

## 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”***

Organized by  
Asia Competitiveness Institute (ACI) at  
Lee Kuan Yew School of Public Policy (LKYSPP),  
National University of Singapore (NUS)

19 August 2014  
Lobby of Oei Tiong Ham Building  
Lee Kuan Yew School of Public Policy  
National University of Singapore

## ***Review Seminar Summary***



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## **Seminar Highlights**

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 emphasised 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 recognised 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 35<sup>th</sup>. 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, industrialised 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 analyse 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 emphasised 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.

## Welcome Remarks



**Professor Kanti Prasad Bajpai  
Vice-Dean (Research)  
Lee Kuan Yew School of Public Policy  
National University of Singapore**

## Opening Remarks by Guest-of-Honour



**Mr Mohan Guruswamy  
Chairman, Centre for Policy Alternatives, India**



## "2014 ACI Inaugural Competitiveness Ranking and Simulations for Five Indian Regions and the Annual Update for 35 States & Federal Territories of India"



**Presenters from ACI-LKYSPP-NUS  
Dr Linda Low and Mr Kartik Rao**



**Discussant  
Dr Jagannath Prasad Panda  
Research Fellow & Centre Head, East Asia  
Institute for Defence Studies and Analyses (IDSA), India**



## "ACI Proposed Masterplan for Strategic Regional Economic Development in India Vision 2030"



**Presenter**  
**Associate Professor Tan Khee Giap**  
**Co-Director, ACI-LKYSPP-NUS**



**Discussant**  
**Dr Ronojoy Sen**  
**Senior Research Fellow**  
**Institute of South Asian Studies, NUS**



Panel Discussion for Session Two





## "Geweke Causality Analysis for Economic Development of Bihar and Developing the Tourism Sector for Tamil Nadu"



**Discussant  
Dr Rathin Roy  
Director  
National Institute of Public Finance and Policy, India**



## "India Total Factor Productivity (TFP) and Agriculture Productivity for 35 States and Federal Territories of India"



**Discussant**  
**Dr Sasidaran Gopalan**  
**Post-Doctoral Research Fellow**  
**Hong Kong University of Science and Technology**





## Closing Remarks and the Way Forward



**Professor Tan Kong Yam  
Co-Director, ACI-LKYSPP-NUS**





## Seminar Programme

### 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, Lobby of Oei Tiong Ham Building**

Organized by  
 Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKY School),  
 National University of Singapore (NUS)

Dress Code: Business Attire

0830 - 0900	<b>Registration</b>
0900 - 0910	<b>Welcome Remarks</b> Professor Kanti Prasad Bajpai Vice-Dean (Research) Lee Kuan Yew School of Public Policy National University of Singapore
0910 - 0925	<b>Opening Remarks by Guest-of-Honour</b> Mr Mohan Guruswamy Chairman, Centre for Policy Alternatives, India
0925 - 1000	<b>Session 1: 2014 ACI Inaugural Competitiveness Ranking and Simulations for Five Indian Regions and the Annual Update for 35 States &amp; Federal Territories of India</b>
0925 - 0930	<b>Moderator:</b> Mr Evan Tan Research Assistant, ACI-LKYSPP-NUS
0930 -0945	<b>Presenters:</b> <ul style="list-style-type: none"> <li>• Dr Linda Low              Senior Research Fellow, ACI-LKYSPP-NUS</li> <li>• Mr Kartik Rao              Research Associate, ACI-LKYSPP-NUS</li> <li>• Ms Sujata Kaur              Research Assistant, ACI-LKYSPP-NUS</li> </ul>
0945 - 0955	<b>Discussant : Strategic Regional Economic Development: Comparative Perspective of India and China</b> Dr Jagannath Prasad Panda Research Fellow & Centre Head, East Asia Institute for Defence Studies and Analyses (IDSA)
0955 – 1000	<b>Question &amp; Answer</b>

