

Asia Competitiveness Institute Review Seminar on

“Safeguarding Indonesia’s Growth Momentum: Enhancing Regional Competitiveness, Increasing Productivity and Improving Layers of Government”

Jointly Organized by
Asia Competitiveness Institute (ACI) at
Lee Kuan Yew School of Public Policy (LKYSPP),
National University of Singapore (NUS)
&
President’s Delivery Unit for Development,
Monitoring and Oversight (UKP4),
Indonesia

4 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 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 Republic 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 decentralization brought a blessing to the country and competent new generation of leaders have been born thanks to decentralization. On the other hand, decentralization 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”.

Welcome Remarks



Professor Kishore Mahbubani
Dean, LKYSPP-NUS

Opening Remarks

Opening Remarks was delivered via Video Recording by
Professor Kuntoro Mangkusubroto
Head, UKP4
Indonesia



HE Andri Hadi
Ambassador Extraordinary and
Plenipotentiary
Embassy of the Republic of Indonesia



Dr Agung Wicaksono
Special Assistant to Head, UKP4 and
Assistant Professor of School of Business
and Management (SBM) –
Institut Teknologi Bandung (ITB), Indonesia

Keynote Speech by the Guest of Honour



HE Mahendra Siregar
Chairman, Indonesia Investment Coordinating Board (BKPM)



"The Annual Provincial and the Inaugural Regional Competitiveness Ranking and Simulation Studies on Indonesian Economies"



**Presenters from ACI-LKYSPP-NUS
Associate Professor Tan Khee Giap, Mr Mulya Amri and Ms Nurina Merdikawati**



Discussant
Dr Luky Eko Wuryanto
Deputy Minister for Infrastructure and Regional Development
Coordinating Ministry for Economic Affairs, Indonesia



Moderator
Dr Farchad Mahfud
Special Assistant to Head, UKP4
Indonesia



"Geweke Causality Analysis on Economic Development Models for East Java, East Kalimantan, North Maluku and East Nusa Tenggara"



Moderator
Ms Fika Fawzia
Director, UKP4
Indonesia



Discussant
Professor Umar Juoro
Member of the National Economic Council
(KEN) appointed by President of Republic of
Indonesia



"Total Factor Productivity (TFP) in the Agriculture Sector for 32 Provinces in Indonesia"



Dr Agung Hendriadi
Executive Secretary, Indonesian Agency for Agricultural Research and Development
Ministry of Agriculture, Indonesia



“Decentralization, Governing Institutions and Economic Development in Indonesia”



Presenters from ACI-LKYSP-NUSS
Assistant Professor Yee Wai-Hang and Assistant Professor Li Hui



Discussant
Dr Agung Wicaksono
Special Assistant to Head, UKP4 and
Assistant Professor of School of Business and Management (SBM) –
Institut Teknologi Bandung (ITB), Indonesia



Closing Remarks and the Way Forward



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



From Left to Right: Mr Mulya Amri, Mr Ridwan Hassan, Associate Professor Tan Khee Giap, Dr Luky Eko Wuryanto, Professor Umar Juoro, HE Mahendra Siregar, Professor Kishore Mahbubani, HE Andri Hadi, Professor Tan Kong Yam, Dr Agung Hendriadi, Dr Agung Wicaksono, Ms Fika Fawzia, Dr Farchad Mahfud, Mr Muhamad Harri Santoso

Seminar Programme

Asia Competitiveness Institute Review Seminar on “Safeguarding Indonesia’s Growth Momentum: Enhancing Regional Competitiveness, Increasing Productivity and Improving Layers of Government”

4 August 2014, Lobby of Oei Tiong Ham Building

Jointly Organized by
 Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP),
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 &
 President’s Delivery Unit for Development, Monitoring and Oversight (UKP4), Indonesia

