
28	North Sumatra	-1.21
29	South Sumatra	-1.225
30	Riau Islands	-1.392
31	West Papua	-1.449
32	West Sumatra	-1.813
33	Jambi	-1.846

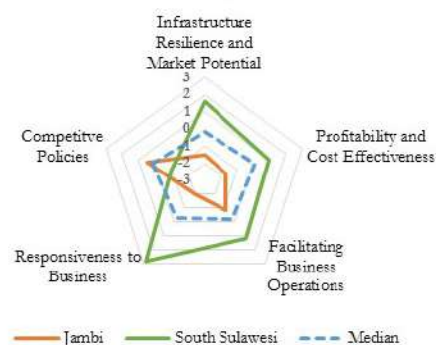
[^] Includes North Kalimantan

2016 MAXIMUM AND MEDIAN WEB ANALYSIS FOR EDB INDEX ABC OF SOUTH SULAWESI AND JAMBI

Maximum EDB Index ABC Web
 Rank 1st: South Sulawesi
 Rank 33rd: Jambi



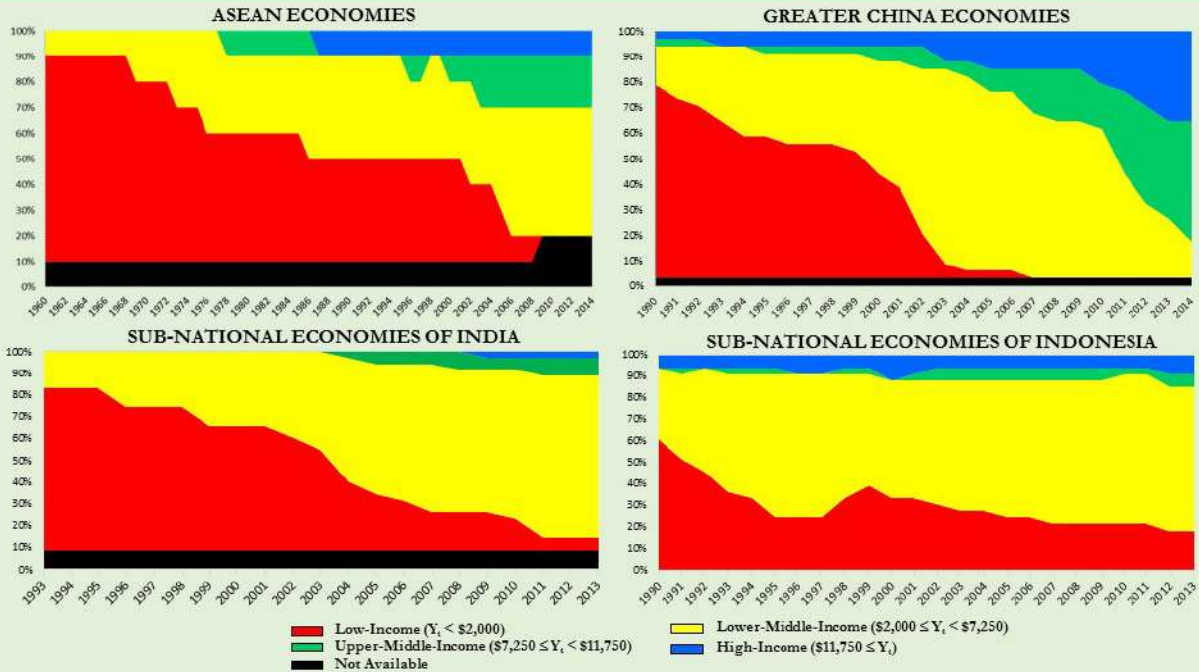
Median EDB Index ABC Web
 Rank 1st: South Sulawesi
 Rank 33rd: Jambi



