



## **2016 Annual Asia Competitiveness Institute Conference**

**“Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia and ASEAN”**

**24-25 November 2016  
Grand Copthorne Waterfront Hotel Singapore**



**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).

# Contents

<b>About ACI .....</b>	<b>1</b>
<b>Contents .....</b>	<b>2</b>
<b>Summary of 2016 Annual Asia Competitiveness Institute Conference .....</b>	<b>3</b>
<b>Conference Welcome Remarks.....</b>	<b>4</b>
<b>Conference Opening Ceremony .....</b>	<b>6</b>
<i>Keynote Address 1 .....</i>	<i>6</i>
<i>Signing of Memoranda of Understanding (MOU).....</i>	<i>9</i>
<i>Launch of Seven Books by Asia Competitiveness Institute .....</i>	<i>10</i>
<b>Day One Plenary Sessions &amp; Talks .....</b>	<b>11</b>
<i>Plenary Session 1 .....</i>	<i>11</i>
<i>Plenary Session 2 .....</i>	<i>12</i>
<i>Plenary Session 3 .....</i>	<i>13</i>
<i>Plenary Session 4 .....</i>	<i>14</i>
<i>Plenary Session 5 .....</i>	<i>15</i>
<i>Plenary Session 6 .....</i>	<i>16</i>
<i>Dinner Talk .....</i>	<i>17</i>
<b>Day Two Plenary Sessions &amp; Talks .....</b>	<b>18</b>
<i>Keynote Address 2 .....</i>	<i>18</i>
<i>Keynote Address 3 .....</i>	<i>21</i>
<i>Day Two Welcome Remarks .....</i>	<i>24</i>
<i>Plenary Session 7 .....</i>	<i>24</i>
<i>Plenary Session 8 .....</i>	<i>25</i>
<i>Plenary Session 9 .....</i>	<i>26</i>
<i>Closing Remarks .....</i>	<i>26</i>
<b>Conference Programme .....</b>	<b>27</b>
<b>Media Coverage .....</b>	<b>32</b>

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

The Asia Competitiveness Institute (ACI) at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS), hosted the 2016 Annual ACI Conference at the Grand Copthorne Waterfront Hotel from November the 24<sup>th</sup> to November the 25<sup>th</sup>, 2016. The event brought together a wide array of participants, including high-level policy makers, leading scholars, academics and researchers from various sectors, practitioners from non-government and international agencies, and distinguished members of the private sector.

The conference provided an ideal platform for ACI’s researchers to present their newest empirical findings, as well as discuss several crucial issues of policy significance to China, India and ASEAN economies. Through several plenary and topical sessions, this year’s conference facilitated engagement and interaction between ACI’s researchers and policy pundits from both the public and private sectors.

In his Opening Remarks, **Professor Kishore Mahbubani, Dean of LKYSPP**, welcomed all attendees to the conference and commented on the remarkable changes that the world had seen in 2016, reiterating in particular the continuing importance of ASEAN as a stabilizing element in the Southeast Asian region.

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

The Opening Remarks and Keynote Address were followed by the Memoranda of Understanding (MOU) signing ceremonies, at which ACI signed MOUs with the **Committee for Acceleration of Priority Infrastructure Delivery (KPPIP), Indonesia** and the **Vietnam Chamber of Commerce and Industry, Vietnam**. Numerous plenary sessions throughout the day delved deeper into various policy issues and challenges related to the dynamics of competitiveness in China, India, Indonesia and other ASEAN economies.

As the conference wound down on Day One, ACI was privileged to host **Dr Luky Eko Wuryanto**, Vice President and Chief Administration Officer, Asian Infrastructure Investment Bank (AIIB), as the Distinguished Dinner Speaker. He provided tremendous insights on how the AIIB was working to offer unique added value in distinguishing itself from existing Multilateral Development Banks and International Financial Institutions.

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

Following Professor Tan’s remarks, the first Keynote Speaker **Dr H. Akhmad Sukardi, MM, Provincial Secretary of East Java, Indonesia**, delivered a presentation on behalf of **Dr H. Soekarwo, S.H, M.Hum, Governor of East Java, Indonesia**. In it, Dr H. Akhmad Sukardi noted the important part East Java had played in Indonesia’s economic development, highlighting aspects of the province which could be of interest to investors and researchers.

The Second Keynote Speaker was **Ir. H. Said Assagaff, Governor of Maluku, Indonesia**. Ir. H. Said Assagaff highlighted the challenges which his province faced in compensating for its archipelagic geography. The governor correspondingly outlined the steps which he had taken in ensuring that governmental oversight remained significant.

The two Keynote Speeches were followed by several plenary sessions, which once again explored policy issues and challenges related to competitiveness, as they arose in China, India, Indonesia and the other ASEAN economies.

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

## Conference Welcome Remarks



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

Good morning, everybody.

I'm very happy to be here on behalf of my good friends Professors Tan Khee Giap and Tan Kong Yam, the co-directors of the Asia Competitiveness Institute (ACI), to welcome you to this conference. I am also going to keep up a tradition I've established at the Lee Kuan Yew School of Public Policy and make three points in my remarks today. My first point is that, and I think you will all agree with this, we all live in a very strange world nowadays. How many of you believed, even six months ago, that the next President of America would be Donald Trump?