Dress Code: Business Attire

0830 – 0900	Arrival of Discussants, Moderators, Presenters and Participants
0900 – 0905	Welcome Remarks Professor Kishore Mahbubani Dean, LKYSPP-NUS
0905 – 0915	Opening Remarks Professor Kuntoro Mangkusubroto Head, UKP4 Indonesia
0915 – 0930	Keynote Speech by the Guest of Honour HE Mahendra Siregar Chairman, Indonesia Investment Coordinating Board (BKPM) Seminar Chairman: Professor Kishore Mahbubani Dean, LKYSPP-NUS
0930 – 0940	Question and Answer
0940 – 1015	Session I: The Annual Provincial and the Inaugural Regional Competitiveness Ranking and Simulation Studies on Indonesian Economies Moderator: Dr Farchad Mahfud Special Assistant to Head, UKP4 Indonesia
0940 – 0955	Presenters: <ul style="list-style-type: none"> • Mr Mulya Amri Research Associate (PhD candidate), ACI-LKYSPP-NUS • Ms Nurina Merdikawati Research Associate, ACI-LKYSPP-NUS • Associate Professor Tan Khee Giap

<p>0955 – 1005</p> <p>1005 – 1015</p>	<p>Co-Director, ACI-LKYSPP-NUS</p> <p>Discussant: Dr Luky Eko Wuryanto Deputy Minister for Infrastructure and Regional Development Coordinating Ministry for Economic Affairs, Indonesia</p> <p>Question & Answer</p>
<p>1015 – 1050</p> <p>1015 – 1030</p> <p>1030 – 1040</p> <p>1040 – 1050</p>	<p>Session 2: Geweke Causality Analysis on Economic Development Models for East Java, East Kalimantan, North Maluku and East Nusa Tenggara</p> <p>Moderator: Ms Fika Fawzia Director, UKP4 Indonesia</p> <p>Presenters:</p> <ul style="list-style-type: none"> • Mr Mulya Amri Research Associate (PhD candidate), ACI-LKYSPP-NUS • Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP-NUS <p>Discussant: Professor Umar Juoro Member of the National Economic Council (KEN) appointed by President of Republic of Indonesia</p> <p>Question & Answer</p>
<p>1050 – 1105</p>	<p>Coffee/Tea Break</p>
<p>1105 – 1140</p> <p>1105 – 1120</p> <p>1120 – 1130</p>	<p>Session 3: Total Factor Productivity (TFP) in the Agriculture Sector for 32 Provinces in Indonesia</p> <p>Moderator: Dr Farchad Mahfud Special Assistant to Head, UKP4 Indonesia</p> <p>Presenters:</p> <ul style="list-style-type: none"> • Ms Nurina Merdikawati Research Associate, ACI-LKYSPP-NUS • Mr Wang Zhe Research Associate (PhD candidate), ACI-LKYSPP-NUS • Mr Mulya Amri Research Associate (PhD candidate), ACI-LKYSPP-NUS • Professor Ramkishen S Rajan Adjunct Senior Research Fellow, ACI-LKYSPP-NUS <p>Discussant: Dr Agung Hendriadi Executive Secretary, Indonesian Agency for Agricultural Research and Development Ministry of Agriculture, Indonesia</p>

1130 – 1140	Question and Answer
1140 – 1220	<p>Session 4: Decentralization, Governing Institutions and Economic Development in Indonesia</p> <p>Moderator: Mr Blake Harley Berger Research Associate, ACI-LKYSP-P-NUS</p>
1140 – 1155	<p>Presenters:</p> <ul style="list-style-type: none"> • Assistant Professor Yee Wai-Hang Research Fellow, ACI-LKYSP-P-NUS • Assistant Professor Li Hui Research Fellow, ACI-LKYSP-P-NUS • Mr Mulya Amri Research Associate (PhD candidate), ACI-LKYSP-P-NUS
1155 – 1205	<p>Discussant: Dr Agung Wicaksono Special Assistant to Head, UKP4 and Assistant Professor of School of Business and Management (SBM) – Institut Teknologi Bandung (ITB), Indonesia</p>
1205 – 1215	Question and Answer
1215 – 1225	<p>Closing Remarks and the Way Forward</p> <p>Professor Tan Kong Yam Co-Director, ACI-LKYSP-P-NUS</p> <p>End of Seminar</p>