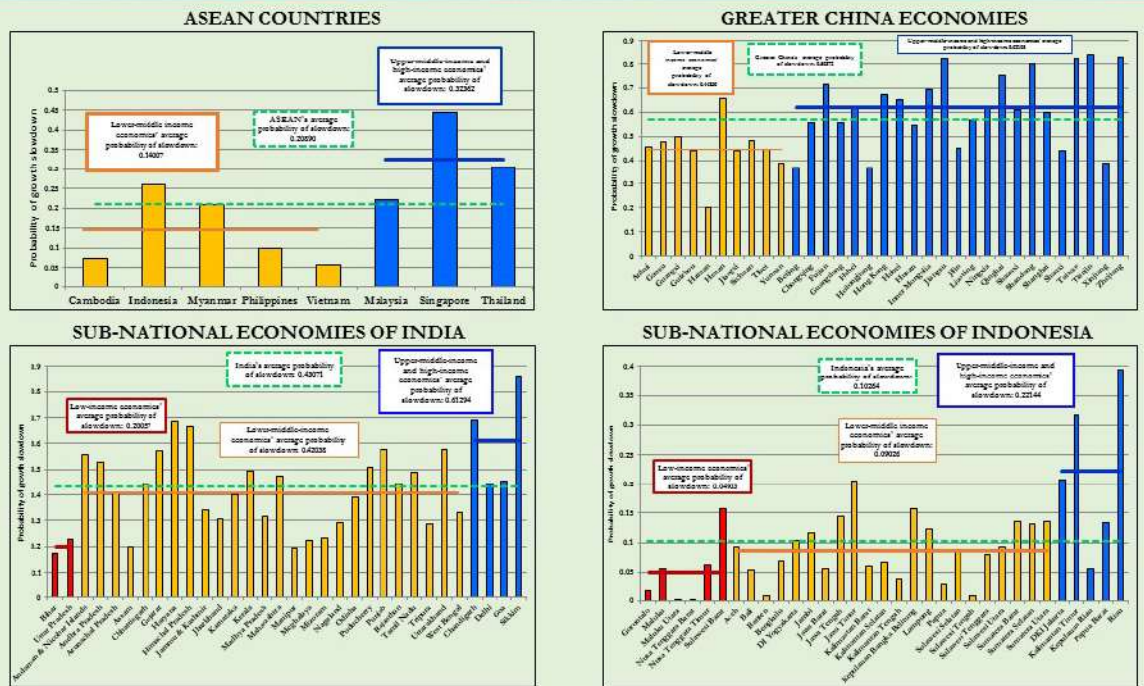
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ACI 2016 GROWTH SLOWDOWN ANALYSIS BY INCOME THRESHOLDS FOR ASEAN, GREATER CHINA, INDIA AND INDONESIA

DISTRIBUTION OF ECONOMIES BY INCOME CATEGORIES



PREDICTIVE PROBABILITIES OF GROWTH SLOWDOWN OVER THE PERIOD OF 2012-2017



In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 99 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

ACI 2016 RESEARCH ON THE RELATIONSHIP BETWEEN EXCHANGE RATES AND FOREIGN DIRECT INVESTMENT

RESEARCH OBJECTIVE

To empirically estimate the impact of real effective exchange rate movements on foreign direct investment inflows to the economies of ASEAN and sub-national economies of Indonesia, Mainland China and India.



Note: A rise in real effective exchange rate index indicates currency appreciation and vice versa

METHODOLOGY

$$fdi_{it}^* = c_0 + \alpha X_t + \delta Y_{it} + \gamma_i + e_t + \varepsilon_{it}$$

fdi_{it}^* refers to the equilibrium level of FDI to sub-national economy i at time t ; X_t is the time varying independent variable; Y_{it} is a matrix of control variables measured at time t for sub-national economy i including macro-economic, financial, infrastructure and human capital related variables; γ_i represents sub-national economy fixed effects; e_t denotes time fixed effects; ε_{it} is the idiosyncratic error term.

EMPIRICAL RELATIONSHIP BETWEEN REAL EFFECTIVE EXCHANGE RATES AND FOREIGN DIRECT INVESTMENT INFLOWS

Economy	Time Period	Model Specification	Dependent Variable	Sign and Significance of REER	Sign and Significance of REER Volatility	Policy Inference
India	2000-2013	Panel Fixed Effects	FDI/GDP	Negative and Significant	Positive and Significant	FDI tends to be domestic-oriented
Mainland China	1995-2014			Negative and Significant	Negative and Significant	FDI tends to be export-oriented
ASEAN-9	1995-2014		Growth Rate of FDI Inflows	Negative and Significant	Negative and Insignificant	FDI tends to be export-oriented
Indonesia	2000-2014		Log of FDI Inflows	Negative and Significant	Negative and Significant	FDI tends to be export-oriented

In 2016 and 2017, ACI was ranked 13th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

2014 ACI VALUE CHAIN OF ASEAN-JAPAN CREATIVE INDUSTRY



- Made **IN** Japan
- Made **FROM** Japanese components
- Made **BY** Japanese technologies
- Made **WITH** Japanese partnership



Life style



Food



Fashion

In 2016 and 2017, ACI was ranked 12th globally, 2nd in Asia and 1st in Singapore amongst 90 think tanks worldwide under the "Best University Affiliated Think Tank" category by the Think Tanks and Civil Societies Program at the University of Pennsylvania, USA.