But it does signify that the world has changed, in a very fundamental sense. And I think what I fear is that many of my friends in Asia actually don't realise how much the world has changed. Because the election of Donald Trump, which was preceded by Brexit, shows that something is fundamentally going wrong, and the question is, what is going wrong? I have a theory, which is a very simple one, and it is that the world has changed fundamentally in many dimensions. But the problem is that the people in the West have not been told that the world has changed fundamentally. And there are at least three big structural changes that are happening in the world at the same time.

The first big structural change is what I call the 'return of Asia'. Now, I call it the 'return of Asia' because from year 1 to the year 1820 – for 1800 of the last 2000 years – the two largest economies of the world were always those of China and India. And it's only in the last 200 years that Europe took off and North America took off. The past 200 years of world history have been a major historical aberration, so it's quite natural to see the return of Asia. And even today, by the way, if you look at it in PPP terms, the number one economy is China, number two is United States, number three is India, number four is Japan. So, three out of the four largest economies in the world are already Asian.

But the problem is that with these fundamental changes happening, the populations in the West have not been told about it. And these changes have been accentuated by two other structural changes – the acceleration of globalization, which is changing the world; and of course the rapid growth of new technologies,

which are shrinking the world and changing everything. So, at a time when there are major structural changes happening in the world, the populations of the West have not been prepared for these changes. As a result of that, they're getting very angry, and they're voting for nationalist politicians or fringe movements.

This change means that we in Asia have to figure out how to adjust to this new world and what it is we have to do to cope with these changes. I hope that a conference like this will lead to deep thinking about what Asia's new responsibilities are in this new setting. This brings me to my second point about ASEAN, and I must say that I'm very happy to see so very many of my friends from ASEAN here.

I see my good friend Pak Kuntoro here, Pak Luky, Mahendra Siregar, and I'm also glad that Dr Wahyu Utomo is going to read a speech after this on behalf of his minister, because the one psychological thing that ASEAN needs to take on board is that ASEAN will have to play an even bigger role in these coming years in providing some kind of political and possibly intellectual leadership to keep regional cooperation moving.

Next year, as you all know, ASEAN will be celebrating its 50<sup>th</sup> anniversary. That's a very big deal because when ASEAN was founded in 1967, nobody thought that ASEAN would survive more than 2 or 3 years. In fact, the two predecessors of ASEAN, ASA and Maphilindo, both died after 2 or 3 years. Quite remarkably, we're going to celebrate the fiftieth anniversary of ASEAN next year. And, just to give you a useful statistic on ASEAN, ASEAN is already the seventh-largest economy in the world, and it's on its way to becoming the fourth-largest economy in the world by 2050. Nobody anticipated this.

Clearly, ASEAN's role and weight is going to become more important, and ASEAN is also by far the most experienced multilateral organization in the entire region of Asia. In fact, ASEAN meetings serve as the fora for the great powers, including China, Japan and India, to come together and talk to each other. ASEAN is clearly going to play a more and more important role in the years to come, and therefore conferences like this will also become more important in the coming years.

And of course, as you all know, last year ASEAN adopted something called the ASEAN Economic community, and also adopted a master plan on ASEAN Connectivity 2025. Physical connectivity, Institutional connectivity, and people to people connectivity will be growing in this region. In this kind of setting, you do need to have greater intellectual discussions and this is what I hope this conference will try to do today.

My third and final point is, of course, to talk about this year's annual conference. I'm really glad that ACI has been studying the dynamics of the economic development and competitiveness of the ASEAN-10 countries as well as the 100 sub-national economies in Indonesia, China and India. I have to emphasize that in Asia we still use the word 'competitiveness' in a positive way. In the West, they get so worried when you speak of competitiveness, as they think of jobs being sucked away by China, by India, by Indonesia, by the ASEAN countries. They are frightened of competitiveness.

Here, fortunately, we still have a very positive view of competitiveness. The studies that are being launched here are actually becoming far more important in our global environment. And the good news is that ACI has also established a lot of collaborations with many institutes across Asia. I hope that ACI will create a sort of network, or have a networking effect with other key institutions. This morning we'll also see the signing of the memorandum of understanding between ACI and Indonesia's Committee for Acceleration of Priority Infrastructure Delivery, as well as with Vietnam's Chamber of Commerce and Industry.

We are also happy to have the presence of more than a hundred representatives from the provincial governments, universities and business communities of 33 Indonesian provinces, as well as representatives from countries and institutions that we have the honour of collaborating with. We hope to foster many and multiple avenues of research through this conference. I hope that I have emphasized that the significance of this conference extends beyond the issues of just short-term competitiveness. It's really about how we manage a new world order that is coming and that is going to be very surprising and challenging to deal with.

And with that, I wish you all great success at this conference.

Thank you very much.