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

Mulya AMRI

Mulya Amri is Research Associate at the Asia Competitiveness Institute (ACI), and Ph. D candidate at the Lee Kuan Yew School of Public Policy, National University of Singapore (NUS). He has 13 years of working experience in the private, public, and non-profit sectors. Before starting his Ph. D studies in 2011, Mulya worked in Singapore with HOK, a global planning and architecture consultancy firm, and with Jurong Consultants, the consultancy arm of Singapore's JTC Corporation, which is responsible for the planning, development and management of numerous industrial parks in Singapore. Prior to moving to Singapore, Mulya worked with international development agencies such as UNDP, UN-HABITAT, and the World Bank on projects related to urban and housing development, and community-driven development in various Indonesian regions. He was also a co-founder of COMBINE Resource Institution, an NGO based in Yogyakarta, Indonesia, working to strengthen community-based information systems. Together with Tan Khee Giap, Linda Low and Tan Kong Yam, Mulya co-wrote "Competitiveness Analysis and Development Strategies for 33 Indonesian Provinces", published by World Scientific in 2013. He has also written book chapters on inter-municipal cooperation (published by GIZ), human settlements (published by the Ministry of Public Works, Indonesia), community media, and Corporate Social Responsibility (published by Indonesia Business Links). Mulya graduated with a bachelor's degree from Institut Teknologi Bandung (ITB), Indonesia, and was awarded the Fulbright scholarship to study for a Master's degree in Urban Planning at the University of California, Los Angeles (UCLA), and a Chevening award to study at the London School of Economics and Political Science (LSE).

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.

Fika FAWZIA

Fika Fawzia is Director and Assistant to the Head of the President's Delivery Unit for Development Monitoring and Oversight in Indonesia (UKP4) since 2012. She mainly oversees the national development priority agenda on Food Security, as well as other sustainable development portfolio on climate change, Reducing Emissions from Deforestation and Forest Degradation (REDD+), gender equality, and urban transport. Prior to her role in UKP4, she worked for Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for a forestry program in ASEAN, co-managing the ASEAN Regional Knowledge Network on Forests and Climate Change and assisted officials in the ASEAN Secretariat as well as the ASEAN Ministers of Agriculture and Forestry (AMAF). Fika is trained as a lawyer and previously interned in Hadiputranto, Hadinoto and Partners, an affiliate of the international law firm Baker & McKenzie. She is also trained in policy research with experiences in Institute of Water Policy (IWP) Singapore, Indonesian Center for Environmental Law (ICEL) and Centre for Electoral Reform (CETRO) in Jakarta. Fika obtained a Master in Public Policy (MPP) from the Lee Kuan Yew School of Public Policy, National University of Singapore and received the NUSS Medal for Outstanding Student Achievement. Fika's bachelor's degree in law was acquired from University of Indonesia, where she also received 1st Place in the Outstanding Student Achievement Award from the Faculty of Law and 3rd Place in the university-level.

Agung HENDRIARDI

Agung Hendriardi currently is Executive Secretary of Indonesia Agency for Agricultural Research and Development (IAARD), Ministry of Agriculture, Republic of Indonesia. In 1986, D Agung Hendriardi earned his bachelor of Agricultural Technology (majoring in agricultural mechanization) from the Gadjah Mada University, Indonesia. Then, In 1993, he obtained his postgraduate degree from Asian Institute of Technology, Bangkok, Thailand in Agricultural Engineering, later on receiving his PhD in Agricultural Engineering Systems from the same University. Under Indonesia Agency for Agricultural Research and Development (IAARD), Ministry of Agriculture, Indonesia, he has served as the Head of Program and Information Division on Center for Agricultural Mechanization Research and Development (2005-2010), served as Director of Institute for Technology Transfer and IPR

Management (2010-2012), served as Director of Indonesian Center for Agricultural Technology Assessment and Development (ICATAD) (2013-18 July 2014), and since 18 July 2014, he has been promoted as the Executive Secretary of IAARD. In 2006, he served as Vice President of the Asian Association of Agricultural Engineering (AAAE). He is currently also as Vice President of the Indonesian Association of Agricultural Engineering (IAEA). In addition, he has been involved in various seminars and scientific publications.

