

# 2016 Asia Competitiveness Institute - World Bank ASEAN Economic Forum

Jointly Organised by  
Asia Competitiveness Institute at  
Lee Kuan Yew School of Public Policy,  
National University of Singapore  
&  
The World Bank Group

9 September 2016  
Lobby of Oei Tiong Ham Building (morning session) &  
Manasseh Meyer Seminar Room 3-5 (afternoon session)  
Lee Kuan Yew School of Public Policy  
National University of Singapore

## *Economic Forum Summary*





**In 2016 and 2017, ACI was ranked 13<sup>th</sup> globally, 2<sup>nd</sup> in Asia and 1<sup>st</sup> 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 proposition may be encapsulated in an acronym:

**A**nalytical inputs to initiate policies for policy-makers and business leaders in Asia

**C**apacity building to enable others through improvement in productivity and efficiency

**I**ntellectual 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.

## Key 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).

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## **Economic Forum Highlights**

The ASEAN Economic Forum is part of a series of annual events organised by Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS), to present its preliminary research findings and concurrently solicit comments and suggestions from prominent policy advisers and scholars. In so doing, ACI aims to facilitate the exchange of views and information regarding topics pertinent to the economies of ASEAN's 10 member states, with a particular interest in Indonesia. At the same time the forum explores possible improvements and expansions of ACI's research work on the topic. Thereafter, ACI would undertake to publish a book, journal papers and policy briefs for all topics presented, incorporating expert views and informed opinions.

The 2016 ASEAN Economic Forum began with **Professor Kishore Mahbubani**, Dean of LKYSPP, NUS, delivering the welcome remarks. Professor Mahbubani welcomed all attendees to the conference and commented 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 the Guest-of-Honour **Mr Ong Ye Kung, Acting Minister for Education and Senior Minister of State for Defence**, as well as other Distinguished Speakers and VIP guests for making time to attend the event.

Minister Ong 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.

These remarks were followed by three Speeches by Distinguished Speakers. The Distinguished Speakers were **Tan Sri Rastam Mohd Isa**, Chairman and Chief Executive of the Institute of Strategic and International Studies (ISIS), Malaysia, **Dr Gilberto M. Llanto**, President of the Philippine Institute for Development Studies (PIDS), Philippines, and **Dr Nguyen Dinh Cung**, President of Central Institute for Economic Management (CIEM), Vietnam.

Tan Sri Rastam expressed his satisfaction at the fact that his Institute of Strategic and International Studies had signed a Memorandum of Understanding with ACI just the previous year. He then commented on the changing circumstances which ASEAN would face in coming years, asserting in particular the need for ASEAN to meet the challenges posed by the rise of new technologies. He also suggested that ASEAN's consensus based framework for decision-making be reviewed in order to facilitate nimbler decision-making. Tan Sri Rastam expressed confidence in ASEAN's economic potential and highlighted in particular the importance of growing middle classes in many of ASEAN's member states in ensuring that this potential was fully achieved.

Dr Llanto spoke at length on the strengths and weaknesses of ASEAN's economies, emphasizing firstly the bloc's laudable growth rates, which were indicated by a significant rise in ASEAN's share of global GDP from 2.6% in 2009 to 3.2% in 2014. However, Dr Llanto also expressed caution regarding the potential vulnerability of ASEAN nations, given their inevitable need to transition away from the manufacturing sectors that had been their bread and butter. Dr Llanto then proposed several solutions to these and other challenges that he had highlighted, placing emphasis on the need for both greater access to education at all levels, and a wider uptake of Information and Communications Technologies.

Dr Nguyen Dinh Cung addressed two major challenges ASEAN would face in the near future. The first was ASEAN's consensus-based decision-making process, which Tan Sri Rastam had previously touched upon.

Describing it as an impediment to decisive action, Dr Nguyen Dinh Cung stressed the need for more streamlined and expedited processes, in order to prevent delays and miscommunications that would handicap ASEAN's ability to properly respond to potential difficulties. The second challenge he highlighted was the gap which existed between ASEAN's advanced and developing economies, which he attributed to the misallocation of resources, and a general resistance within many developing economies to change. Dr Nguyen Dinh Cung concluded by expressing his hope that Singapore could serve to provide its neighbours with a framework for success.

The Economic Forum's first session, entitled **"2016 Annual Update on ACI's Competitiveness Ranking and Simulations of ASEAN-10"** was moderated by Dr Mulya Amri, Research Fellow and Deputy Director (Research) of ACI. The presenters were Ms Nguyen Le Phuong Anh, Research Fellow and Deputy Director (Admin) of ACI, Mr Luu Nguyen Trieu Duong, Research Assistant at ACI, and Associate Professor Tan Khee Giap, Co-Director of ACI. The presenters showcased ACI's 2016 competitiveness rankings of the ASEAN-10 nations, explained ACI's competitiveness framework and methodology, and highlighted some interesting results from the 2016 Competitiveness Ranking and Simulations.

The session's discussants were **Tan Sri Rastam Mohd Isa**, Chairman and Chief Executive of the Institute of Strategic and International Studies (ISIS), Malaysia, **Dr Gilberto M. Llanto**, President of the Philippine Institute for Development Studies (PIDS), Philippines, and **Dr Nguyen Dinh Cung**, President of Central Institute for Economic Management (CIEM), Vietnam. Dr Llanto congratulated the presenters for producing work that would have a great deal of practical utility to policymakers in the region and expressed his appreciation for the overall methodology used. He also mentioned that the data reflected a greater need for ASEAN's member states to collaborate and cooperate. Tan Sri Rastam commended ACI for the comprehensiveness of its methodology and echoed Dr Llanto's statements regarding the projects' practical utility. He also suggested that future iterations explore the growing relevance of research and innovation upon competitiveness. Dr Nguyen Dinh Cung also commended ACI for its methodology and concurred with the findings presented in the session. However, he did express his hope that future iterations of the ranking took into account the varying stages of development across ASEAN's member states.

The second session, entitled **"2016 Annual Competitiveness Ranking and Simulation Studies on Six Regions and 33 Indonesian Provinces"** was moderated by Mr Evan Tan Beng Kai, a Research Assistant at ACI. Presenters included Dr Mulya Amri, Research Fellow and Deputy Director (Research) of ACI, and Ms Nursyahida Binte Ahmad, a Research Assistant at ACI. The presenters showcased ACI's 2016 competitiveness rankings of the provinces and regions of Indonesia, explained ACI's competitiveness framework and methodology, and highlighted some interesting results from the 2016 Competitiveness Ranking and Simulations.

The discussant for the session was **Dr H. Abdul Hadi Sirat**, Director of the Khairun University Graduate School, Indonesia. Dr H. Abdul Hadi Sirat noted that ACI's yearly tracking of competitiveness provided insights into the Sub-National and regional economies that were unprecedented in their depth. He commented that this correspondingly enabled researchers and policy-makers to much more accurately assess the disparities between different Indonesian provinces, thus equipping them to craft more cohesive policies. However, Dr H. Abdul Hadi Sirat also questioned the nature of fluctuations in the rankings from year to year, cautioning ACI to consistently consider the sensitivity of their work on a wider political context.

The third session, entitled **"Growth Slowdown Analysis by Income Thresholds for ASEAN Countries and Indonesia Sub-national Economies"** was moderated by Ms Nguyen Le Phuong Anh, Research Fellow and Deputy Director (Admin) of ACI. Presenters included Mr Luu Nguyen Trieu Duong and Associate Professor Tan Khee Giap, respectively a Research Assistant and the Co-Director of ACI. After

briefly reviewing the history of income growth in the economies of ASEAN's member states and the Sub-national economies of Indonesia, the presenters showcased empirical findings on different potential determinants of economic slowdown, all of which were grouped according to their effects on income groups. ACI's presenters also highlighted the possible applications of their work in predicting and thus potentially pre-empting regions of lower growth in Southeast Asia.