**Conference Opening Ceremony**  
**Keynote Address I**  
**“Achieving Sustained Economic Growth for Indonesia”**



**Dr. Ir. Wahyu Utomo, M.S., Head of the Committee for Acceleration of Priority Infrastructure Delivery (KPIP) Implementation Team, Coordinating Ministry of Economic Affairs, Indonesia**  
On behalf of  
**Dr Darmin Nasution**  
**Coordinating Minister for Economic Affairs, Republic of Indonesia**

Bismillahirrahmanirrahim, Assalamualaikum Warahmatullahi Wabarakatuh,

Ladies and Gentlemen, The slowdown of the global economy for the past years has resulted in the reduction of GDP growth for developed and developing countries. Based on the World Bank economic outlook, global growth is projected to slow down to 3.1 percent in 2016 before recovering to 3.4 percent in 2017. There are a number of factors causing the circumstances, including some new developments, such as the new U.S Government; Brexit – the U.K. referendums result in favour of leaving the European Union; ongoing realignments, such as rebalancing in China and the adjustment of commodity exporters to a protracted decline in the terms of trade; and slow-moving trends, such as demographics and the evolution of productivity growth; as well as noneconomic factors, such as geopolitical and policy uncertainty.

Even with the optimistic prospects for 2017 and the expected stabilisation of commodity prices (including crude oil, copper, rubber, natural gas, nickel, coal, palm oil), the risk of the financial sector and emerging markets is still considered threatening.

Influenced by global factors, I am pleased to say that Indonesia’s economy remains in a stable position.

Indonesia’s economy is supported by the private sector’s consumption and the boost in government spending from the annual rate of 4.8% to 5% in the third quartile 2016.



Meanwhile, we managed to control the rate of inflation at around 3%, lower the poverty rate from time to time, improve the income distribution which shown by Indonesia's Gini ratio at 0.397, and avoiding a huge rise in open unemployment rate, which demonstrates Indonesia's quality of growth.

As a result, our economic outlook is positive, with stronger and stricter efforts to manage deficit supported by higher tax income from the tax amnesty program. From all evidences that I explained earlier, I believe that we are in the right path to achieve a better quality of development.

In addition, Indonesia has just recently improved its EODB rank from 106 to 91 which positioned Indonesia among the 10 top reforming countries. I would also like to inform you that Indonesia is ranked the third highest country of FDI in 2016. We are very committed to improving the investment climate by debottlenecking unnecessary procedures and bureaucracy in the central and regional governments. In order to achieve higher economic growth as already targeted by the President at around 6% in 2018, we would need three things which are: continuous spending, improvement of quality and effectiveness in government spending, and higher private sector investments in Indonesia. In addition, we must emphasize on advancing Information and Technology front for administering taxation in facilitating tax revenue for the government.

The government has made several reforms with the issuance of 14 Economic Packages to encourage business deregulations. The reforms include Bureaucratic Simplification and Fiscal Incentive, Tax Allowance and Tax Holiday, Reduction of Oil Fuel, Electricity, and Gas Price, Tax incentives for the revaluation of fixed assets, Development Of Special Economic Zones, Acceleration of Land Certification process, Revising Negative Investment List to protect SMEs and to increase foreign investments, Improving Ease of Doing Business, and others. The 14<sup>th</sup> Package, which was introduced last week, is anticipated to encourage e-commerce growth in Indonesia in its path to become the biggest digital based nation in South East Asia by 2020.

To support e-commerce, the government is looking at alternative funding schemes, including the Business Credit for the tenants, grants and business incubator for platform development, USO funds for small to medium platforms, angel capital for start-ups in commercialization phase, seed capital, and crowd funding.

In the infrastructure sector, the government has designated 225 projects and 1 program in electricity as National Strategic Infrastructure Projects. To implement all these projects, we need about Rp 2,900 Trillion (equivalent to USD 220 billion). This huge demand is impossible to be financed solely by state budgets and our SOEs. Thus, we are looking at massive progress of Public Private Partnerships, in order to work together with the government to build all our planned infrastructure projects.

The government has undertaken significant reforms in fiscal, institutional, and regulatory aspects to attract more investors.

On the fiscal side, the government is now able to provide Viability Gap Fund (VGF) to fund the constructions for parts of the project up to 49% of total investment cost to Reduce CAPEX. Moreover, the government also has a risk Sharing scheme to ensure fair and effective risk allocation to public and private sectors.

On the institutional side, has established the Committee for Acceleration of Priority Infrastructure Delivery (KPPIP) to coordinate and support the Project Owner on the preparation and delivery of priority projects and empowered PT Sarana Multi Infrastruktur (PT SMI) with capital injection of IDR 20.3 Trillion, of which IDR 18.3 trillion came from the merging of Pusat Investasi Pemerintah to PT SMI. This injection will be used by PT SMI to fund more economic and social projects at national and regional level. Furthermore, the mandate of Indonesia Infrastructure Guarantee Fund (IIGF) will be expanded to include guarantee on direct lending to State Owned Enterprise to attract direct fund channelling to the SOEs and avoid the bureaucratic process of Government-to-Government loan. Last but not least, we have also established PPP Unit under Ministry of Finance which serves to provide the support for PPP projects, besides examining the provision of government support for the PPP project.

On the regulatory side, we have revised the regulations on PPP, availability payment, direct lending, land acquisition and other regulations as mentioned in the Economic Policy Packages.

I would like to inform you that this year we have achieved contract signings and financial close for various PPP projects such as the Central Jawa Power Plant 2x1,000 MW and Palapa Ring Broadband. We are closely monitoring other PPP projects and will provide the necessary acceleration actions to have them ready for construction by 2018 or even faster.

We realize that there is still work that needs to be done by the government to make Indonesia more business friendly and attractive to investors, and I would like to let you know that we are working hand in hand within the government academies, and private sectors to find other means and initiatives to grow our economy.