NOTES

Poster 1: ACI COMPETITIVENESS METHODOLOGY FOR ASEAN, GREATER CHINA, INDIA AND INDONESIA

This poster is about the ACI competitiveness methodology, which is the common framework used in all of our competitiveness studies on ASEAN, Greater China, India and Indonesia. The objective of our research is to find out the relative competitiveness of each economy.

The Overall Competitiveness that we have adopted is comprehensive because it covers four major environments which take into account the Macroeconomic Stability, the Government and Institutional Setting, the Financial, Businesses and Manpower Conditions as well as the Quality of Life and Infrastructure Development.

Each environment is further divided into sub-environments which consist of respective indicators. We use a standardised score statistical method which measures the performance difference between a specific economy versus the average economy as shown in the formula.

Poster 2: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF ASEAN-10 ECONOMIES

The poster shows the map of ASEAN and the 2016 Overall Competitiveness ranking of the 10 ASEAN economies.

We have been tracking the rankings of these economies for the past decade. From 2000 to 2014, five ASEAN economies have maintained the same ranking with Singapore and Malaysia top the ranking while Cambodia, Laos and Myanmar are in the bottom three. One point to highlight is that Brunei has displaced Thailand and ranked 3rd for the first time in 15 years.

Meanwhile, Indonesia was ranked 6th and has improved to 5th in recent years. By looking at the scores of Indonesia, we see a very promising trend. In the early 2000s, the score for Indonesia is negative but it has gradually turned positive by mid-2000s. This means that Indonesia has transformed from being a below average performer to an above average performer in ASEAN.

In the meantime, Philippine, Vietnam, Cambodia, Laos and Myanmar remain to be the five countries to perform below average in ASEAN across 2000 to 2014.

Poster 3: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF ASEAN-10 ECONOMIES

Ranking exercise can be like a beauty contest, and obsession with ranking is wrong and dangerous! This poster reports the “What-if” simulation analysis conducted by ACI to find out if each economy were to improve on the scores of its 20% weakest indicators to the average level, how their relative competitiveness would have improved?

Our findings revealed that simulated scores for all ASEAN economies have improved but only a number of them are able to improve on their ranking. As can be seen in the table, the economy that could improve most is Myanmar, which potentially can improve its ranking by two places to 8th.

From the maximum and median web charts, we are able to compare the relative competitiveness of the top performer which is Singapore with the lowest performer Myanmar against the median of each sub-environment. Myanmar, although ranked 10th and below the norm, is not too far off from the median in terms of productivity performance. The other chart illustrates the competitiveness of the same two economies against the maximum of each sub-environment. We can see that Singapore is setting the bar for most but should also be wary of its worsening labour market flexibility.

Poster 4: ACI 2014 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF ASEAN-10 ECONOMIES

This poster summarises the strengths and weaknesses of ASEAN-10 economies.

For Indonesia, we have identified its large population and relatively low labour cost as a strength coupled with improvement in overall competitiveness in 2014. On the other hand, Indonesia’s weaknesses lie in its volatile exchange rate fluctuations and underdeveloped ICT Infrastructure.

Our research revealed that while Malaysia and Singapore are strong in physical infrastructure, they have a common weakness in rising labour cost. Philippines’ weakness is in its underdeveloped physical and technological infrastructure despite having a flexible labour market. Meanwhile, Brunei’s socio-political stability and fiscal balance have lifted its competitiveness ranking over Thailand which is hampered by the political instability and government effectiveness.

ASEAN as a region has a lot of potential and also plenty to offer globally if we could maximise our strengths and overcome our weaknesses and consequently to emerge as an attractive destination for investors.

Poster 5: ASIA ECONOMIC CONNECTIVITY VISION (AECV) 2030

The Asia Economic Connectivity Vision (AECV) 2030 is a flagship project that aims to work towards greater economic integration across continents, promotes trade and investment, ensuring sustainable and inclusive development along with poverty reduction and improved governance for governments and institutions.

The mission and commitments include the adoption of a proactive consultative ASEAN-centric approach that taps into ACI's regional networks amongst policy-makers, researchers and private sector partners. Through identifying stakeholders who shared common vision and interests so as to claim ownership for development projects which should stimulate catalytic changes within Asia.

The five broad proposals by ACI include the "Flying Geese" model of manufacturing migration, infrastructure investment and development, Asia as a food basket with enhance agricultural productivity, sustainable green and liveable ecosystem with inclusive development and ASEAN as a regional, trade and services hub.

Based on ACI's projected 2030 Target Performance Indicators, greater Asia economic integration will be achieved through infrastructure development, improved institution governance and people-to-people connectivity.

Poster 6: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 34 GREATER CHINA ECONOMIES

The poster summarises results of competitiveness studies on 34 Greater China economies.