1000 - 1100	<b>Session 2: ACI Proposed Masterplan for Strategic Regional Economic Development in India Vision 2030</b>
1000 - 1005	<b>Moderator:</b> Mr Blake Berger Research Associate, ACI-LKYSP-P-NUS
1005 - 1020	<b>Presenters:</b> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSP-P-NUS</li> <li>• Dr Linda Low Senior Research Fellow, ACI-LKYSP-P-NUS</li> <li>• Professor Ramkishen S. Rajan Adjunct Senior Research Fellow, ACI-LKYSP-P-NUS</li> <li>• Professor Tan Kong Yam Co-Director, ACI-LKYSP-P-NUS</li> <li>• Mr Kartik Rao Research Associate, ACI-LKYSP-P-NUS</li> <li>• Mr Nie Tongxin Research Assistant, ACI-LKYSP-P-NUS</li> </ul>
1020 - 1030	<b>Discussant:</b> Dr Ronojoy Sen Senior Research Fellow Institute of South Asian Studies, NUS
1030 - 1100	<b>Panel Discussion</b>  Mr Mohan Guruswamy Chairman, Centre for Policy Alternatives, India  Dr Ronojoy Sen Senior Research Fellow Institute of South Asian Studies, NUS  Dr Rathin Roy Director National Institute of Public Finance and Policy  Dr Jagannath Prasad Panda Research Fellow & Centre Head, East Asia Institute for Defence Studies and Analyses (IDSA)  Dr Sasidaran Gopalan Post-Doctoral Research Fellow Hong Kong University of Science and Technology
1100 - 1115	<b>Coffee/Tea Break</b>
1115 - 1150	<b>Session 3: Geweke Causality Analysis for Economic Development of Bihar and Developing the Tourism Sector for Tamil Nadu</b>
1115 - 1120	<b>Moderator:</b> Mr Blake Berger

1120 - 1135	<p>Research Associate, ACI-LKYSPP-NUS</p> <p><b>Presenters:</b></p> <ul style="list-style-type: none"> <li>• Mr Nie Tongxin Research Assistant, ACI-LKYSPP-NUS</li> <li>• Mr Kartik Rao Research Associate, ACI-LKYSPP-NUS</li> <li>• Ms Zeng Ting Research Associate (PhD Candidate), ACI-LKYSPP-NUS</li> </ul>
1135 - 1145	<p><b>Discussant:</b> Dr Rathin Roy Director National Institute of Public Finance and Policy</p>
1145 - 1150	<p><b>Question &amp; Answer</b></p>
1150 - 1225	<p><b>Session 4: India Total Factor Productivity (TFP) and Agriculture Productivity for 35 States and Federal Territories of India</b></p>
1150 - 1155	<p><b>Moderator:</b> Mr Evan Tan Research Assistant, ACI-LKYSPP-NUS</p>
1155 - 1210	<p><b>Presenters:</b></p> <ul style="list-style-type: none"> <li>• Mr Kartik Rao Research Associate, ACI-LKYSPP-NUS</li> <li>• Professor Ramkishan S. Rajan Adjunct Senior Research Fellow, ACI-LKYSPP-NUS</li> </ul>
1210 - 1220	<p><b>Discussant:</b> Dr Sasidaran Gopalan Post-Doctoral Research Fellow Hong Kong University of Science and Technology</p>
1220 - 1225	<p><b>Question &amp; Answer</b></p>
1225 - 1240	<p><b>Closing Remarks and the Way Forward</b></p> <p>Professor Tan Kong Yam Co-Director, ACI-LKYSPP-NUS</p> <p><b>End of Seminar</b></p>



## **Profiles of Speakers, Discussants and Moderators** (in alphabetical order)

### **Blake Harley BERGER**

Blake Harley Berger is a Research Associate at the Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). Blake received his Bachelor degree in Sociology summa cum laude from the University of Massachusetts, Boston, and his Master's degree in Comparative Regional Studies (Southeast Asia) with Distinction from the School of International Service, American University. At ACI, Blake is currently engaged in researching ASEAN competitiveness, the travel and tourism industry in Southeast Asia, and the middle-income trap in Malaysia; additionally, Blake provided editorial support to the institute. Previously, Blake held positions as research intern at the Institute of Strategic and International Studies (ISIS) Malaysia, and researcher at the Center for Strategic and International Studies (CSIS) Washington D.C., Southeast Asia Program; he has additionally published articles, reports and monographs for ISIS Malaysia, CSIS, and ISIS Thailand. Blake's research interests are directed towards the ASEAN, regional integration, international relations theory, political economy, United States foreign policy towards East and Southeast Asia, and international trade policy.