Ladies and Gentlemen, as a member of the G20, it is imperative that Indonesia needs to match its human, social, financial and delivery capitals with global best practices. Government places great importance on improving Human Capital quality by championing various education provisions including vocational education to engender ready-to-be-deployed workforce.

In order to achieve this, leveraging private sectors management and efficiency skills are highly important, and this can be achieved with collaborations with both local and international firms.

There are plenty of opportunities for private investors to invest in Indonesia, whether in transportation, energy, and telecommunication factors to fulfil the Nawa Cita's targets.

I would like to show my appreciation to the organizer of the Asia Competitiveness Institute for their efforts to carry out comprehensive surveys and list the competitiveness index of the provinces for sustainable economic growth.

The ACI survey provides critical policy insights on competitiveness to lay the groundwork for Governments to frame and improve their competitiveness policies, and provides guidance for business entities seeking to enter the market.

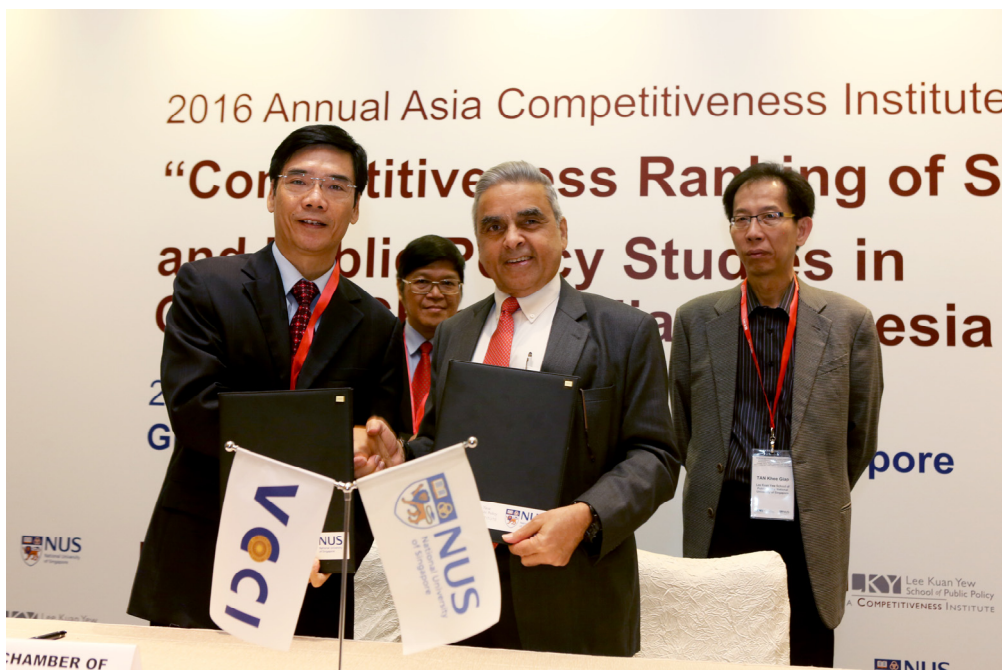
Last but not least, we need to remember that the research and policy propositions that ACI has helped developed and create must be in the best interests of development benefiting Indonesia. We hope that previous and future cooperation will benefit both parties, particularly Indonesia, in improving its competitiveness.

Wassalamualaikum Warahmatullahi Wabarakatuh.

**Signing of Memoranda of Understanding between  
Asia Competitiveness Institute (ACI) at Lee Kuan Yew School of Public Policy (LKYSPP),  
National University of Singapore (NUS)  
and**

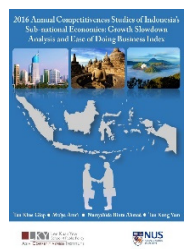
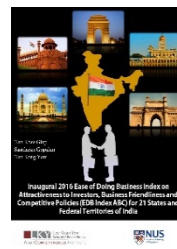
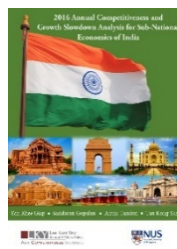
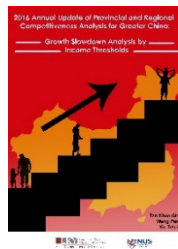
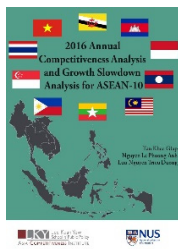
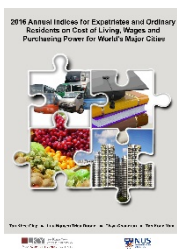