The session's discussants were **Dr Kirida Bhaopichitr**, Research Director of the Thailand Development Research Institute (TRDI), Thailand, **Ms Kristy Tsun-Tzu Hsu**, Director of the Taiwan ASEAN Studies Center at the Chung-Hua Institution for Economic Research, Taiwan, and **Dr Darwin Marcelo**, Infrastructure Economist at the World Bank Group. Dr Marcelo commented on the revelatory nature of ACI's findings regarding the correlation between the wealth of a given sub-national region and the likelihood that it would experience slowdown episodes. He did, however, note that the five-year window ACI had used to determine slowdown episodes seemed somewhat arbitrary, and asked if substituting different windows produced different results. Ms Hsu commended ACI for the timeliness of its analysis, given mounting concerns amongst researchers and policymakers alike regarding the 'Middle Income Trap' issue in ASEAN. She added that ACI's work would enrich the discussions ASEAN leaders were likely to have while consolidating future work programs for the region. Ms Hsu also recommended that ACI undertake a wider Asia-based analysis, which could include South Korea, Taiwan and Hong Kong. Dr Bhaopichitr commended ACI and its researchers for the work that had been done, but questioned the conclusions that had been reached regarding the effect of openness to trade and the old age dependency ratio on slowing growth. With regards to the former, she noted that the 'new normal' of slowing world trade meant that the correlation between lower openness to trade and slow growth was no longer a given. In addressing the latter, Dr Bhaopichitr suggested that allowing for greater immigration was a viable way to counteract slowing growth.

The fourth session, entitled "**Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Indonesian Provinces**" was moderated by Dr Sasidaran Gopalan, a Research Fellow at ACI. The presenters were Associate Professor Tan Khee Giap, Co-Director of ACI, Dr Mulya Amri, a Research Fellow and Deputy Director (Research) of ACI, and Ms Nursyahida Binte Ahmad, a Research Assistant at ACI. The presenters introduced the "EDB Index ABC", which was designed to assess the ease of doing business in a given territory through the use of three broad environments – Attractiveness to Investors, Business Friendliness, and Competitive Policies. They also showcased applications of the Index to the provinces of Indonesia.

Discussants for the session included **Ms Paramita Dasgupta**, Practice Manager for Trade and Competitiveness in Asia for the World Bank Group, **Mr Supriyadi**, Head of Section for Trade and Telecommunications at the Indonesia Investment Coordinating Board (BKPM), Indonesia, and **Ms Kristy Tsun-Tzu Hsu**, Director of the Taiwan ASEAN Studies Center at the Chung-Hua Institution for Economic Research, Taiwan. Ms Hsu noted that ACI's proposed index had very comprehensively taken into account many factors which she felt Taiwanese investors in particular would deem important. She did suggest, however, that future iterations take into greater account the impact of infrastructure, regulatory procedures and government efficiency on Ease of Doing Business, given as they were noted by many Taiwanese investors to be major barriers to entry. Ms Dasgupta took note of the complementarity of the EDB Index ABC to the World Bank's own Doing Business (DB) survey, which functions at the national level. She also acknowledged the potential utility of the project, given the recent trend among large economies or federal states towards using subnational benchmarking to promote Sub-National competitiveness. Mr Supriyadi commended ACI for the work done on the survey and updated the audience on the work that had been undertaken by Indonesia in making itself friendlier to investors, and expanded upon the attractive investment opportunities the country now presented.

The fifth session, entitled “**Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows to ASEAN Economies and Indonesian Provinces**”, was moderated by Mr Song Lin, a Research Assistant at ACI. The presenters were Dr Sasidaran Gopalan, Research Fellow at ACI, Ms Nguyen Le Phuong Anh, Research Fellow and Co-Director (Admin) of ACI, Dr Mulya Amri, Research Fellow and Deputy Director (Research) of ACI, and Mr Luu Nguyen Trieu Duong, a Research Assistant at ACI. The presenters introduced a model intended to help to identify the effects of Real Effective Exchange Rate (REER) appreciation and volatility on inflows of Foreign Direct Investment at the provincial level in Indonesia and at the national level for the economies of ASEAN’s member states more generally.

The discussant for this session was **Dr Darius Tirtosuharto**, Economist at the Economic and Monetary Policy Department in the Macroeconomic Division of the Central Bank of Indonesia. Dr Tirtosuharto commended ACI’s work both for its academic rigour, and its potential practical utility. He also suggested additional things to consider for future iterations of the project, including the significance of global and institutional factors, and the possible inclusion of productivity as a control variable, given its variability across national contexts and its effects on cost competitiveness.

The forum’s closing remarks were delivered by **Dr Clelan 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. Dr Mandri-Perrott first expressed immense satisfaction at having had several intellectually rewarding discussions throughout the day. He then commented on the degree to which many of the questions asked at the Forum gestured towards a world of unpredictability and volatility, in which analytical paradigms used by various researchers and analysts would need to rapidly change to meet the needs of the elected officials who relied upon them to make informed decisions. Professor Tan reflected on the degree to which the changing circumstances that ASEAN members faced both as individual states and a united whole presented as many opportunities as it did challenges. Likening ASEAN during the Cold War to a lady bereft of suitors, Professor Tan observed that the ASEAN of today was contrastingly enjoying the attention of too many, and now needed to be judicious in her navigation of ongoing rivalries amongst them. Finally, Professor Tan thanked the audience for their contributions and brought the Economic Forum to a close.





**Professor Kishore Mahbubani  
Dean, LKYSPP, NUS**

***Memorandum of Understanding (MOU) Signing Ceremony between The World Bank and National University of Singapore***



**Representatives of The World Bank and National University of Singapore signing the Memorandum of Understanding, witnessed by Mr Ong Ye Kung, Acting Minister for Education and Senior Minister of State for Defence, Singapore**

## Memorandum of Understanding (MOU) Signing Ceremony between The World Bank and National University of Singapore (continued)



**Mr Jordan Z Schwartz, Director of the World Bank in Singapore, delivering his remarks on research collaboration between The World Bank and National University of Singapore**



**Professor Tan Eng Chye, Deputy President (Academic Affairs) & Provost, NUS, delivering his remarks on research collaboration between The World Bank and National University of Singapore**



**Tan Sri Rastam Mohd Isa**  
**Chairman and Chief Executive, Institute of Strategic and International Studies (ISIS), Malaysia**



**Dr Gilberto M. Llanto**  
**President, Philippine Institute for Development Studies (PIDS), Philippines**



**Dr Nguyen Dinh Cung**  
**President, Central Institute for Economic Management (CIEM), Vietnam**

*Session 1*

**“2016 Annual Update on ACI’s Competitiveness Ranking and Simulations of ASEAN-10”**



**Presenters from ACI-LKYSPP-NUS:**  
**Ms Nguyen Le Phuong Anh, Mr Luu Nguyen**  
**Trieu Duong and**  
**Associate Professor Tan Khee Giap**

## Session 1 (continued)

### Discussants for Session 1:



**Tan Sri Rastam Mohd Isa**



**Dr Gilberto M. Llanto**



**Dr Nguyen Dinh Cung**

## Session 2

### “2016 Annual Competitiveness Ranking and Simulation Studies on Six Regions and 33 Indonesian Provinces”



**Presenters from ACI-LKYSP-NUSS:  
Ms Nursyahida Binte Ahmad and Dr Mulya Amri**

## Session 2 (Continued)



**Discussant for Session 2:  
Dr H. Abdul Hadi Sirat,  
Director, Khairun University Graduate  
School, Indonesia**

## Session 3

### **“Growth Slowdown Analysis by Income Thresholds for ASEAN Countries and Indonesia Sub-National Economies”**



**Presenters from ACI-LKYSP-NUSS:  
Mr Luu Nguyen Trieu Duong and Associate Professor Tan Khee Giap**



**Discussants for Session 3:**

**Dr Kirida Bhaopichitr  
Research Director, Thailand Development  
Research Institute (TDRI), Thailand**

**Ms Kristy Tsun-Tzu Hsu  
Director, Taiwan ASEAN Studies Center,  
Chung-Hua Institution for Economic  
Research, Taiwan**