### **Sasidaran GOPALAN**

Sasidaran Gopalan received his PhD in Public Policy in August 2014 from the School of Policy, Government and International Affairs (SPGIA) at George Mason University (GMU), USA. His fields of specialization are international finance and development, with a specific emphasis on emerging market economies. His dissertation examined the monetary and financial dimensions of foreign bank entry in emerging and developing economies. He obtained his MSc in Economics from Madras School of Economics (Chennai, India) in 2007 and BA in Economics from Loyola College (Chennai, India) in 2005. Prior to his PhD, he spent a year as a Research Associate at the Indian Institute of Management Bangalore (IIMB) (2007-08) working on various policy issues related to trade in services in Asia. After his stint at IIMB, he moved to the Institute of South Asian Studies (ISAS) at the National University of Singapore (NUS) for two years (2008-2010) where he undertook research on international economic policy issues concerning Asia. He has co-authored a book published by Oxford University Press (India) entitled "Crisis, Capital Flows and FDI in Emerging Asia" and has published several academic articles in refereed national and international journals as well as contributed to book chapters in edited volumes along with various op-eds. His current research focuses on the various implications of financial openness and capital flows on financial development and integration in emerging Asia.

### **Mohan GURUSWAMY**

Mohan Guruswamy had his undergraduate education in Mathematics, Physics and Chemistry at Nizam College, Hyderabad, India. He has post-graduate qualifications in Public Policy, International Affairs and Management. He is an alumnus of the John F. Kennedy School of Government, Harvard University and the Graduate School of Business, Stanford University. Has had an interesting career path that included teaching, senior management, journalism and in government as the Advisor to the Finance Minister and Secretary to the Government of India. He is also the founder/chairman of the Centre for Policy Alternatives, New Delhi. Mohan Guruswamy is widely travelled in India and abroad, and is the author of several books on policy issues, some of the recent being *The Looming Crisis in India's Agriculture*; *India: Issues in Development*; *India's World: Essays in Foreign Policy and Security Issues*; *India China Relations: The Border Issue and Beyond*; and the latest being *Chasing the Dragon: Will India Catch-up with China?* He is a frequent commentator on national and international print and electronic media on matters of current interest, and writes a widely read and disseminated newspaper and magazine column. His papers on Redefining Poverty, Income Inequality, Backwardness of Bihar, Economic Development in West Bengal, and FDI in Retail have been published in well-regarded journals like the Economic and Political Weekly, Seminar and the Journal of Public Policy, UK and have figured in discussions in the Indian Parliament. He is a Non-resident Senior Fellow of the Atlantic Council, Washington DC; Visiting Fellow at the Hainan Institute for World Watch, Hainan; Visiting Fellow at the Observer Research Foundation, New Delhi and serves on the Board of Research of the United Service Institution of India, New Delhi.

### **Sujata KAUR**

Sujata Kaur is a Research Assistant at the Asia Competitiveness Institute (ACI), Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). In 2013, Sujata graduated with an undergraduate degree in Economics and a minor in Mathematics from Central Washington University (CWU), United States of America. As an undergraduate, she had been on the dean's list multiple times during her course of study. As an undergraduate she has assisted the head of Economics at CWU with research on the Dustbowl Effect as well as assisted in forecasting revenue for the annual "Jazz in the Valley" event in Ellensburg, Washington. At ACI, she has contributed to the Abu Dhabi, India and Small-Medium Enterprises (SMEs) projects. She has also presented on SMEs at the ACI Annual Conference 2013. She has co-authored a paper on "Measuring Abu Dhabi's Liveability Using

the Global Liveable City Index” which has been submitted to the International Journal of Arab Culture, Management and Sustainable Development (IJACMSD). Her primary research interests include international trade and labour economics, behavioural economics, environmental economics and econometric modelling.

### **Linda LOW**

Linda Low was Associate Professor, Business School and Economics Department, National University of Singapore; Senior Research Fellow, Institute of Southeast Asian Studies, Singapore; and economic advisor, Abu Dhabi government. Now in the Asia Competitiveness Institute (ACI), her research interests and publications include public sector economics and public policy, human resources development, international trade and regionalism, regional economies in Asia-Pacific and Middle East. She has consulted for local agencies in ministries, public and private sectors and internationally like Asian Development Bank, United Nations Economic and Social Commission for the Asia-Pacific (UNESCAP) among others. Her latest books are Abu Dhabi's Vision 2030 (2012) and GCC-ASEAN (2011).

### **Kishore MAHBUBANI**

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, Association of Professional Schools of International Affairs, 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. He is the author of *Can Asians Think? Beyond The Age Of Innocence: Rebuilding Trust between America and the World* and *The New Asian Hemisphere: The Irresistible Shift of Global Power to the East*. His latest book is *The Great Convergence: Asia, The West and the Logic of One World*. It was selected by the Financial Times as one of the best books of 2013. 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 Master's degree in Philosophy in 1976 and an honorary doctorate in 1995. He spent a year as a fellow at the Centre 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.