The map on China shows the geographical distribution of the level of competitiveness, coded in "traffic light" colors, which show clear patterns. The most competitive economies are predominantly from the Eastern Coastal Area. The relative competitiveness declines gradually as we move towards the western inland areas.

The table shows the evolution over time of competitiveness performance. We noticed that while Taiwan and Hong Kong maintained their top two positions in the league in the period between 2000 and 2008, their overall competitiveness scores kept decreasing, with provinces such as Guangdong and Jiangsu catching up steadily as we can see from the shrinking gap in scores between them. Guangdong and Jiangsu has been ranked 1st and 2nd respectively since 2011.

Poster 7: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 34 GREATER CHINA ECONOMIES

This poster shows the results on "What-If" simulation analysis for 34 Greater China economies. Under the simulation exercise, each economy is assumed to improve their top 20% weakest indicators to the average level, and we then do the computation and ranking again.

Any big jump in score and ranking will indicate that the economy has the potential to achieve greater improvement once policy instruments are in place to overcome its weaknesses. Interestingly, we find that it is the central and western economies currently with poor rankings that have the greatest potential for improvement which is an exciting finding.

The web charts below can help us to visualize the comparison in competitiveness of Guangdong and Tibet in each sub-category, both against each other, or against the median or maximum level.

Poster 8: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF FIVE REGIONS OF GREATER CHINA

This poster reports on findings for China's regional competitiveness analysis.

According to the official planning by the central government, Mainland China is divided into four regions, namely Eastern Coastal Area, Central, Western and North Eastern. Due to the special relationship with the mainland and similarities among Hong Kong, Macau and Taiwan, we grouped them as another region of Greater China.

The latest results show that the Eastern Coastal Area has surpassed Hong Kong, Macau and Taiwan in the overall regional competitiveness. The three other regions of China are trailing behind. Western and Central China are ranked the 3rd and the 4th place respectively with narrow gap in scores, whereas North Eastern China is ranked at the bottom with substantial gap from the others.

We can zoom in to compare the competitiveness at sub-category level, and four boxes below summarise the relative strengths and weaknesses for each region.

Poster 9: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 36 SUB-NATIONAL ECONOMIES OF INDIA

In this poster, based on ACI's comprehensive methodology, the Overall Competitiveness ranking for states and federal territories of India are coded in "traffic light" colours, that is the top-10 positions in green, the bottom-10 positions in red and the middle-16 positions in yellow.

Overall, we noticed that top-10 states are concentrated in the south and the west of the country with only a few from the north and the east, whereas the bottom-10 states are concentrated in the east and the northeast of the country.

The table at the bottom indicates the trends for Overall Competitiveness for the 36 states and federal territories of India between 2000 and 2014. We can see that the top 3 states of Maharashtra, Delhi and Tamil Nadu have retained their positions across all the 15 years. Among the bottom ranked states, Bihar which appeared in the bottom-10 from 2000-2007, began to move up between 2008 and 2010. However, it fell back into the bottom-10 again from 2011 onwards.

Poster 10: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 36 SUB-NATIONAL ECONOMIES OF INDIA

This poster shows the results for the What-If simulation analysis for the 36 states and federal territories of India. It is reassuring to see Bihar improves by 17 positions from rank 28 to 11, Jharkhand improves by 14 positions from rank 36 to 22 and Punjab improves by eight positions from rank 16 to 8. ACI's What-If Competitiveness Simulation assists economies to direct their limited resources into areas which increase their competitiveness significantly.

The two web-charts provide a high-level snapshot to better understand the strengths and weaknesses of a sub-national economy by comparing the performance of Maharashtra (ranked 1st) versus Jharkhand (ranked last). The first chart contrasts the performance of these two economies with the maximum scores attained across the 36 sub-national economies while the second chart compares the scores to the median performer.

We can see that the lowest-ranked Jharkhand scores lower than the median scores for almost all the sub-environments while the top ranked Maharashtra sets the maximum score for most of the sub-environments.

Poster 11: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF FIVE REGIONS OF INDIA

This poster reports the findings for India's regional competitiveness analysis.

Based on the regional classification by the Confederations of Indian Industry (CII), India is divided into five regions, namely Eastern, North Eastern, Southern, Northern and Western Region.

The latest results show that the Western Region is ranked 1st in terms of overall competitiveness, followed by the Southern and Northern Regions ranked 2nd and 3rd respectively. The Eastern Region and the Northeastern region are ranked 4th and 5th respectively, with both the regions performing well below the national average across all regions in India.

The competitiveness picture at the sub-environment level is summarised in the four boxes which show the relative strengths and weaknesses for each region.