Discussants for Session 3 (Continued):



**Dr Darwin Marcelo**  
**Infrastructure Economist,**  
**The World Bank Group**

Session 4

**“Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Indonesian Provinces”**



**Presenters from ACI-LKYSP-NU:**  
**Associate Professor Tan Khee Giap, Dr Mulya Amri and Ms Nursyahida Binte Ahmad**

**Discussants for Session 4:**



**Ms Paramita Dasgupta**  
**Practice Manager, Asia, Trade & Competitiveness, The World Bank Group**

**Mr Supriyadi**  
**Head of Section Tourism, Trade and Telecommunications, Indonesia Investment Coordinating Board (BKPM)**



**Ms Kristy Tsun-Tzu Hsu**  
**Director, Taiwan ASEAN Studies Center, Chung-Hua Institution for Economic Research, Taiwan**



## “Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows to ASEAN Economies and Indonesian Provinces”



**Presenters from ACI-LKYSP-NUS:  
Dr Sasidaran Gopalan, Ms Nguyen Le Phuong Anh,  
Mr Luu Nguyen Trieu Duong and Dr Mulya Amri**



**Discussant for Session 5:  
Dr Darius Tirtosuharto,  
Economist, Economic and Monetary Policy Department, Macroeconomic Division, Central  
Bank of Indonesia**



**Dr Cledan Mandri-Perrott,  
Head of Infrastructure Finance & PPP, Infrastructure Finance Hub, World Bank Singapore**



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

# Economic Forum Programme

## Asia Competitiveness Institute - World Bank ASEAN Economic Forum 9 September 2016

Lobby of Oei Tiong Ham Building (morning session) & Manasseh Meyer Seminar Room 3-5 (afternoon session), Lee Kuan Yew School of Public Policy, National University of Singapore

Jointly Organised by  
Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP),  
National University of Singapore (NUS)  
&  
The World Bank Group

### PROGRAMME

9 September 2016 0800 – 0855	<b>Arrival of Guest-of-Honour, Discussants, Moderators, Presenters and Participants</b>
0900 – 0910	<b>Welcome Remarks</b> Professor Kishore Mahbubani Dean, LKYSPP, NUS
0910 – 0920	<b>Memorandum of Understanding (MOU) Signing Ceremony between The World Bank and National University of Singapore, witnessed by Mr Ong Ye Kung, Acting Minister for Education and Senior Minister of State for Defence, Singapore. MOU will be represented by Mr Jordan Z Schwartz and Provost Tan Eng Chye</b>
0920 – 0930	<b>Presentation of Token of Appreciation &amp; Group Phototaking</b>
0930 – 0940	<b>Remarks on Research Collaboration</b> <ul style="list-style-type: none"> <li>Mr Jordan Z. Schwartz Director, World Bank Singapore</li> <li>Professor Tan Eng Chye Deputy President (Academic Affairs) &amp; Provost, NUS</li> </ul>
0940 – 1000	<b>Coffee/Tea Break</b>  <b>Private Conversation between Guest-of-Honour, Distinguished Speakers and VIP Guests moderated by Provost Tan Eng Chye</b>
1000 – 1005	<b>Moderator:</b> Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP-NUS
1005 – 1015	<b>Speech by Distinguished Speaker 1</b> Tan Sri Rastam Mohd Isa Chairman and Chief Executive, Institute of Strategic and International Studies (ISIS), Malaysia
1015 – 1025	<b>Speech by Distinguished Speaker 2</b> Dr Gilberto M. Llanto President, Philippine Institute for Development Studies (PIDS), Philippines
1025 – 1035	<b>Speech by Distinguished Speaker 3</b> Dr Nguyen Dinh Cung President, Central Institute for Economic Management (CIEM), Vietnam
1035 – 1045	<b>Question &amp; Answer</b>

1045 – 1145	<p><b>Session 1: 2016 Annual Update on ACI's Competitiveness Ranking and Simulations of ASEAN-10</b></p> <p><b>Moderator:</b> Dr Mulya Amri Research Fellow &amp; Deputy Director (Research), ACI-LKYSPP-NUS</p> <p><b>Presenter:</b></p> <ul style="list-style-type: none"> <li>• Ms Nguyen Le Phuong Anh Research Fellow &amp; Deputy Director (Admin), ACI-LKYSPP-NUS</li> <li>• Mr Luu Nguyen Trieu Duong Research Assistant, ACI-LKYSPP-NUS</li> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP-NUS</li> </ul> <p><b>Discussants:</b></p> <ul style="list-style-type: none"> <li>• Tan Sri Rastam Mohd Isa Chairman and Chief Executive, Institute of Strategic and International Studies (ISIS), Malaysia</li> <li>• Dr Gilberto M. Llanto President, Philippine Institute for Development Studies (PIDS), Philippines</li> <li>• Dr Nguyen Dinh Cung President, Central Institute for Economic Management (CIEM), Vietnam</li> </ul> <p><b>Question &amp; Answer</b></p>
1045 – 1050	
1050 – 1105	
1105 – 1115	
1115 – 1125	
1125 – 1135	
1135 – 1145	
1145 – 1225	<p><b>Session 2: 2016 Annual Competitiveness Ranking and Simulation Studies on Six Regions and 33 Indonesian Provinces</b></p> <p><b>Moderator:</b> Mr Tan Beng Kai, Evan Research Assistant, ACI-LKYSPP-NUS</p> <p><b>Presenters:</b></p> <ul style="list-style-type: none"> <li>• Ms Nursyahida Binte Ahmad Research Assistant, ACI-LKYSPP-NUS</li> <li>• Dr Mulya Amri Research Fellow &amp; Deputy Director (Research), ACI-LKYSPP-NUS</li> </ul> <p><b>Discussant:</b></p> <ul style="list-style-type: none"> <li>• Dr H. Abdul Hadi Sirat Director, Khairun University Graduate School, Indonesia</li> </ul> <p><b>Question &amp; Answer</b></p>
1145 – 1150	
1150 – 1205	
1205 – 1215	
1215 – 1225	
1225 – 1330	<p><b>Lunch Break</b> <b>Shift of venue to Manasseh Meyer Seminar Room 3-5</b></p>
1330 – 1430	<p><b>Session 3: Growth Slowdown Analysis by Income Thresholds for ASEAN Countries and Indonesia Sub-National Economies</b></p> <p><b>Moderator:</b> Ms Nguyen Le Phuong Anh Research Fellow &amp; Deputy Director (Admin), ACI-LKYSPP-NUS</p> <p><b>Presenters:</b></p> <ul style="list-style-type: none"> <li>• Mr Luu Nguyen Trieu Duong Research Assistant, ACI-LKYSPP-NUS</li> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP-NUS</li> </ul> <p><b>Discussants:</b></p> <ul style="list-style-type: none"> <li>• Dr Kirida Bhaopichitr Research Director, Thailand Development Research Institute (TDRI), Thailand</li> <li>• Ms Kristy Tsun-Tzu Hsu Director, Taiwan ASEAN Studies Center, Chung-Hua Institution for Economic Research, Taiwan, ROC</li> </ul>
1330 – 1335	
1335 – 1350	
1350 – 1400	
1400 – 1410	