**I. Committee for Acceleration of Priority Infrastructure Delivery (KPPIP), Indonesia**



**2. Vietnam Chamber of Commerce and Industry (VCCI), Vietnam**

## Launch of Seven Books by Asia Competitiveness Institute



### List of publications launched, from left to right:

- "2016 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World's Major Cities"**  
 Authors: Dr Tan Khee Giap, Mr Luu Nguyen Trieu Duong, Ms Divya Chandran & Dr Tan Kong Yam
- "2016 Annual Competitiveness Analysis and Growth Slowdown Analysis for ASEAN-10"**,  
 Authors: Dr Tan Khee Giap, Ms Nguyen Le Phuong Anh, Mr Luu Nguyen Trieu Duong
- "2016 Annual Update of Provincial and Regional Competitiveness Analysis for Greater China"**,  
 Authors: Dr Tan Khee Giap, Dr Wang Peng, Ms Xie Teleixi
- "2016 Annual Competitiveness and Growth Slowdown Analysis for Subnational Economies of India"**  
 Authors: Dr Tan Khee Giap, Dr Sasidaran Gopalan, Ms Anuja Tandon & Dr Tan Kong Yam
- "Inaugural 2016 Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for 21 States and Federal Territories of India"**  
 Authors: Dr Tan Khee Giap, Dr Sasidaran Gopalan, Ms Anuja Tandon & Dr Tan Kong Yam
- "2016 Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces"**  
 Authors: Dr Tan Khee Giap, Dr Mulya Amri & Ms Nursyahida Binte Ahmad
- "2016 Ease of Doing Business, Growth Slowdown, and Update of Competitiveness Analysis in Indonesian Provinces"**,  
 Authors: Dr Tan Khee Giap, Dr Mulya Amri, Ms Nursyahida Binte Ahmad & Dr Tan Kong Yam

# Day One Plenary Sessions & Talks

## Plenary Session I

### Annual Update of Competitiveness Ranking and Simulation Studies on Six Regions and 34 Indonesian Provinces: Quantitative Assessments on Models of Provincial Economic Development

#### (a) “Annual Update of Competitiveness Ranking and Simulation Studies on Six Regions and 34 Indonesian Provinces: Quantitative Assessments on Models of Provincial Economic Development”

This session provided an update on the competitiveness rankings and simulation studies six Indonesian regions and 34 Indonesian provinces. The analysis highlighted that significant disparities between the eastern and the rest of Indonesian provinces still persist. Supplementing the competitiveness ranking, the analysis also provided ample insights into the competitiveness profile of each province, highlighting in particular the high competitiveness of the six provinces situated on Java Island.



#### (b) Discussant 1: Professor Dr Ir. Kuntoro Mangkusubroto, MSIE., MSCE, School of Business and Management, Institut Teknologi Bandung, Indonesia



Professor Kuntoro Mangkusubroto expressed his appreciation at ACI's efforts to gather and analyse economic data about Indonesia, noting that the institute's efforts provided valuable input into Indonesia's overall economic development. He expressed concern at the underperformance of the provinces located on Sumatra Island, and suggested that future iterations might consider the correlation between increased investment and improved competitiveness, as well as the need for special considerations for archipelagic provinces.

#### (c) Discussant 2: Dr. Ir. Wahyu Utomo, M.S., Head of the Committee for Acceleration of Priority Infrastructure Delivery (KPPIP) Implementation Team, Coordinating Ministry of Economic Affairs, Indonesia

Dr Wahyu Utomo thanked the presenters and ACI in general for their work. He then sought to clarify certain points, for example requesting further elaboration on the metrics used to identify resource abundance in provinces, and asking whether such metrics took the presence of oil and gas into account. Dr Wahyu Utomo also concurred with Dr Kuntoro Mangkusubroto's point that ACI's data could be used in close conjunction with government agencies to provide feedback on ongoing investment projects and proposals.



**Annual Update of Competitiveness Ranking and Simulation Studies on ASEAN-10**

**(a) “Annual Update of Competitiveness Ranking and Simulation Studies on ASEAN-10”**



This session provided an update of the competitiveness rankings and simulation studies for the ten ASEAN member countries. Overall, the competitiveness rankings and simulation studies on ASEAN-10 indicate wide variations in level of economic development. Nonetheless, ACI’s presenters noted that such diversity could be a powerful source of synergy, enabling ASEAN’s member nations to complement and supplement each other’s strengths and weaknesses for increased overall regional competitiveness.

**(b) Discussant 1: Mr Mahendra Siregar, Chairman of Indonesia Investment Coordinating Board, 2013-2014**

After expressing his appreciation for ACI’s work and its organization of the conference more generally, Mr Mahendra Siregar reflected on what ACI’s findings indicated in the context of the wider global situation. Urging the audience to build on the work which ACI had done and present it to policymakers and governments, Mr Mahendra Siregar also strongly advocated the adoption of more comprehensive, win-win economic policies, to avoid the social unrest that inequality had caused in the west. He then concluded by briefly outlining the degree to which Indonesia and Australia’s shared economic ties had significantly enhanced their competitive advantages.



**(c) Discussant 2: Dr Lee-Rong Wang, Research Fellow, International Division, Chung-Hua Institution for Economic Research, Taiwan**



Dr Wang registered her warm approval of ACI’s continuing effort to compile comprehensive and meaningful databases about regional competitiveness and reflected on their enduring utility and applicability to policymaking. She then sought clarification on certain aspects of the project, including the scenarios that were being considered while running the simulations. She concluded by suggesting that a simulation be run taking into account the possible impact of the US presidential election on ASEAN’s member states.

**Annual Update of Competitiveness Ranking and Simulation Studies on Five Regions and 34 Economies of Greater China: Quantitative Assessments on Models of Provincial and Regional Economic Development**

- (a) **“Annual Update of Competitiveness Ranking and Simulation Studies on Five Regions and 34 Economies of Greater China: Quantitative Assessments on Models of Provincial and Regional Economic Development”**



This session provided an update on the competitiveness rankings and simulation studies for the five regions of China and the 34 Greater China sub-national economies; the presentation highlighted top, medium and bottom-performing regions and states. Specific public policy recommendations were put forward, such as having the resource rich economies move towards the higher end of the value chain through further industrialization while ensuring environmental protection and inclusive growth.