Poster 12: ACI 2014 MASTERPLAN ON STRATEGIC REGIONAL ECONOMIC DEVELOPMENT FOR INDIA: VISION 2030

This poster is the ACI proposed "Masterplan on Strategic Economic Development for India".

We adopted the regional classification made by Confederation of Indian Industry, but we also discovered that neither Confederation of Indian Industry nor other institutions which did India zoning classifications provide any write-up to help the region to identify what their potentials are and how to realize their potentials. ACI conducted regional competitiveness analysis and proposed this Masterplan based on strengths and weaknesses of each region.

Our studies revealed that Northeastern region is the least competitive. However, by considering its geographical advantage and natural resource endowment, we propose in our Masterplan that the region develops cross-border trade, horticulture and forestry.

In our Masterplan, ACI also makes forecasts to 2030 key indicators of India such as Macroeconomic factors, Infrastructure and Human Capabilities Development which encompassed GDP, foreign direct investment, employment, literacy rate, poverty rate and others.

Poster 13: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF 34 SUB-NATIONAL ECONOMIES OF INDONESIA

This poster with map of Indonesia coded in “traffic light” colours shows the geographic concentrations of Indonesian provinces with high and low competitiveness. The top performing provinces are still dominated by Java. However, other top-10 provinces are more evenly spread, with two from Kalimantan, and two from Sulawesi.

Provinces in eastern Indonesia still dominate the Bottom-10, but the lowest performers are not only found in the east. All four provinces from Papua and Maluku region occupy the Bottom-10, as are one province from Sulawesi, East Nusa Tenggara, as well as four provinces from Sumatra.

Five general conclusions can be drawn: (1) provinces in Java are very competitive; (2) provinces in Kalimantan are relatively competitive, (3) provinces in Sumatra and Sulawesi show mixed results, (4) provinces in Nusa Tenggara, Maluku and Papua islands are generally less competitive, and (5) there is a large gap in competitiveness between Jakarta and the other provinces.

Poster 14: ACI 2016 WHAT-IF COMPETITIVENESS SIMULATION ANALYSIS OF 34 SUB-NATIONAL ECONOMIES OF INDONESIA

This poster shows the ranking and score for each province, before and after policy simulation. After simulation, some provinces are able to jump many positions while others could only improve their ranking incrementally.

Some of the provinces which could jump multiple positions include Bengkulu, North Sumatra, West Sulawesi, Gorontalo, and Southeast Sulawesi. These are provinces which actually have much potential, but some of their weakest indicators drag them down heavily.

These two web charts compare the top performing province (Jakarta – shown in red) and the lowest performing province (Papua – shown in blue) with the average province. Jakarta scores much higher than the average province in many aspects, but in terms of Quality of Life, Labour Market, and Governance, Jakarta is just the same as any average province. Meanwhile, Papua scores substantially below average, except for Regional Economic Vibrancy and Openness to Trade and Services.

Poster 15: ACI 2016 COMPETITIVENESS RANKING AND SIMULATION ANALYSIS OF SIX REGIONS OF INDONESIA

This poster shows the competitiveness ranking of six Indonesian regions.

We found that Java region leads the pack, while Kalimantan trails in 2nd position, followed by Sulawesi at 3rd place, Sumatra at the 4th, Bali-Nusa Tenggara at the 5th, and Maluku-Papua at the 6th and last place.

Interestingly although Java region still holds the top position, Kalimantan region emerges as the runner-up. Meanwhile for Sumatra Region, often coined as the country's other engine of development in western Indonesia, is ranked only at the 4th place.

These charts enable us to see more in detail the strengths and weaknesses of each region. For example, in terms of Macroeconomic Stability, although the Sumatra region is doing relatively well, it does not attract much foreign investment. Meanwhile, in terms of Government and Institutional Setting, Sulawesi region is doing well in terms of institutions, governance, and rule of law, but lacks public fiscal capacity.

Poster 16: ACI 2016 RANKINGS OF COST OF LIVING AND PURCHASING POWER FOR EXPATRIATES AND ORDINARY RESIDENTS AMONGST 103 WORLD'S MAJOR CITIES

Cost of living research is a flagship project in ACI and our indices differ from other similar studies in two aspects:

The ACI study distinguishes the cost of living between expatriates and ordinary residents of a city and instead of gearing towards western consumption, ACI indices include local consumption baskets.

In the latest ranking exercise, Singapore's cost of living for expatriates came in 4th while ordinary residents ranked 49th amongst 103 of the world's major cities. The difference lies in their dissimilar consumption patterns and different lifestyles.

In the case study on Singapore, cost of living for expatriates is inflated due to higher consumption in housing, private transportation and education in international schools. In contrast, lower cost of education and healthcare explained the favourable ranking for ordinary Singapore residents.