1410 – 1420	<ul style="list-style-type: none"> <li>• Dr Darwin Marcelo Infrastructure Economist, The World Bank Group</li> </ul>
1420 – 1430	<b>Question &amp; Answer</b>
1430 – 1530	<b>Session 4: Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Indonesian Provinces</b>
1430 – 1435	<b>Moderator:</b> Dr Sasidaran Gopalan Research Fellow, ACI-LKYSPP-NUS
1435 – 1450	<b>Presenter:</b> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP-NUS</li> <li>• Dr Mulya Amri Research Fellow &amp; Deputy Director (Research), ACI-LKYSPP-NUS</li> <li>• Ms Nursyahida Binte Ahmad Research Assistant, ACI-LKYSPP-NUS</li> </ul>
1450 – 1500	<b>Discussants:</b> <ul style="list-style-type: none"> <li>• Ms Paramita Dasgupta Practice Manager, Asia, Trade &amp; Competitiveness, The World Bank Group</li> </ul>
1500 – 1510	<ul style="list-style-type: none"> <li>• Mr Supriyadi Head of Section Tourism, Trade and Telecommunications, Indonesia Investment Coordinating Board, BKPM</li> </ul>
1510 – 1520	<ul style="list-style-type: none"> <li>• Ms Kristy Tsun-Tzu Hsu Director, Taiwan ASEAN Studies Center, Chung-Hua Institution for Economic Research, Taiwan, ROC</li> </ul>
1520 – 1530	<b>Question &amp; Answer</b>
1530 – 1610	<b>Session 5: Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows to ASEAN Economies and Indonesian Provinces</b>
1530 – 1535	<b>Moderator:</b> Mr Song Lin Research Assistant, ACI-LKYSPP-NUS
1535 – 1550	<b>Presenters:</b> <ul style="list-style-type: none"> <li>• Dr Sasidaran Gopalan Research Fellow, ACI-LKYSPP-NUS</li> <li>• Ms Nguyen Le Phuong Anh Research Fellow &amp; Deputy Director (Admin), ACI-LKYSPP-NUS</li> <li>• Mr Luu Nguyen Trieu Duong Research Assistant, ACI-LKYSPP-NUS</li> <li>• Dr Mulya Amri Research Fellow &amp; Deputy Director (Research), ACI-LKYSPP-NUS</li> </ul>
1550 – 1600	<b>Discussant:</b> <ul style="list-style-type: none"> <li>• Dr Darius Tirtosuharto Economist, Economic and Monetary Policy Department, Macroeconomic Division, Central Bank of Indonesia</li> </ul>
1600 – 1610	<b>Question &amp; Answer</b>
1610 – 1620	<b>Feedback Session</b>
1620 – 1630	<b>Closing Remarks and the Way Forward</b>
1630 – 1640	<ul style="list-style-type: none"> <li>• Dr Cledean Mandri-Perrott Head, Infrastructure Finance &amp; PPP, Infrastructure Finance Hub, World Bank Singapore</li> <li>• Professor Tan Kong Yam Co-Director, ACI-LKYSPP-NUS</li> </ul>
	<b>End of Seminar</b>

# **Profiles of Speakers, Discussants and Moderators**

## **(in alphabetical order)**

### **Abdul Hadi Sirat Magori**

Dr H Abdul Hadi Sirat is presently Graduate Programme Director and lecturer of Economics at the University of Khairun (UNKHAIR), Ternate, North Maluku in Indonesia. He is also a lecturer of the Master of Science programme at the University of Yapis Papua (UNIYAP) and the Management Studies Graduate programme at UNKHAIR. Prior to this, he was Assistant Director of the Graduate Programme (Academic) at the Muslim University of Indonesia (UMI). He has a total of 30 years of experience in education. Dr H Abdul Hadi Sirat graduated with a Bachelor's degree in Economics (Management) from UMI and subsequently completed a Master of Science in Management from University Gajah Muda (UGM), Yogyakarta. He has a Ph.D in Management Studies from the University of Airlangga, Surabaya, which he completed in 2002.

### **Kirida BHAOPICHITR**

Since August 2015, Dr Kirida has been the Research Director for International Research and Advisory Service at the Thailand Development Research Institute (TDRI), a leading think tank in Thailand. Her work spans monitoring and analyzing developments of the global, ASEAN, and Thai economies. Her current research includes Thailand's outward investment policies to the ASEAN Economic Community and the impact on Thai state-owned enterprises should Thailand joins the Trans-Pacific Partnership (TPP). Prior to this, Dr Kirida had been a Senior Economist at the Macroeconomics and Fiscal Policy Management Global Practice and the Country Economist for Thailand of the World Bank Group since 1999. Dr Kirida's work on Thailand includes monitoring and assessing Thailand's economic developments, the investment climate, competitiveness, and the reforms in the public sector. Dr Kirida has been the main author of the World Bank's bi-annual Thailand Economic Monitor (2003-2015), the most downloaded and widely cited World Bank document on Thailand. Dr Kirida has significant regional experience, having worked on Lao PDR, Cambodia, and South Asia. She regularly contributed to the World Bank's bi-annual report on economic developments, the East Asia and the Pacific Update. In 2010, Dr Kirida spent a year at the World Bank Headquarters in Washington DC, where she worked on regional issues in East Asia and authored a paper on estimating the remittance trends in South Asia. A recognized fixture in economic and business circles in Thailand, she appears regularly in the media and speaks at high-level forums organized by both public and private organizations in Thailand and abroad. Dr Kirida holds a Ph.D. in Economics from Cornell University through the prestigious Anandha Mahidol Foundation Scholarship. She finished her bachelor degree in Economics with first class honors from Thammasat University in Bangkok and was presented with the Rising Star Economist Award by the Thammasat Economics Association in 2010.

### **Darius Tirtosuharto**

Mr Tirtosuharto works for Indonesia's Central Bank as an economist at the Department of Economic and Monetary Policy. He holds a PhD in public policy from George Mason University in Virginia and a Master Degree in Urban Studies from the University of Colorado. His research interests are in macroeconomic, regional development and public finance. He wrote a number of papers that focuses on economic competitiveness, public capital investments, and regional convergence. Prior to joining Bank Indonesia, Mr Tirtosuharto worked as a liaison officer for the Institute of National Capacity Studies in Washington DC. He is also involved in a number of projects with USAID and the ADB and became a frequent discussant in several events at the World Bank and other multilateral institutions.

### **Paramita DASGUPTA**

Paramita Dasgupta is the Practice Manager for Trade & Competitiveness (T&C) for the Asia Region. She relocated from Delhi to Singapore in mid July 2015. Paramita has worked on and managed various high profile multi-sectoral analytical and operational tasks at the World Bank Group and developed several innovative advisory programs aligned with IFC's private sector development mandate. Over the past 16 years at the World Bank Group, she has held a number of interesting positions working on public policy issues that impact private sector development in South Asia and Sub-Saharan Africa based out of Johannesburg, Dhaka and New Delhi. Her core areas of work include investment climate, international business, competitiveness and private sector development. As the Trade & Competitiveness Practice Manager for Asia based in Singapore, Paramita has four key responsibilities: (i) lead, grow and manage the Singapore Global Hub for T&C with a thematic focus on Connectivity and Competitiveness; (ii) lead Partnerships and Knowledge Management in Asia, including bringing experiences and knowledge from countries such as Singapore to the rest of the T&C practice; (iii) serve as the primary counterpart of T&C for the various development partners in the region; and (iv) ensure that T&C works closely with the private sector in developing innovative solutions for development. Prior to joining the World Bank Group, Paramita was the Chief Economist for Mumbai-based investment bank Kotak Mahindra Capital Company which at that time was Goldman Sachs's joint venture partner in India. She started her professional career at the Economic and Political Weekly Research Foundation where her primary area of research was fixed income markets and the Indian economy. She holds a Master's degree in International Business and Economic Development from the University of Reading in United Kingdom.