Umar JUORO

Umar Juoro is a member of the National Economic Council. He is also Chairman of Supervisory Board of Bank Indonesia. Currently he is an Independent Commissioner of BII-Maybank. He was assistant for economics, finance, and industry under President Habibie. He was advisor for large investments banks, such as Credit Suisse and Barclays, and multilateral agencies, such as World Bank, ADB, UNDP and ILO. He published on monetary economics, finance, and development economics. He graduated from Bandung Institute of Technology in Physics, and post-graduate in economics at University of the Philippines, Boston University, and Kiel Institute of World Economics.

LI Hui

Dr Li Hui holds an undergraduate degree in public administration from Soochow University, a Master of Management degree from Fudan University, China, and a PhD in Public Administration and Policy from the University of Georgia, USA. Dr Prior to joining the LKY School of Public Policy, Dr Li Hui taught in the MPA programme at the Department of Political Science, Eastern Michigan University, as an assistant professor from 2008 to 2011. Dr Li Hui's primary teaching and research area is public budgeting and finance. Her research interests in this area focus on subnational government fiscal practices and reforms and their relevant consequences and policy implications in terms of efficiency, incidence, and revenue neutrality. Her previous work deals with the policy impacts of the sales tax holiday in the state of Georgia and municipal income tax in Michigan and other American states. Her current research primarily focuses on intergovernmental fiscal relationship and subnational government finances in China and Indonesia. In particular, her work concerns fiscal disparities across local governments and fiscal equalization policies. Dr Li Hui is also interested in subnational government budget processes and reforms, along with performance management, in particular the links between public management, budgeting, and government performance.

Kishore MAHBUBANI

A student of philosophy and history, 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 (LKYSPP) 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 (PCIA), Association of Professional Schools of International Affairs, Indian Prime Minister's Global Advisory Council, University of Bocconi International Advisory Committee, World Economic Forum - Global Agenda Council on China 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, the Washington Quarterly, Survival, American Interest, the National Interest, Time, Newsweek, the 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?* (published and translated in Singapore, Canada, US, Mexico, India, China Myanmar, Turkey and Malaysia), *Beyond The Age Of Innocence: Rebuilding Trust between America and the World* (published and translated in the US and China), and *The New Asian Hemisphere: The Irresistible Shift of Global Power to the East* (published and translated in the US, France, Germany, the Netherlands, Egypt, China, Korea, Japan, Indonesia, Italy, Taiwan and Vietnam). His new book is *The Great Convergence: Asia, The West and the Logic of One World* (published and translated in the US, the Netherlands and China). More information on his writings can be found on 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. He was conferred The Public Administration Medal (Gold) by the Singapore Government in 1998. The Foreign Policy Association Medal was awarded to him in New York in June 2004 with the following opening words in the citation: "A gifted diplomat, a student of history and philosophy, a provocative writer and an intuitive thinker". 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 (including Obama, Wen Jiabao and Sarkozy) who would shape the debate on the future of capitalism. Most recently, 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."

Farchad MAHFUD

Farchad Mahfud is Special Assistant at The President's Delivery Unit for Development Monitoring and Oversight-Republic of Indonesia (UKP4), Jakarta. He is accountable for Monitoring National Priority on Infrastructure, Oil & Gas/Energy Security, and Food security. He coordinates monitoring and debottlenecking national program mainly on Logistic and Infrastructure, Public Private Partnership, Oil & Gas Industries, Downstreamization of National Resources and Jakarta sub-urban Transport Overhaul Program. Prior to his role in the government, he is a professional in the private sector for Shell Global Solutions International, based in Amsterdam, The Netherlands as technologist for coal gasification and hydrogen and in Kuala Lumpur, Malaysia as process engineer for gas processing. He has a PhD in Chemical Engineering from University of Groningen (RuG), Groningen, The Netherlands on "Upgrading of Biomass Fast Pyrolysis Oil for Fuel Production. He was also briefly a Senior Researcher and Postdoctoral Fellow at the Chemical Engineering Dept. of the university afterwards. He has a dual degree Master Engineering (M.Eng) in Chemical Engineering from RuG and Institut Teknologi Bandung (ITB), Indonesia and Bachelor in Chemical Engineering also from ITB.