- (b) **Discussant 1: Professor Jin Fang, Research Professor, Institute of World Economy, Shanghai Academy of Social Sciences, China**

Professor Jin Fang commended ACI for the comprehensiveness of its research, which she noted to have thoroughly analyzed and evaluated the overall competitiveness of Greater China’s economies at both provincial and regional levels. She emphasized that ACI’s work reflected a profound understanding of the national strategic deployment and policy outlook set out in China’s 13<sup>th</sup> Five-Year Plan, and would correspondingly prove invaluable to determining its impact on regional and provincial economic development.



- (c) **Discussant 2: Associate Professor Zhou Delu, Deputy Director, Research Organization Development, Shandong Academy of Social Sciences, China**



Associate Professor Zhou lauded ACI for the work it had done, asserting that it had advanced the collective understanding of the economies of Greater China. He noted that ACI’s findings pointed to the fact that regional competition and cooperation was vital to growth, and that the continued participation of Greater China’s economies in these transnational economic relationships would be beneficial to all involved parties.

**Inaugural Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Sub-national Economies of India and Indonesia**

**(a) “Inaugural Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Sub-national Economies of India and Indonesia”**

In this session, ACI introduced its Ease of Doing Business Index ABC (EDB Index ABC), which was developed to complement the work that was already being done at the national level by the World Bank, with its Doing Business Index. ACI’s EDB Index ABC assesses the ease of doing business in a given territory by taking into account its Attractiveness to Investors, its Business Friendliness and the Competitiveness of its Policies. This session explored applications of the index to the sub-national economies of India and Indonesia.



**(b) Discussant 1: Dr Doan Duy Khuong, Executive Vice President, Vietnam Chamber of Commerce and Industry, Vietnam**



Dr Doan Duy Khuong praised ACI’s work on the EDB Index ABC, and registered his keen interest in seeing it applied to further contexts. He also noted that it brought to mind opportunities for economic collaboration between Vietnam and Singapore, before concluding by expanding briefly on avenues by which such collaboration might occur.

**(c) Discussant 2: Dr Cledan Mandri-Perrott, Head, Infrastructure Finance & PPP, World Bank Singapore**

Dr Mandri-Perrott commended ACI for its work, and noted that the EDB Index ABC reinforced the need for both India and Indonesia, and their individual sub-national regions, to keep investment firmly in mind when making policy decisions. He also highlighted the value of ACI’s data in empowering governments and policymakers to make appropriately business-friendly decisions.





## Plenary Session 4 (Continued)

### Inaugural Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Sub-national Economies of India and Indonesia

#### (d) Discussant 3: Mr Randeep Sudan, Adviser, Digital Strategy and Government Analytics, The World Bank

Mr Sudan spoke briefly on the complementarity of ACI's EDB Index ABC and emphasized the importance of such rankings in galvanizing action amongst national and sub-national administrations. He also touched upon the importance of certain key factors, discussing the importance of granularity and weightages in data analytics as they are applied in the context of such indices. Finally, Mr Sudan flagged up the potential influence of unexpected, unpredictable "Black Swan" events which could radically transform the state of the world.



## Plenary Session 5

### Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows to ASEAN Countries and the Sub-National Economies of Mainland China, India, and Indonesia

#### (a) "Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows to ASEAN Countries and the Sub-National Economies of Mainland China, India, and Indonesia"

In this session, presenters from ACI discussed a model intended to help in identifying the effects of Real Effective Exchange Rate (REER) appreciation and volatility on inflows of Foreign Direct Investment at the provincial level in Mainland China, India and Indonesia. The presenters examined trends and patterns before expanding on the model's theoretical underpinnings. They concluded by outlining the distinct responses of each of the assessed economies to REER appreciation and volatility, as well as highlighting the potential implications the project's findings could have on policy.



#### (b) Discussant 1: Dr Lee-Rong Wang, Research Fellow, International Division, Chung-Hua Institution for International Research, ROC



Dr Lee commended ACI for its holistic approach, which had resulted in a project containing an abundance of data relevant to policymakers in China, Indonesia, India and Taiwan. She also took note of the comprehensiveness with which ACI's researchers had approached related literature. She then sought to clarify questions relating to the definition of terms, and whether or not ACI's index took into account the impact of significant financial shocks and similar unexpected economic events.

## Plenary Session 5 (Continued)

### (c) Discussant 2: Professor Sin Chor-Yiu, Department of Economics, College of Technology Management, National Tsing Hua University, Taiwan, ROC

Professor Sin thanked the Presenters for their effort. He then made several comments regarding the project's methodology. For example, he questioned whether ACI had taken into account the degree to which FDI was constrained by host countries and economies themselves. He also noted the particular importance of Time-Specific events (such as the Asian Financial Crisis and the Global Financial Crisis), and asked if relevant adjustments had been made to compensate for them.