### **Leoneto ELIZARIO**

Leoneto Elizario is currently working as a research assistant at Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, National University of Singapore. He graduated with cum laude bachelor's degree from University of Hawaii at Manoa, USA, in communication in 2013. His current responsibility as a research assistant is to helping the Indonesia project team to conduct annual competitiveness analysis and development strategies for 33 Indonesian provinces. Specifically, He conducts research on each of the Indonesian province in regards to its economic landscape, economic trends and development, as well as the government economic policies at provincial level. Secondly, he helps the team with data entry collected from Indonesia government official publications. His current research fields of interest are qualitative and quantitative data analysis, development economics, trade and investment, and economic competitive analysis.

### **Sasidaran GOPALAN**

Sasidaran Gopalan is a Research Fellow at the Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). 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 Policy, Government and International Affairs (SPGIA), 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. After spending a year at the Indian Institute of Management Bangalore (IIMB) post-graduation as a Research Associate, he was based at the Institute of South Asian Studies (ISAS) at National University of Singapore (NUS) for two years doing research work on international economics and policy issues concerning South Asia. He has published two co-authored books with leading publishing houses, several academic articles in refereed international journals, book chapters in edited volumes, a number of 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. More specific topics include an empirical analysis of financial openness and international capital flows, financial development, financial inclusion, foreign aid, remittances as well as international trade and migration issues. His research has a heavy empirical and policy flavour. At ACI, he supervises and contributes to the formulation as well as implementation of all the empirical research projects, targeted towards journal publications and broader policy outreach. Personal Webpage: <http://sgopalan.gmu.edu>.

### **Kristy Tsun-Tzu HSU**

Kristy Hsu (徐遵慈) is Associate Research Fellow and Section Chief at the Taiwan WTO Center, and Programme Coordinator at the Taiwan ASEAN Studies Center (TASC), Chung Hua Institution for Economic Research (CIER), Taiwan (R.O.C.). Her areas of research interest include international trade policy and economic/trade law, trade and development issues, regional integration, and gender issues. She is also Advisory Member to the Trade and Development Committee, ROC National Confederation of Industries, International Affairs Committee, ROC Chamber of Commerce, and adviser to the Chinese National Association of Industry and Commerce's, or CNAIC's monthly publication CNAIC Magazine, and Standing Supervisor to Taiwan Women Film/Video Association. Kristy obtained her LL.M from the School of Law, Soochow University, Taiwan, and B.A. in Foreign Literature and Languages from National Taiwan University, Taiwan. She was the Executive Secretary and associate research fellow at the Chinese Taipei APEC Study Center, Taiwan Institute of Economic Research (TIER) from 1999 ~ 2002; journalist of the Commercial Times in Taiwan from 1989 ~ 1998, and Correspondent in Tokyo for the newspaper in 1990.

### **Gilberto LLANTO**

Gilberto Llanto is President of the Philippine Institute for Development Studies. He is Regional Coordinator of the East Asian Development Network, a network of East Asian research institutes conducting policy research and capacity building; Country Coordinator for the Philippines of the Network of East Asian Think Tanks (NEAT); Lead Convenor of the Philippine APEC Study Center Network; Associate Editor of the Philippine Review of Economics; Chairman of the Editorial Board of the Philippine Journal of Development; Member of the Academic Steering Committee on Financial Inclusion of the International Cooperative and Mutual Insurance Federation (ICMIF United Kingdom); and Member of the Advisory Council, Microfinance Council of the Philippines, Inc. (MCPI). He was formerly Deputy Director-General (rank: Deputy Minister) of the National Economic and Development Authority, and President of the Philippine Economic Society. He has a Ph.D. in Economics from the School of Economics, University of the Philippines. He has a Master's Degree in Economics and a Bachelor's Degree in Philosophy. His research interests include public economics, growth economics, financial inclusion, microfinance, regional integration and infrastructure regulation.

### **LUU NGUYEN Trieu Duong**

Luu Nguyen Trieu Duong is a Research Assistant at the Asia Competitiveness Institute (ACI), Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). Luu graduated from NUS in June 2015 with a second upper class honours Bachelor degree 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 focuses on projects related to ASEAN economies, research on cost of living for expatriates and ordinary citizens in major cities around the world, growth slowdown analysis by income thresholds for Asian economies and multi country econometric modelling. Luu's research interests include growth and development, ASEAN economies, applied econometrics and economics of aging.

### **Kishore MAHBUBANI**

A student of philosophy and history, Professor Kishore Mahbubani is the Dean of the Lee Kuan Yew School of Public Policy of the National University of Singapore. Concurrently, Prof Mahbubani serves in the Boards and Councils of institutions around the world, including the Yale President's Council on International Activities (PCIA), University of Bocconi International Advisory Committee, World Economic Forum - Global Agenda Council on Geo-economics and as Chairman of the Lee Kuan Yew World City Prize Nominating Committee. Before that, he enjoyed a long career 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. Prof Mahbubani has spoken and published globally. His articles have appeared in a wide range of publications, 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 five books: 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 read and translated widely. The Great Convergence 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](http://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 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". He was 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. He 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". Most recently, he was selected by Prospect magazine as one of the top 50 world thinkers for 2014

### **Darwin MARCELO**

Darwin Marcelo is an economist and econometrician with extensive advisory, policy and analytical experience across infrastructure sectors. He is specialized in the development and application of tools for conducting impact evaluation of infrastructure projects, spatial analyses of trade, connectivity and logistics. He has more than 10 years of experience leading all areas of project and program evaluation, including conceptual design, implementation, capacity building and training. Most recently, he developed a framework to evaluate progress and impacts of the Master Plan for ASEAN connectivity and generated a tool to prioritize infrastructure investments. Mr. Marcelo worked for 7 years in the Economics Unit of the World Bank Sustainable Development Department for the LAC Region and now is part of the WB Singapore Infrastructure Hub. Prior to joining the World Bank, he worked for the National Planning Department of Colombia evaluating impacts of government social programs.

### **Mulya Amri**

Mulya Amri is a Research Fellow and Deputy Director (Research) at the Asia Competitiveness Institute (ACI), 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 "2014 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 Ph.D 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.

### **NGUYEN Dinh Cung**

Dr Nguyen Dinh Cung is President of the Central Institute for Economic Management (CIEM), Vietnam. Dr Cung got B.A in Economics of Trade from Prague School of Economics, Czech Republic in 1982. He took a Master degree in Development Economics from University of Manchester, United Kingdom in 1996 and a Ph.D. in Development Economics at the CIEM in 2009. Having more than 30 working years at the CIEM, Dr Cung has a wide range of working experiences. He has been a key drafter of many laws such as Law on Company and Law on Private Enterprise (1990), Law on Enterprise (1999, 2005 and 2014), Law on



Investment (2005, 2014), Law on Bankruptcy (1991) and many decrees guiding these laws. He has participated in making many policies on state owned enterprise reform, business environment reform, competitiveness improvement, and encouraging fair competition, etc. Dr Cung was assigned to directly draft 3 resolutions on improving the business environment and enhancing national competitiveness, including Resolution No. 19/NQ-CP dated March 18th 2014; Resolution No. 19/NQ-CP dated March 12th 2015; and Resolution No. 19-2016/NQ-CP dated April 26th 2016. These three resolutions have created conditions for institutional reform, administration reform to reduce time, cost and risk for enterprises, aiming at improving business and national competitiveness. In practice, Dr Cung is a pioneer in improving business environment and national competitiveness in Vietnam. He was a key author of the Report “Vietnam Competitiveness Report 2010” in cooperation with experts from Asia Competitiveness Institute, Lee Kuan Yew School of Public Policy, Singapore. In 2010, his team also cooperated with the Asia Foundation to conduct the Report “Competitiveness of Vietnam Export Companies in Electronics, Textile and Sea-food products”. He also has many studies on investment in general and public investment in particular. Currently, he is a team leader of the study on Role of the state as an investor in national investment (sponsored by the WB) and Prioritization of Public Investment Projects in Vietnam (cooperated with the WB). He also has many publications. Some of his current publications (editor or co-editor) are, as follows: A reference book on “Monitoring and Assessment of the progress on the Proposal on Comprehensive Restructuring of the Economy” (2015); reference book on “State owned enterprises and market distortions” Financial Publishing House (2015); a reference book on “Reforming the model of exercising the state ownership functions at SOEs: Theoretical, international experiences and the application in Vietnam” Encyclopaedia Publishing House (2013), etc. His contact information: Email: cunghoa22@gmail.com

### **NGUYEN Le Phuong Anh**

Nguyen Le Phuong Anh is a Research Fellow and Deputy Director (Administration) at the Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). Phuong Anh received her Bachelor (Honors) degree in Economics from Nanyang Technological University (NTU), Singapore, and a Master of Science degree in Development Studies from London School of Economics and Political Science (LSE), 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 Simulation Study for ASEAN-10 and Development Strategies to Enhance Asia Economic Connectivity”. She is currently coordinating the annual competitiveness study of the ASEAN-10 economies and a 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.