ACI's cost of living indices are relevant to policy-makers who benchmark economic well-being of ordinary residents and useful for MNCs to match compensation packages for expatriate employees accordingly.

Poster 17: ACI GLOBAL LIVEABLE CITIES INDEX (GLCI): THE CONCEPTUAL FRAMEWORK

This poster illustrates the conceptualization of the city liveability framework, most pertinent given the rapid pace of urbanization worldwide.

The biggest challenge and the most important question confronting us is how "liveability" is defined, and the answer to the question was inspired by U.S. President Franklin Roosevelt. ACI's conceptual framework is established by rationalizing President Roosevelt's speech in 1941, where he mentioned there are "four essential human freedoms":

- "The freedom from want" corresponds to our environment of "Economic Vibrancy & Competitiveness"

- “The freedom from fear” corresponds to “Domestic Security & Stability”
- “The freedom to worship” corresponds to “Socio-Cultural Conditions”
- “The freedom to speak” corresponds to “Political Governance”

ACI supplemented the framework by including another important aspect of liveability, which is “Environmental Friendliness & Sustainability”.

Poster 18: ACI 2015 GLOBAL LIVEABLE CITIES INDEX (GLCI)

Complementing our competitiveness studies, we have also conducted the liveability ranking of world’s 64 major cities as shown in the poster. The score of a city reflects its performance relative to the average performance of all cities covered in this study. A score of zero indicates that the city is an average performer while a positive (negative) score indicates that the performance of the city is better (worse) than the average of the 64 cities.

Our research findings revealed that Geneva, Zurich and Luxembourg are the top three liveable cities. Hong Kong, Singapore, Tokyo, Taipei and Osaka-Kobe are the only six Asian cities that managed to get into top 20 rankings. Besides the ranking itself, ACI also conducted simulation studies to help cities improve their liveability.

Currently, the Global Liveable Cities Index have been extended to 100 Greater China cities (see Poster 19) and Urban Development Index for 17 Shandong Cities (see Poster 20). The data for GLCI is also currently used for a study on balanced development in Vietnam, which will incorporate data for Hanoi and Ho Chi Minh City into the analysis.

Poster 19: ACI 2016 GREATER CHINA LIVEABLE CITIES INDEX

We have extended the liveability ranking to 100 Greater China cities in 2016. The Greater China Liveable Cities Index (GCLCI) ranks the liveability of 100 cities in Greater China based on ACI Global Liveable Cities Index (GLCI) conceptual framework.

In general, cities from Hong Kong, Macau, and Taiwan perform well in overall liveability ranking. The top five liveable cities in Greater China are Macau, Weihai, Hong Kong, Yantai and Xiamen.

The “what-if” simulation results illustrate the potential for cities in the Greater China region to scale greater heights in liveability. For instance, Shanghai could move up 21 places, from its current ranking of 31st to the 10th position after the simulation. Beijing’s ranking could leapfrog from the 44th to the 10th position after the simulation.

Poster 20: ACI 2017 URBAN DEVELOPMENT INDEX FOR 17 SHANDONG CITIES

The Inaugural ACI Urban Development Index for 17 Shandong Cities is built upon the theoretical underpinning of President Xi Jinping's Five Development Concepts. In his speech at the Fifth Plenary Session of the Eighteenth CPC Central Committee, President Xi explained the Five Development Concepts.

The focus of innovative development is to address the issue of growth drivers.

- The focus of coordinated development is to address the issue of unbalanced development, which has long been a problem for China.
- The focus of green development is to address the issue of harmony between humankind and nature.
- The focus of open development is to address the issue of internal and external coordination in development.
- The focus of shared development is to address the issue of social equity and justice.

In our framework, each of the six environments reflects one or two of the five development concepts. Through close collaborations with the Shandong Academy of Social Sciences, we use a comprehensive set of data to construct the first city-level index for 17 cities in Shandong Province to assess their levels of urban development and liveability. We hope this research could identify the strengths and weaknesses of each city and help policymakers formulate more effective development strategies.

Poster 21: THE FLYING GEESE MODEL AND SHIFTS IN GLOBAL ENGINES OF GROWTH

The poster illustrates the Flying Geese Model which explains how economic growth 'migrates' across continents and economies.

In the 1940s, the United States was leading in economic growth. When US industries relocated to Japan and Germany in the 1950s we witnessed rapid economic expansion. This pattern was observed when Japanese and German industries relocated to the newly-industrialized economies of Asia.

Again we observed the flying geese pattern moving into eastern China and the ASEAN-4, namely Thailand, Malaysia, Indonesia and the Philippines. Currently we are seeing this pattern moving into the western, central and northeastern region of China, Cambodia, Laos, Myanmar and Vietnam.