### **NIE Tongxin**

Nie Tongxin is a Research Assistant at the Asia Competitiveness Institute (ACI), Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). Tongxin graduated from NUS with first class honors in Economics and second upper class honors in Industrial & Systems Engineering in 2013. He is a Singapore Ministry of Education (MOE) scholarship recipient, and he has been on the Dean's list several times. Additionally, Tongxin has successfully passed the Chartered Financial Analyst (CFA) Level 2 exam. At ACI, Tongxin is the coordinator for the liveability study on 100 Greater China cities. Additionally, Tongxin is also engaged in the competitiveness study of Indian states and union territories, as well as the cost of living study for world's major 103 cities. Tongxin has a diverse range of research interests including financial economics and behavioral economics.

### **Jagannath Prasad PANDA**

Dr Jagannath Panda is Research Fellow and Centre Head (East Asia) at the Institute for Defence Studies and Analyses (IDSA), New Delhi. As Centre Coordinator, he is in charge of Center's academic and administrative activities, including TRACK-II bilateral dialogues with China, Japan, South Korea and Mongolia. Dr Panda is a Research Fellow (since August 2010), working on different aspects of Sino-Indian relations. Currently, he is working on a Book project on India-China Relations. He is also affiliated to the Institute for Transnational Studies (ITS), Italy; and Institute for Security & Development Policy (ISDP), Stockholm, Sweden. Dr Panda has received several international fellowships. He was Asia Guest Fellow at ISDP (STINT Fellow, Sept-Dec 2010), Stockholm in Sweden; Carole Weinstein Programme Visiting Faculty at the University of Richmond, Virginia, USA (Jan-May 2012), affiliated Visiting Scholar (2012) for the ACDIS of the University of Illinois in Urbana Champaign (USA), Visiting Professor at National Chung-Hsing University (NSC Fellow, May-August 2010) in Taichung (Taiwan); Institutional Fellow at Shanghai Institute of International Studies (SIIS) in Shanghai, China (May-July 2009). He has been a member of IDSA delegation for TRACK-II dialogues with various Chinese, Japanese and Korean think-tanks/institutes. Dr Panda has earlier worked with IDSA as Associate Fellow

(September 2007-August 2010), and Research Assistant (October 2006-September 2007). Prior to this, Dr Panda was Centrally Administered Fellow at the Indian Council of Social Science Research (ICSSR), Ministry of HRD, Govt. of India (Jan 2005-June 2006). He is a recipient of V.K. Krishna Menon Memorial Gold medal (2000) from Indian Society of International Law & Diplomacy, New Delhi. He received academic excellence award (1999) from Ramjas College in Delhi University.

### **Ramkishan S. RAJAN**

Ramkishan S. RAJAN is a Visiting Professor at the Lee Kuan Yew School of Public Policy and an Adjunct Senior Research Fellow at the Asia Competitiveness Institute (ACI). He is also a Professor of International Economic Policy at the School of Public Policy, George Mason University (GMU), a position he has held since January 2006. Prior to joining GMU, he was on the faculty of the School of Economics, University of Adelaide for five years. He has been a Freeman Scholar of Asian Studies at the Department of Economics, Claremont McKenna College in California. He has held shorter visiting positions at Asian Development Bank Institute in Tokyo, Hong Kong Institute of Monetary Research, Indian Institute of Management, Bangalore (IIMB), Institute of Southeast Asian Studies (ISEAS), Institute of South Asian Studies (ISAS), Institute of Policy Studies in Singapore and other institutes in Asia. Professor Rajan specializes in international finance with particular reference to the developing Asia-Pacific region. He has published numerous books, journal articles and book chapters and a number of policy briefs, op-eds and book reviews on various aspects of international economics. 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. He holds Economics degrees from the National University of Singapore (B.Soc.Sci, Hons), Michigan (M.A.) and Claremont (M.A., PhD). He has been a consultant with the Asian Development Bank, the World Bank, the UN-ESCAP, the APEC Secretariat, the Development Bank of Singapore and other places.

### **Kartik RAO**

Kartik Rao is a Research Associate at the Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). Kartik received his undergraduate education in Engineering with distinction from Visvesvaraya Technological University (VTU), India and his Master's in Business Administration from Nanyang Technological University (NTU), Singapore. At ACI, Kartik is currently engaged with research on the sub-national and regional competitiveness studies on India. His research also covers studying agricultural productivity across the Indian states. 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 "Annual Analysis of Competitiveness, Development Strategies and Public Policies on 35 States and Federal territories of India: 2000-2010". Previously, Kartik gained diverse business experience working in the financial sector with ABN AMRO Bank and UBS Global Asset Management. Additionally, Kartik previously interned with Portelet Asia Private Limited, Singapore where he worked as an investment analyst for private equity investments in clean energy within Southeast Asia. His research interests include development economics, business economics and public policy.