### **Nursyahida Binte Ahmad**

Nursyahida Binte Ahmad is a Research Assistant at Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). Nursyahida graduated from Nanyang Technological University in 2015, with a Bachelor of Arts in Economics (second upper). At ACI, Nursyahida is assisting the research on Indonesia’s competitiveness analysis at the provincial and regional level. Her research interests include development economics and socioeconomic studies.

### **ONG Ye Kung**

Ong Ye Kung was elected Member of Parliament for Sembawang GRC in Sep 2015, and appointed to the Cabinet of Singapore as the Acting Minister for Education (Higher Education and Skills) on 1 Oct 2015. He holds the concurrent appointment of Senior Minister of State for Defence. Prior to his Cabinet appointment, he held the position of Director of Group Strategy at Keppel Corporation, overseeing long term strategic planning of the Group’s activities. Before joining Keppel Corporation, he was the Deputy Secretary-General of National Trades Union Congress, overseeing the Labour Movement’s employment and employability programmes. He also held various positions in the Government earlier. These include the Chief Executive of Singapore Workforce Development Agency (WDA), during which he spearheaded many initiatives to build up the Continuing Education and Training infrastructure. He was the Principal Private Secretary to Prime Minister Lee Hsien Loong from 2003-2005, and Press Secretary to Prime Minister Lee from 1997-2003. Mr Ong was also the Deputy Chief Negotiator for the US-Singapore Free Trade Agreement. Mr Ong graduated from the London School of Economics and Political Science (UK) with a Bsc(Econs) First Class Honours, and holds a Master of Business Administration from the Institute of Management Development, Lausanne, Switzerland. He is married with two teenage children.

### **Rastam Bin Mohd Isa**

Tan Sri Rastam Mohd Isa is Chairman and Chief Executive of the Institute of Strategic and International Studies (ISIS) Malaysia. He holds a Bachelor of Social Science (Hons) degree from Universiti Sains Malaysia, a Master of Arts degree in International Relations and Strategic Studies from the University of Lancaster and a Certificate of Diplomacy from the University of Oxford. Tan Sri Rastam is a former Secretary General of the Ministry of Foreign Affairs Malaysia. He served in various capacities at the Ministry of Foreign Affairs and Malaysian diplomatic missions abroad, including as High Commissioner of Malaysia to Pakistan, Ambassador of Malaysia to Bosnia Herzegovina, Ambassador of Malaysia to the Republic of Indonesia and Permanent Representative of Malaysia to the United Nations in New York. He retired from the civil service on 2 September 2010. Tan Sri Rastam is Chairman of the Malaysian National Committee for the Pacific Economic Cooperation Council (PECC), Chairman of the Malaysian National

Committee of the Council for Security Cooperation in the Asia Pacific (CSCAP) and CSCAP Co-Chair (2015-2017). He is also member of Asia-Pacific Economic Cooperation (APEC) Business Advisory Council – ABAC.

### **Jordan Z. SCHWARTZ**

Jordan Schwartz has worked in economic development since 1991, focusing on infrastructure economics, finance, regulation, connectivity, logistics and sustainability. He is the Director of the World Bank's Infrastructure & Urban Development Hub, a growing center of operational and analytical activity covering the sectors of water, transport, ICT, energy and extractives, urban, trade, and infrastructure finance. In his prior capacity, Jordan served as the Head of the Global Infrastructure Facility, as the World Bank's Manager for Infrastructure Policy, and, before that, as Lead Economist in the Sustainable Development Department of the World Bank's Latin America and Caribbean Region. Before joining the World Bank in 1998, Jordan worked in management consulting from 1991 to 1998, first at Booz Allen's Transport Strategy Consulting Group, and later, as the Senior Manager for Utility & Infrastructure Consulting at Deloitte Emerging Markets. Jordan is an author and frequent speaker on a wide range of topics in development economics and finance. He is a co-author of the book, "Uncovering the Drivers of Utility Performance: The Role of the Private Sector, Regulation and Governance," as well as a series of papers, articles and blogs on the relationship of risk to infrastructure investment. He has led investment and technical advisory work across Latin America and the Caribbean, East Asia, the Pacific Islands, Central Europe and Sub-Saharan Africa and has served as a delegate of the World Bank to the G20 Infrastructure & Investment Working Group, the B20 and APEC.

### **SONG Lin**

Song Lin is currently appointed as a Research Assistant at Asia Competitiveness Institute (ACI), Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS). 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. His personal research interests are sustainable urbanisation, renewable energy and urban mobility.

### **Supriyadi**

Supriyadi was born in Jakarta February 10, 1978, the second of three siblings graduated in 2010 bachelor of science degree in public administration. Work on the Investment Coordinating Board since 1998, currently as the section head of tourism, trade and telecommunications in the Directorate Deregulation, Deputy Chairman for Development of Investment Climate earlier at the same gathering and evaluating data fields of business policies and incentive systems. Actively involved in the discussion of Presidential Regulation Number 44 Year 2016 Concerning Lists of Business Fields Closed To Investment And Business Fields Open With Conditions To Investment A.K. the negative list and the other ministerial regulations.

### **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 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. 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 the top ten essays on Singapore's productivity and innovation challenges for a LKYSPP essay competition. His research interests include examining the policy challenges and connectivity issues facing the development of a more integrated ASEAN community and market.

### **TAN Eng Chye**

Professor Tan Eng Chye is Deputy President (Academic Affairs) and Provost at the National University of Singapore. He oversees and drives special strategic initiatives of critical importance for the University. His responsibilities include proposing the budget and resource allocation plan for the academic cluster; overseeing NUS Deans and their Faculties/Schools; providing strategic directions and setting academic policies. He also has oversight of the development and implementation of new educational programmes and initiatives; and is responsible for educational quality assurance, overseeing admission policies and processes to ensure best quality enrolments. Prof Tan is responsible for the appointment, promotion and tenure process, as well as the reward and incentive systems for academic staff. Prof Tan has held positions of administrative leadership at Faculty and Department levels. He was Dean of Science from June 2003 to March 2007. Other positions included Chairman, Faculty Promotion and Tenure Committee from July 2001 to June 2003; Vice-Dean (Academic Affairs), Faculty of Science from July 1999 to June 2003; and Sub-Dean, Faculty of Science from July 1994 to August 1996 and from July 1998 to June 1999. He was also Deputy Head, Department of Mathematics from July 1999 to June 2000. Prof Tan initiated the Special Programme in Science in 1996, the precursor of NUS' Talent Development Programme which was re-structured as the current University Scholars Programme. Prof Tan is a passionate teacher and has won several teaching awards at the University and Faculty level -- he was awarded the Innovative Teaching Award