We noticed shifts in global engines of growth when we econometrically traced through four decades of data. Based on the trends we projected, by 2020, the US, which used to be 9 times more important than China to the original ASEAN-5, will only be 0.65 times that of China! The numbers are equally compelling when we examine the shift of growth engine for China versus Japan and the European Union.

Poster 22: ACI 2014 FISCAL SUSTAINABILITY AND COMPETITIVENESS OF SELECTED EUROPEAN AND ASIAN ECONOMIES

The poster is on fiscal sustainability and competitiveness in different Asian and European economies.

With the rising government debt worldwide, there are growing concerns about fiscal sustainability and its impact on competitiveness. Our empirical research shows that, after a certain point, the effect of increased debt will become negative and cause a growth slowdown if not outright crisis. For developed economies the 'Tipping point' is 95 percent of GDP and for developing economies, it is around 80 percent.

Learning from previous experiences, we have also outlined some suggestions that might support government policy making. For Asian economies, apart from the domestic price and exchange rate flexibility, it is important to improve the quality of data on the budget which includes gross assets, contingent liabilities and other off-budget risks.

Poster 23: ACI 2016 AGRICULTURAL PRODUCTIVITY ANALYSIS FOR ASIAN ECONOMIES

The poster shows ACI's empirical estimations of agricultural productivity for Asian economies.

Applying local knowledge, we conducted sub-national-level studies for Mainland China, India and Indonesia. We found that Total Factor Productivity Change (TFPC) in different economies is driven by different factors.

We found that ASEAN's agricultural TFPC is basically driven by technological change and efficiency change, while Mainland China and India are mainly driven by technological change.

Note that it is not appropriate to compare TFPC across country because different time periods were used with different data sets. TFPC for Indonesia at 3.2% seems a bit overstated and probably is due to data quality.

Poster 24: ACI 2016 EASE OF DOING BUSINESS INDEX ON ATTRACTIVENESS TO INVESTORS, BUSINESS FRIENDLINESS AND COMPETITIVE POLICIES (EDB INDEX ABC) OF INDIA AND INDONESIA

This poster is about the ACI Ease of Doing Business Index ABC (EDB Index ABC), which is a novel framework to measure ease of doing business at the sub-national level, expanding on the framework offered by the World Bank.

With the intention of covering the different stages of business investment in a particular location, the EDB Index ABC captures three different aspects or 'environments' of doing business, namely Attractiveness to Investors (A), Business Friendliness (B), and Competitive Policies (C), which are further broken down into five 'sub-environments', and ultimately detailed down into indicators.

The ACI's EDB Index ABC is proposed as a more holistic analytical tool on ease of doing business at the sub-national level, applicable to both domestic as well as foreign firms. It is a bottom-up approach that considers business perspectives and local government practices at the micro level through survey data, combining it with publicly available macroeconomic data through formal statistical publications. It is conducted on sub-national level of India and Indonesia.

Poster 25: ACI 2016 EASE OF DOING BUSINESS INDEX ON ATTRACTIVENESS TO INVESTORS, BUSINESS FRIENDLINESS AND COMPETITIVE POLICIES (EDB INDEX ABC) OF 21 SUB-NATIONAL ECONOMIES OF INDIA

ACI's EDB Index ABC study is conducted for 21 sub-national economies of India. The Overall EDB Index ranking for the sub-national economies of India are coded in "traffic light" colours, with the top-7 positions highlighted in green, the bottom-7 positions in red and the middle-7 positions in yellow.

Overall, we notice that top-10 performers are concentrated in the southern and the western regions of the country, whereas the bottom-10 states are concentrated in the eastern, northern and the northeastern parts of the country.

The two web-charts provide a snapshot to better understand a sub-national economy's strengths and weaknesses by comparing the performance of the top-ranked Maharashtra versus the last-ranked Uttar Pradesh. The first chart (left) compares the scores of these two sub-national economies with the maximum scores in each sub-environment across the 21 sub-national economies. The second chart (right) contrasts their scores with the median performer.

We can see that the lowest ranked state of Uttar Pradesh scores lower than the median scores for almost all the sub-environments except Competitive Policies while the top ranked state sets the maximum score for two of the sub-environments namely Infrastructure Resilience and Market Potential and Responsiveness to Business.

Poster 26: ACI 2016 EASE OF DOING BUSINESS INDEX ON ATTRACTIVENESS TO INVESTORS, BUSINESS FRIENDLINESS AND COMPETITIVE POLICIES (EDB INDEX ABC) OF 34 SUB-NATIONAL ECONOMIES OF INDONESIA

ACI's EDB Index ABC study is conducted for 34 sub-national economies of Indonesia. The Overall EDB Index ranking for the sub-national economies of Indonesia are coded in "traffic light" colours, with the top-10 positions highlighted in green, the bottom-10 positions in red and the middle-13 positions in yellow.