Kuntoro MANGKUSUBROTO

Kuntoro Mangkusubroto is the Head of President's Delivery Unit for Development Monitoring and Oversight (UKP4) at the 2nd period of President Susilo Bambang Yudhoyono cabinet. This unit is responsible for monitoring the progress of the countries' national priorities, evaluating the performance of ministries and government agencies in execution of the priorities, resolving bottlenecks in the implementation and managing the President's Situation Room. He was also assigned to chair the Presidential Taskforce for Reduction of Emissions from Deforestation and forest Degradation (REDD+) and National Committee on Post-2015 Development Agenda. Prior to his assignment in this cabinet, Kuntoro was the Head of Rehabilitation and Reconstruction Agency (BRR) Aceh-Nias from 2005-2009. From 1990s to early 2000s, he was Minister of Mining and Energy and CEO of three different state-owned enterprises in the energy and mining sector. Kuntoro is a Professor in Decision Science at School of Business and Management – Institut Teknologi Bandung (SBM – ITB), a business school he co-founded in 2003 and serves as the Chairman of School Governing Council. He gained his doctorate in Decision Science from ITB, where he also earned his first engineering degree. Prior to his doctorate, he earned two master's degrees –M.Sc.in Industrial Engineering and M.Sc. in Civil Engineering – both from Stanford University. In April 2012, Northeastern University awarded him an Honorary Doctorate in Engineering. He currently sits in the Board of Trustees of his alma mater, both ITB and Northeastern University. At National University of Singapore (NUS), he serves as member of the President's Advancement Advisory Council (PAAC) and Asian Competitiveness Institute (ACI) International Advisory Panel. He also represents Indonesia in the Governing Council of the International Institute for Applied Systems Analysis (IIASA) in Laxenburg – Austria as a policy-oriented research institute and think-tank with global recognition. His international reputation earned him several recognitions such as the Association of South East Asian Nations (ASEAN) Engineering Excellence Award (1996), Honorary Lee Kuan Yew Exchange Fellow (2006), Royal Norwegian Order of Merit – Commander with Star (2012), and Democracy Award as Civic Innovator from The National Democratic Institute (2013).

Nurina MERDIKAWATI

Nurina Merdikawati 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). Nurina graduated with a Master's in Public Policy from LKYSPP with a specialization 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). During her education, Nurina worked with the Central Bank of Indonesia as a visiting researcher, and held an internship at the Centre for Strategic and International Studies (CSIS) in Jakarta. At ACI, Nurina is engaged and coordinating the research on Indonesia's competitiveness analysis at the provincial and regional level, and the country's agriculture productivity. Prior to ACI, she spearheaded data management, collection, and analysis for INSEAD eLab projects and The Global Talent Competitiveness Index. Additionally, Nurina conducted firm-level studies on building business performance and competitiveness with new information and communications technology (ICTs), country-level studies on payment systems, and talent competitiveness. Nurina has diverse research interests which include benchmarking, competitiveness analysis, economic development and applied econometrics.

Ramkishen S. RAJAN

Ramkishen 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.

Mahendra SIREGAR

Mahendra Siregar is the Chairman of Indonesia Investment Coordinating Board (BKPM) since his appointment by President Susilo Bambang Yudhoyono on 1 October 2013. He graduated with a Bachelor degree in Economics from University of Indonesia in 1986, and received a Master in Economics from Monash University in 1991. Mahendra joined the Foreign Affairs Ministry in 1986 and was assigned to various postings including Economic Third Secretary of the Indonesian Embassy in London (1992-1995) and Information Counsellor of the Indonesian Embassy in Washington DC (1998-2001). He joined Coordinating Ministry in late 2001 as Special Assistant to the Minister. He was then appointed as Deputy Minister in charge of International Economic and Financial Relations in May 2005. He was then appointed as Chairman and CEO Indonesia Eximbank in September 2009 until December 2009. He was appointed as Vice Minister of Trade by President Susilo Bambang Yudhoyono on 11 November 2009. Before his appointment as the Chairman of BKPM, Mahendra was Vice Minister of Finance since 19 October 2011. He was Asia representative at the UNFCCC Adaptation Fund Board between 2007-2009. He is President Yudhoyono's Sherpa to the G-20 since London Summit 2009.