1998 by the Faculty of Science; the Teaching Excellence Award for Innovative Teaching 1998 by the University; the Faculty Teaching Excellence Award 2004/2005; and the University Teaching Excellence Award 2004/2005. Currently, Prof Tan chairs the Management Board of the Risk Management Institute, NUS; and has been a member of the Management Boards of the Defence Science National Laboratories, MINDEF; Institute for Mathematical Sciences, NUS; Management Board, Singapore MIT Alliance and the MINDEF-NUS Temasek Laboratories, MINDEF. Prof Tan is also a Council member of the National Institute of Education, NTU. Prof Tan obtained his Bachelor in Mathematics (First Class Honours, 1985) at NUS and his PhD (1989) at Yale University. He joined NUS as a faculty member of the Department of Mathematics in 1985 (as a Senior Tutor) and has held visiting positions at various universities overseas such as the Rutgers University, University of Washington at Seattle, University of California at Berkeley and University of Maryland, USA; Universities of Tokyo and Kyoto, Japan; as well as the Hong Kong University of Science and Technology. Prof Tan is still an active national serviceman in Singapore, holding the rank of Deputy Superintendent of Police, and a command appointment as Commanding Officer of the Yishun South Neighbourhood Police Centre. He has also been active in promoting mathematics and mathematics education – he established the Singapore Mathematical Society Enrichment Programmes in 1994, revamped the Singapore Mathematical Olympiads in 1995 to allow more participation from students, as well as a series of workshops on the teaching of mathematics projects to teachers. He was Honorary Secretary, Singapore Mathematical Society from 1993 to 1995; serving as President of the Society from 2001 to 2005. He was also President of the South East Asian Mathematical Society from 2004 to 2005. Prof Tan's research interests are Representation Theory of Lie Groups and Lie Algebras; and Invariant Theory and Algebraic Combinatorics. He has been invited to speak in numerous top conferences overseas, and has published more than 20 articles in top internationally-refereed journals and conference proceedings. He has co-authored three books on mathematics, including a graduate text on the Lie group  $SL(2, \mathbb{R})$ .

### **TAN Khee Giap**

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 Artivision, BreadTalk Group, Boustead Projects, TEE Land and Chengdu Rural Commercial Bank.

### **TAN Kong Yam**

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 (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, 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.

# Media Coverage

Press Release by The World Bank Group, September 9 2016



Working for a World Free of Poverty

## 1. News

PRESS RELEASE

# World Bank Group and National University of Singapore

## to Strengthen Collaboration

September 9, 2016

*MOU will enable advanced policy research for sustainable development*

**Singapore, September 9, 2016** - The World Bank Group and the National University of Singapore (NUS) today signed a Memorandum of Understanding that will broaden collaboration in areas of shared expertise, in order to advance policy research that address global development challenges such as sustainable urban development and infrastructure finance.

The signing ceremony was held in conjunction with the Asia Competitiveness Institute – World Bank ASEAN Forum, which was hosted at the Lee Kuan Yew School of Public Policy (LKY School). Signatories for the MOU between the World Bank Group and NUS were Mr Jordan Z Schwartz, Director of the World Bank's Singapore Hub for Infrastructure and Urban Development, and Professor Tan Eng Chye, NUS Deputy President (Academic Affairs) and Provost. The signing was witnessed by Mr Ong Ye Kung, Singapore Acting Minister for Education (Higher Education and Skills) and Senior Minister of State for Defence.

*“Singapore can share with the World Bank Group’s member countries the lessons we have learned in creating a more efficient and livable city, in encouraging businesses to be more competitive and thrive, in providing quality health-care. NUS has strong knowledge and deep expertise in addressing critical issues that are relevant to Asia. We hope that our enhanced collaboration with the World Bank Group will further deepen our core strengths and at the same time enable NUS researchers to contribute towards the continued growth and development of Singapore as well as countries in Asia and beyond,”* said **Professor Tan Eng Chye, Deputy President (Academic Affairs) and Provost, National University of Singapore.**

The areas being considered for collaboration relate to key issues of sustainable economic development. In particular, they highlight the lessons learned by Singapore during its transformation from a low income country in the early 1960s to a leading manufacturing and services centre and among the world's most competitive economies.

For example, a proposed collaboration with the Centre for Livable Cities at the Ministry for National Development and the NUS School of Design and Environment's Centre for Sustainable Asian Cities will build on Singapore's expertise in fostering innovative urban growth and support of the development of smart cities in the East Asia and Pacific region.

The World Bank Group and Singapore have a long history of collaboration in promoting higher education, dating back to 1972 when the World Bank supported the development of a consolidated campus for NUS.

*"In several critical areas of sustainable development - from integrated urban planning to innovative financing of infrastructure, from delivery of high-quality services to policies and technologies that increase competitiveness and connectivity – Singapore leads by example. Our collaboration with NUS is a reflection of both Singapore's academic excellence and extraordinary practical experience, and our efforts to provide development solutions for the World Bank Group's client countries,"* said **Jordan Schwartz, Director of the World Bank Group's Singapore Hub for Infrastructure and Urban Development.**

With the Institute of Water Policy at LKY School and the Temasek Foundation Water Leadership Programme, World Bank Group experts will work on strengthening the capacity of governments in Asia in undertaking climate proofing, integrated water management in cities, and water security.

In the realm of exploring scientific and technological solutions for health-care challenges, the World Bank will reach out to the Saw Swee Hock School of Public Health, Yong Loo Lin School of Medicine, Duke-NUS Medical School of NUS, and Biomedical Institute for Global Health Research and Technology (BIGHEART).

*"This MOU will foster meaningful synergies between Singapore's research strengths and the World Bank Group's development functions, and also incorporate companies' feedback to augment the World Bank Group's suite of infrastructure solutions for developing countries. The World Bank Group's collaboration with a leading Singapore institution paves the way for impactful public-private partnerships to be driven from Singapore, to support the development of emerging markets in the region,"* said **Lee Eng Keat, Director, International Organisations Programme Office, Logistics, and Natural Resources, at the Economic Development Board.**

Other collaborations being proposed include support for learning opportunities through NUS' global education initiatives and joint research projects in the area of data analytics.

The expanding collaboration builds on the successful collaboration between the World Bank and the Asia Competitiveness Institute of the LKY School, which began in August 2015.

A Steering Committee – comprising of representatives from both institutions as well as local experts and stakeholders – will be established to provide overall guidance and supervision on the respective joint work programs.

Private sector companies and State-Owned Enterprises such as PSA International Pte Ltd, Changi Airport Group, SPRING Singapore, International Enterprise Singapore and Surbana Jurong Private Limited may serve as advisors in the projects. Moving forward, the International Finance Corporation, a member of the World Bank Group, may also explore potential collaboration with NUS.

# NUS, World Bank to jointly study global issues

Chia Yan Min

The World Bank and the National University of Singapore (NUS) have pledged to collaborate on research about global development challenges such as sustainable urban development and infrastructure finance.

They signed a memorandum of understanding yesterday in conjunction with the Asia Competitiveness Institute - World Bank Asean Forum at the Lee Kuan Yew School of Public Policy.

"Singapore can share with the

World Bank Group's member countries the lessons we have learnt in creating a more efficient and liveable city, in encouraging businesses to be more competitive and thrive, in providing quality healthcare," said Professor Tan Eng Chye, NUS' provost and deputy president for academic affairs.

For instance, the Centre for Liveable Cities at the Ministry for National Development and the NUS School of Design and Environment's Centre for Sustainable Asian Cities can offer expertise in innovative urban growth and smart cities in the East Asia and Pacific region.

As for scientific and technological solutions to solve healthcare challenges, the World Bank will work with the Saw Swee Hock School of Public Health, Yong Loo Lin School of Medicine, Duke-NUS Medical School of NUS, and Biomedical Institute for Global Health Research and Technology, among others.

The World Bank Group set up a hub in Singapore five years ago and now has about 140 staff here.

This is likely to grow to 220 staff in the coming years as the bank beefs up its operations, said Mr Jordan Schwartz, the director of the

World Bank Group's Singapore Hub for Infrastructure and Urban Development.