## Plenary Session 6

### Annual Update of Indices on Cost of Living, Wages and Purchasing Power for Expatriates and Ordinary Residents for World's Major 103 Cities

#### (a) "Annual Update of Indices on Cost of Living, Wages and Purchasing Power for Expatriates and Ordinary Residents for World's Major 103 Cities"

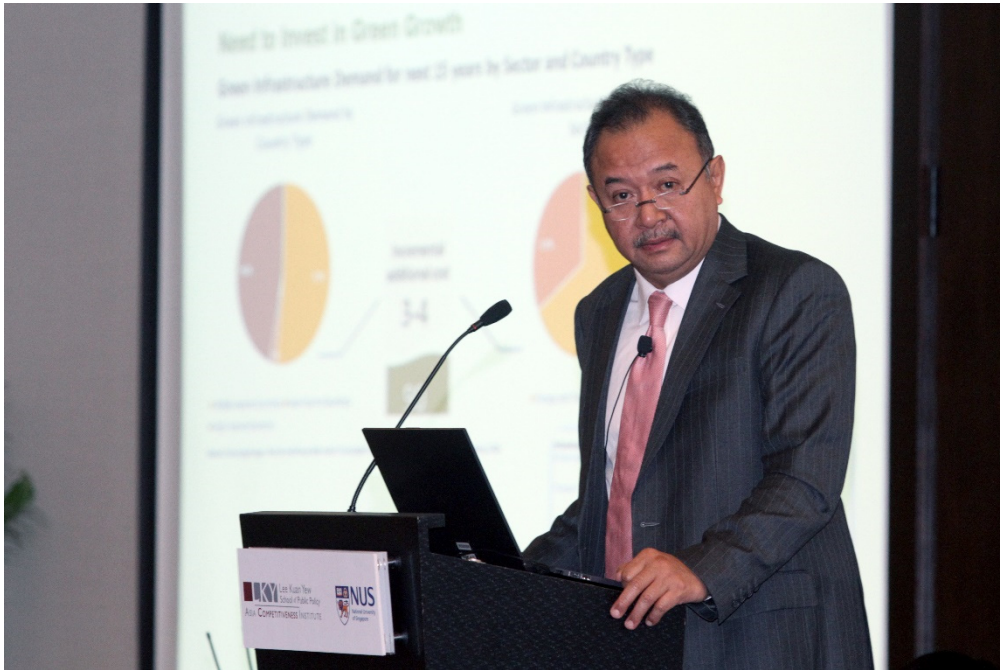
This session provided an update on ACI's Indices on Cost of Living, Wages and Purchasing Power for Expatriates and Ordinary Residents. The presenters elaborated on the distinctiveness of the project as a whole, in its dual focus on costs of living, purchasing power and liveability for expatriates, as well as ordinary residents. They outlined the project's overall methodology and noted significant changes in the rankings from previous years. Notable amongst the findings was Singapore's continued position at the nexus of High-Liveability and High-Purchasing Power alongside Berlin and Taipei.



#### (b) Discussant: Professor Saikat Sinha Roy, Professor of Economics, Jadavpur University, Kolkata, India



Professor Roy expressed his appreciation for ACI's efforts in compiling the data required to bring this project into existence. He commended ACI for the comprehensiveness of its coverage, and compared it favourably to similar projects run by the World Bank and International Labour Organization. He then proceeded to clarify questions he had about the project's methodology before suggesting that future iterations expand its coverage to include more growing cities from emerging markets.



**Dr Luky Eko Wuryanto**  
**Vice President and Chief Administration Officer**  
**Asian Infrastructure Investment Bank**



## Day Two Plenary Sessions & Talks

### Keynote Address 2

“Java Provinces: The Next Engine of Growth for a Rising Indonesia 2030”



**Dr H. Akhmad Sukardi, MM,**  
**Provincial Secretary of East Java, Indonesia,**  
On behalf of

**Dr H. Soekarwo, S.H, M.Hum**  
**Governor of East Java, Republic of Indonesia**

Assalamualaikumwarahmatullah, good morning and best regards for us all.

I would like to thank ACI, Lee Kuan Yew School of Public Policy, National University of Singapore for this opportunity for the province of East Java to present our role in Indonesia's development. East Java has played a part in supporting our country's economic development and it has been said that East Java has been the agent of the economy for the eastern region of Indonesia.

To start this presentation, let me tell you about the condition of East Java. East Java's population is 38.9 million, so if you want to invest in East Java, there will be many consumers because we have a very dense population. The land area in East Java is 47154 kilometres squared and our sea area is slightly smaller than Maluku, about 100 thousand kilometres squared, so our population density is 809 people per kilometre squared. So, if anyone here wants to invest in our province, we have very high potential. There are 38 regencies and cities, 664 sub-districts and 8,500 villages.

I would also like to talk about macroeconomics. East Java's economic growth by the third quarter of 2016 has reached 5.61% year-on-year. On the other hand, national economic growth of Indonesia for the same period was only 5.02%.

Based on current prices by the third quarter of 2016, gross domestic regional product of East Java amounted to 1049.52 billion rupiah and contributed to 14.98% of the national gross domestic product. Because East Java's economic growth is higher than national economic growth, our province's economic growth quality has contributed to decreasing the poverty rate to 4.70%, reducing the unemployment rate to 4.14%, and

improving Human Development Index to 68.95. This condition made East Java's economic performance as inclusive and satisfactory.