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, 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. 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

Adjunct 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 June 2002 to June 2005, he was a senior economist at the World Bank office in Beijing where he worked on issues of macro stabilization, integration of the fragmented domestic market, banking reform, international trade and investment, energy security as well as regional inequality. 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 Business Policy, Faculty of Business Administration at the National University of Singapore (NUS). 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, Long Range Planning, Australian Journal of Management 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, Guangdong provincial government, Samsung, Mauritius Government, Ministry of Trade and Industry, Mobil, Singapore Technology, etc.

WANG Zhe

Wang Zhe is currently a part-time Research Associate at Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. He graduated with Double Bachelor's Degrees in Economics (first class honours) and Industrial & Systems Engineering (second-upper class honours) from National University of Singapore (NUS) in 2012. He is now a PhD student in Department of Economics, Faculty of Arts and Social Science, National University of Singapore. His Honours Thesis of Bachelor's Degree in Economics was published as a book, "The Value of Information: An analysis in Game Theory" (ISBN: 978-3-659-32900-5) by LAP LAMBERT Academic Publishing in the year of 2013, and he is the single author of this book. His research interests in the PhD thesis are applied game theory and contract theory, such as the cooperation and competition of asymmetric players in a contest environment. His current research works at Asia Competitiveness Institute include the empirical analysis of regional economics in China, India and ASEAN, and the analysis of agricultural productivity for individual countries in the approach of Cobb-Douglas production function.

Agung WICAKSONO

Agung Wicaksono is Special Assistant to the the Head of President's Delivery Unit for Development Monitoring and Oversight (UKP4) to oversee national priority agenda, mainly in the sector of energy, state-owned enterprises, bureaucracy reform and education. He is an Assistant Professor at School of Business and Management, Institut Teknologi Bandung (SBM ITB), who previously headed the MBA ITB program in Jakarta Campus and now sits in the Steering Committee of SBM ITB Jakarta Campus. His academic works among others are Indonesian State-owned Enterprises: The Challenge of Reform (Southeast Asian Affairs 2008) and Energy Efficiency in Japan (ed., ISEAS 2008), written when we as a research associate at the Institute of Southeast Asian Studies (ISEAS) Singapore (2006-2007). He was also a visiting scholar at Singapore Management University (SMU) Wee Kim Wee Center (2005). His main research area are related to good governance, public sector management and political economy with the most recent publication on Developing Strategic Initiatives through Triple Helix Interactions: Systems Modelling for Policy Development (Sunitiyoso, Wicaksono, Utomo, Putro and Mangkusubroto, 2012) at Procedia – Journal of Social and Behavioural Sciences. He obtained PhD in International Management from the University of St. Gallen, Switzerland with dissertation on Corporate Governance of State-Owned Enterprises in Southeast Asia. His Bachelor's degree in Industrial Engineering is from ITB and double degree of MBA and M.Sc. in International Production Management from Technical University Hamburg-Harburg (TUHH), Germany.

Luky Eko WURYANTO

Born in Yogyakarta, July, 16th 1960 at present he is still serving as the Deputy Minister in Infrastructure and Regional Development at the Coordinating Ministry of Economic Affairs since 2010. Completing his bachelor degree in Urban and Regional Planning Program, the school of Architectural Plan and Policy Development, Bandung Institute of Technology (ITB) in 1986, he obtained his Master of Science (M.Sc) and then PhD from Regional Science Program, Cornell University, Ithaca, United States in 1992 and 1996. He began his career in Ministry of National Development Planning and was positioned in various important posts until was finally appointed as the Deputy Head of National Investment Coordinating Board (BKPM) in Capital Investment Planning section from 2007-2010. His Assignment as a professional began as counter staff for the region economic study, Technical member The Indonesian Delegation in negotiation with World Bank and ADB, Secretary of Working Group, The Speaker and Guest Speakers of international workshop and seminar, Chairman and Members of the Delegation of Indonesia in of international organization such WTO, UNCTAD At present he is serving as Secretary I of Implementation Team of National Team of Special Economic Zone (KEK) and also serving as Executive Secretary of Acceleration Committee for Economic Development and Expansion of Indonesia (KP3EI).

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