NUS itself was built with the support of the World Bank in 1972, when the Singapore Government borrowed US\$9.5 million from the Bank to fund the construction of Singapore University (later renamed NUS).

Yesterday's MOU signing was witnessed by Mr Ong Ye Kung, the Acting Minister for Education (Higher Education and Skills) and Senior Minister of State for Defence.

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## Lianhe Zaobao, 10 September 2016

02 2016年9月10日 星期六 新加坡早报 焦点

### 调查：新加坡整体竞争力亚细安第一

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新加坡的整体竞争力排名继续在亚细安独占鳌头，但作为一个高收入经济体，我国面对经济增长放缓的可能性也最高，概率为44.5%，远超其他亚细安国家。

我国在政府和机构环境方面的竞争力出现小滑落；而交通和人力成本如今是我国的“最弱一环”。

新加坡国立大学李光耀公共政策学院亚洲竞争力研究所2013年度最新调查昨天公布，我国分别在整体竞争力、宏观经济稳定性、金融与商业和人力状况、生活素质和基础设施发展、政府与机构环境等环节，维持亚细安第一的优势。

#### 政府与机构环境得分滑落

其中，我国在前四个环节中的竞争力均有进步；但在政府与

机构环境的得分则稍有滑落，这也是过去三年来我国首次在这个环节中退步。

这份调查是根据121个指标来衡量亚细安十国的竞争力，首次发表于2003年。由于收集数据和公布数据之间需要时间，因此2013年的得分和排名是最新的数据。

过去14年，新加坡的亚细安第一位置从未动摇。排在我国之后的目前依次是：马来西亚、泰国、文莱、印度尼西亚、菲律宾、越南、柬埔寨、老挝、以及缅甸。

排名第二的马来西亚，竞争力在2012年至2013年显著退步。它在五个环节中的得分不仅全数倒退，在宏观经济稳定性方面，还被泰国超越，落居第三。这也使新马之间的差距有所扩大。

不过，亚洲竞争力研究所所长陈企业副教授接受《联合早报》访问时强调，在过去14年

里，马来西亚在金融商业和人力方面的竞争力，已越发接近新加坡，这主要跟我国的商业空间租金高昂，以及劳动力短缺有关。

他表示，整体竞争力而言，马来西亚仍与新加坡有很大一段距离。

121个指标当中，我国的交通拥堵指标得分最低、流入的外国直接投资指标得分最高。

从经济增长角度来看，新加坡面对的风险也不容忽视。我国经济在2012年至2017年放缓的概率是44.5%，另七个受调查的亚细安国家所面对的风险，不超过29.8%。

报告说：“人口少加上人力成本上升，正在威胁新加坡对跨国企业的吸引力，尤其是当人口既多又年轻，且劳动力教育水平渐高的新兴市场涌现。新加坡要成功转型为知识型经济体，减少对外国直接投资的依赖，必须加强本地的中小企业。”



当年代表我国签署贷款合约的是我国驻美国前大使蒙特罗（Ernest Steven Monteiro，中），时任世界银行副行长纳普（J. Burke Knapp，右），世界银行新加坡执行董事友苏达拉（Suparb Yossundara，左）。（国大提供）

## 新加坡大学当年向世行借贷扩建九年还清

上世纪70年代初，新加坡大学（新加坡国立大学前身之一）为满足不断增长的师生人数和需求，展开一项价值2000万美元的扩建和迁校工程。

对当年的新加坡而言，这是一笔大数目。1972年2月，世界银行同意向我国借出950万美元，这也是世界银行首次向我国借出教育贷款。

新校舍落成后，新大培养出更多工程师、建筑师、会计

和商学院毕业生，为新加坡的经济发展高速期，提供必要的监管、技术和专业人才。

我国在后来的九年里，连本带利还清贷款。但这段鲜为人知的历史，随着时间的沉淀，早已被世人遗忘。

昨天，世界银行设施与城市发展中心主任施瓦茨（Jordan Z Schwartz）在国大李光耀公共政策学院亚洲竞争力研究所举办的亚细安经济论坛上，将多

年来保存在世界银行档案库中的这张黑白照片，转交论坛嘉宾教育部代部长王乙康留念。

亚洲竞争力研究所所长陈企业副教授说：“1972年，新加坡穷到连950万美元都没有，需向世界银行借贷筹建大学，这令许多出席论坛的国人都感到惊讶。时至今日，我们的大学财库充裕，与当年的反差是如此之大。这显示我们过去多年取得了多大的进步。”



NUS News

# NUS partners World Bank on public policy

Published: 14 September 2016 Category: Highlights



Clockwise from left: Assoc Prof Tan Khee Giap, Co-Director, ACI; Mr Ong; Prof Kishore Mahbubani, Dean, LKY School; Prof Tan Kong Yam, Co-Director, ACI; Prof Tan Eng Chye; and Mr Schwartz

NUS and the World Bank Group signed a Memorandum of Understanding (MOU) on 9 September to engage in collaborative research for the enhancement of public policy effectiveness, efficiency and sustainability. Signatories for the MOU were Mr Jordan Schwartz, Director of the World Bank's Singapore Hub for Infrastructure and Urban Development, and Professor Tan Eng Chye, NUS Deputy President (Academic Affairs) and Provost. The signing at the Asia Competitiveness Institute (ACI) – World Bank ASEAN Economic Forum was witnessed by Guest-of-Honour Mr Ong Ye Kung, Acting Minister for Education (Higher Education and Skills) and Senior Minister of State for Defence.

The MOU builds on an earlier partnership agreement between ACI and the World Bank Group in August 2015. ACI is an institute of the Lee Kuan Yew School of Public Policy (LKY School) at NUS.





NUS News



Prof Mahbubani delivering his opening remarks at the forum

The latest MOU will see the University, through ACI, work with the World Bank Group to develop public policy ideas and research strategies as well as joint programmes, case studies and publications that address global development challenges. Areas of focus include urbanisation, technology, health, education and trade.

"Our collaboration with NUS is a reflection of both Singapore's academic excellence and extraordinary practical experience, and our efforts to provide development solutions for the World Bank Group's client countries," commented Mr Schwartz. He shared that LKY School was a natural partner, given that tools of financing must go hand-in-hand with public policies that build capacity, efficiency and sustainability. "That LKY School is the only institution in Singapore named after Lee Kuan Yew is even more apt. As Lee Kuan Yew said, we are seeking to establish '...a framework within which we can learn, work hard and be productive...'" Mr Schwartz believes that a long-term commitment to collaboration with NUS across curricula could contribute to achieving such a framework.

Prof Tan added that NUS has deep expertise in addressing critical issues that are relevant to Asia, and he hoped the enhanced collaboration would bring about "positive, long-lasting and wide-ranging impact for developing countries and fast-growing cities worldwide and more specifically, in Asia".



## NUS News

Initial plans for the World Bank Group encompass partnering the Saw Swee Hock School of Public Health, Yong Loo Lin School of Medicine, Duke-NUS Medical School, and Biomedical Institute for Global Health Research and Technology in the areas of healthy ageing and epidemic and pandemic response design. To support the development of smart cities in the region, it will work closely with NUS Design and Environment's Centre for Sustainable Asian Cities. It will also look into strengthening water management and water security, together with the Institute of Water Policy at LKY School. Other proposed partnerships include joint research projects in data analytics, as well as promoting learning opportunities in support of NUS global education initiatives.

A Steering Committee — comprising representatives from both institutions as well as local experts and stakeholders — will be established to provide overall guidance and supervision.

The MOU signing was followed by an engaging discussion on economic development issues in ASEAN by Chairs of national think tanks in Malaysia, the Philippines and Vietnam. About 200 participants attended the forum jointly organised by ACI and the World Bank Group.

See [press release](#).



Delegates from NUS and World Bank enjoying a light-hearted moment during a private discussion

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