Overall, we notice that top-10 performers are concentrated in Java and Sulawesi regions, whereas the bottom-10 states are concentrated in Sumatra, and Maluku and Papua regions.

The two web-charts provide a snapshot to better understand a sub-national economy's strengths and weaknesses by comparing the performance of the top-ranked South Sulawesi versus the last-ranked Jambi. The first chart (left) compares the scores of these two sub-national economies with the maximum scores in each sub-environment across the 34 sub-national economies. The second chart (right) contrasts their scores with the median performer.

We can see that the lowest ranked Jambi scores lower than the median scores for almost all the sub-environments except Competitive Policies while the top ranked South Sulawesi sets the maximum score for sub-environment Responsiveness to Business.

Poster 27: ACI 2016 GROWTH SLOWDOWN ANALYSIS BY INCOME THRESHOLDS FOR ASEAN, GREATER CHINA, INDIA AND INDONESIA

This poster illustrates a research project which tracks the development progress and analyses the growth slowdown prospect of ASEAN countries and Greater China economies, and sub-national economies of India and Indonesia, based on income thresholds. We use both logistics and probit estimations and the Bayesian Model Averaging (BMA) techniques in this project.

The four figures above depict the distribution of economies by income categories over time. Red denotes the low-income group, yellow for the lower-middle-income group, green for the upper-middle-income group and blue for the high-income group. In general, all economies show a decrease in number of low-income economies over the years, as denoted by the decline in red area, particularly in Greater China economies, as denoted by the steep decline in red area.

The charts below show the predictive probabilities of growth slowdown for these economies over the period of 2012-2017. The figures 0 to 1 denote the probabilities of growth slowdown for all economies. It can be observed that Greater China economies have the highest average probability of growth slowdown of 57%. However, it is worth noting that there is considerable heterogeneity in probability of growth slowdown amongst the economies due to differences in development.

Poster 28: ACI 2016 RESEARCH ON THE RELATIONSHIP BETWEEN EXCHANGE RATES AND FOREIGN DIRECT INVESTMENT

The poster illustrates our research on the relationship between exchange rates and foreign direct investment (FDI) in selected Asian economies. The objective of this research is to empirically estimate the impact of real effective exchange rate (REER) movements on FDI inflows to the economies of ASEAN and sub-national economies of Indonesia, Mainland China and India.

We conduct panel (fixed effects) regressions to assess the relationship between FDI and REER. We find that a REER appreciation deters FDI inflows in all the economies of India, Mainland China, ASEAN-9, and Indonesia. However, we find that REER volatility appears to induce FDI inflows into India, although consistently reduces FDI inflows to Mainland China, ASEAN-9 and Indonesia.

We can infer from the results that FDI into India tend to be domestic-oriented while FDI into Mainland China, ASEAN-9 and Indonesia are export-oriented.

Poster 29: ACI VALUE CHAIN OF ASEAN-JAPAN CREATIVE INDUSTRY

This poster illustrates a research project to analyse the value chain of Japan's food, lifestyle and fashion industries in the ASEAN region.

In the past, Japan has invested in the ASEAN region at both the country and private sector levels. However the performance of private business sector is classified into two categories, namely successful cases versus the non-well performed cases.

Our objective is to promote the creative industry which is originally made in Japan, made from Japanese components, made by Japanese technologies and made with Japanese partnership.

Therefore through this research, we would like to draw out some business lessons with pragmatic recommendations for both the state and private businesses in order to enhance performance and reinforce the ASEAN-Japan connectivity.

Appendix C: ACI in 2016 Global Go-To Think Tanks Ranking Report

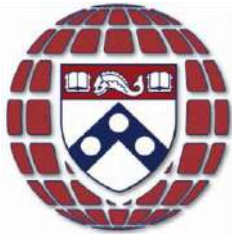
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Think Tanks & Civil Societies Program
The Lauder Institute
The University of Pennsylvania

10th Anniversary Edition



**2016 Global Go To Think Tank Index
Report**



Think Tanks & Civil Societies Program
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Appendix D: ACI in 2015 Global Go-To Think Tanks Ranking Report

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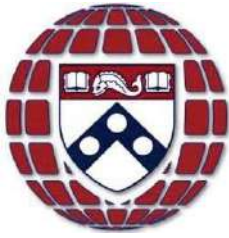
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**2015 Global Go To Think Tank
Index Report**

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