### **Rathin ROY**

Dr Rathin Roy is the Director of National Institute of Public Finance and Policy, New Delhi, in the rank and pay of Secretary to the Government of India. He has also been appointed Member, Seventh Central Pay Commission, Government of India. With postings in London, New York, Kathmandu, Brasilia and Bangkok, he has worked as an Economic Diplomat and Policy Advisor with the United Nations Development Program, with a particular focus on emerging economies. He has also worked as an investment banker and as an academic economist, with research on fiscal space, fiscal decentralization, macro-fiscal policy, and the economics of institutions. Dr Roy holds a BA (Hons) in Economics from St. Stephen's College, University of Delhi and a post graduate degree in Economics from the Jawaharlal Nehru University. He holds an MPhil and Ph.D. in Economics from the University of Cambridge.

### **Ronojoy SEN**

Dr Ronojoy Sen is Senior Research Fellow at the Institute of South Asian Studies and Asia Research Institute, National University of Singapore. He has worked for over a decade in leading Indian newspapers. He was last with *The Times of India*, New Delhi, where he was a Senior Assistant Editor on the editorial page. Dr Sen holds a PhD in Political Science from the University of Chicago and a BA in History from Presidency College, Calcutta. He has been a Visiting Fellow at the National Endowment for Democracy, Washington, D.C. and the East-West Center Washington, and Fellow of the International Olympic Museum, Lausanne, Switzerland. Dr Sen is the author of *Articles of Faith: Religion, Secularism, and the Indian Supreme Court* (Oxford University Press, 2010; paperback 2012). He is the co-editor of *More than Maoism: Politics, policies and insurgencies in South Asia* and *Being Muslim in South Asia: Diversity and Daily Life*. He has contributed to edited volumes and has published in several leading journals, including the *Journal of Asian Studies*, *Pacific Affairs*, *South Asia: Journal of South Asian Studies*, *Journal of Democracy* and *Sport and Society*. He also writes regularly for newspapers.



### **TAN Beng Kai, Evan**

Evan Tan is a Research Assistant with the Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). Evan is currently a project coordinator in charge of conducting and supporting ASEAN research activities and promoting initiatives on regional integration. 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 at the HEC Paris School of Management, and he has previously held an internship position with Corporate and Institutional Banking at ANZ Commercial Bank. Evan's research interests include examining the policy challenges and connectivity issues facing the development of a more integrated ASEAN market.

### **TAN Khee Giap**

TAN Khee Giap is the Co-Director of Asia Competitiveness Institute and Associate Professor at the Lee Kuan Yew School of Public Policy. He is also the Chairman of 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 and served as secretary to the Assets and Liabilities Committee for three years, thereafter 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. He is now with Lee Kuan Yew School of Public Policy, National University of Singapore. Dr Tan has consulted extensively with the various government ministries, statutory boards and government linked companies of Singapore government on policies concerning financial, fiscal, trade, tourism, public housing, labor, telecommunication, tourism, liveable cities, creative industry, media, community development, airport and seaport activities. 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, Marina Bay Sands, and other international financial institutions and multinational corporations. Dr Tan is the lead author for eight books and published in international refereed journals such as Applied Economics (UK), ASEAN Economic Bulletin (Singapore), Asian Economic Papers (US), Competitiveness Review (UK), International Journal of Business Competition and Growth (UK), International Journal of Chinese Culture and Business Management (UK), International Journal of Economics and Business Research (UK), International Journal of Indian Culture and Business Management (UK), Journal of Centrum Cathedra The Business and Economics Research Journal (Peru), Journal of International Commerce, Economics and Policy (UK), Journal of Southeast Asian Economies (Singapore), Review of Pacific Basin Financial Markets and Policies (US), and World Review of Science, Technology and Sustainable Development (Switzerland). He is the associate editor of the journal Review of Pacific Basin Financial Markets and Policies (US). His current research interests include econometric forecasting, Cost of Living Index, Global Liveable Cities Index and competitiveness analysis on 31 provinces in China, 35 states in India and ASEAN-10 economies.

### **TAN Kong Yam**

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