The investment performance of East Java province based on ICOR (Incremental Capital Output Ratio), which reflects the measure of capital in the economy based on statistical data from 2015 is 4.9, lower than the national standard and that of other provinces in Java. Based on this ICOR index, we can identify the efficiency of production in a region. The higher the ICOR rate, the more inefficient production is in an area. Within the context of the ICOR rate, East Java is feasible for investment. So, for anyone who wants to invest in East Java, you're most welcome. Your investment will be safe and secure in East Java.

Regarding government spending, the provincial government and regencies/cities government budget in 2015 contributed to 9.16% of the gross regional domestic product. That means that even if our government spending for stimulating economic growth is limited, our economic growth can grow higher than the national average. One sixth of the national economy of Indonesia depends on the performance of East Java's economy, which is dominated by three dominant sectors, industry and trade, hotels and restaurants, and agriculture sector. Economic performances are based on strategies that synchronize various aspects of the industry for small and medium businesses and large businesses. The achievement of East Java's economic performance is the result of synchronizing improving the production and financing aspects, as well as the efficient marketing aspect. All of these aspects are synchronized and integrated into the economic strategy that we call "Jatimnomics". This strategy is an Indonesian corporate model that translates to Pancasila economic model or populist economics that will strengthen our nationalism in the midst of globalization that demands higher competitiveness.

Ladies and Gentlemen, to further expand the domestic market, East Java province has started KPDs (Trade Representative Office) in 26 partner provinces all over Indonesia. These KPDs were built to develop East Java's partnerships with other provinces in Indonesia, and some of the KPDs have also even expanded their work to other neighbouring countries such as the Philippines, Singapore, Papua New Guinea, and Australia. This is important because the potential market works more efficiently with these network links, which can help us facilitate the regionalization of trading, and the promotion of ASEAN.

Additionally, we promote domestic trade between the different regions within Indonesia to reduce the import of raw material. Because if we have information about the supply and demand in the inter-domestic regions of Indonesia then the need to import the raw materials will decrease. Domestic trading between islands in Indonesia has increased significantly in the period 2001-2016.

Based on the data we can see that in 2016, domestic trade surplus was 99.81 billion rupiah. The potential of the trading in 2017 is 463.35 trillion rupiah, and in 2015 the surplus was 848 trillion rupiah. To support the optimal performance of KPD, the trading activities that they undertake include trade missions, and in 2016 they facilitated 12 trade missions, resulting in transactions totalling 2699.530 billion rupiah, with trade exhibitions on every promotional event in every province. East Java has facilitated the trade mission in every province based on the KPD office. We invited entrepreneurs from East Java province to meet with the local entrepreneurs. So, the entrepreneurs can collaborate to make their production and distribution more efficient. For example, they can collaborate by doing shipments together to share the shipping cost.

Ladies and gentlemen, even though the domestic market is dominated by East Java, it's not easy to compete in the free, international market. Therefore, we also need to expand to global market, and be outward looking, even though the domestic market is still our priority.

Related to this outward looking strategy, East Java province already has senior advisors in some countries, for example in Switzerland, South Korea, Tianjin and Shanghai in China, and Japan. In 2015, we also had a senior advisor in Singapore who also have the same role with KPD. The KPD network overseas is intended to be a step towards expanding the market for East Java, and along with the position of the senior advisor, function in parallel to expand the business mission to these five countries.

For example, we have seen results from Switzerland, where our efforts have succeeded in attracting Nestle, Novartis, Holcim and Philip Morris, among others, with a total investment value of 158.1 billion rupiah. With China, we have cooperated to develop the Exchange Center, to assist in training skills for entrepreneurs from small and medium enterprises, who will be sent to Shanghai. With South Korea, we are expanding the land area for manufacturers from South Korea, and are working with companies such as Bokyung, CO2 BYU and Leader Music among others, whose total investment value is 1.152 million USD. With Japan, we have reached an agreement to manufacture agriculture mechanics tools.

Ladies and gentlemen, to maximize the potential of East Java, we need infrastructural support at both the regional and national level. In conjunction with the economic policy in terms of finance and monetary, we also need to develop key infrastructure such as roads, railroads, bridges, electricity, telecommunication, ports, and airports. This infrastructure development is needed to support the development of industry, which will in turn boost economic growth. Following this policy, the government, along with related stakeholders, have developed the infrastructure to support this economic development, as well as provide for the basic needs of the people.

With regards to land transportation, the government is pursuing projects to further develop transportation infrastructure, for example, the artery road development, highway road for the middle line, north line, and the finishing of the south line that will align Pacitan-Trenggalek. With regards to railroads, we have developed 29 stations and completed the double track on the Surabaya-Bojonegoro route. Our total track length is now 895.75 km.

With regards to air transport infrastructure, we have completed the development of Terminal 2 on the Djuanda international airport in Surabaya, with a total cargo capacity of 152 million tons. This project will continue with the development of a double runway in the airport city. Developments in our air transport infrastructure also include the development of several domestic airports, such as the Abdul Saleh airport in Malang, the Belimbing Sari airport in Banyuwangi, the Trunojoyo Airport in Sumenep, and the Bawean airport in Gresik.

With regards to maritime transportation, we have already started work on the international sea port in Tanjung Perak, Surabaya, which will have capacity for 5 million TEUS, based on international standards for containers. We will also continue to develop domestic ports such as Tanjung Wangi port in Banyuwangi, Tanjung Tembaga port in Probolinggo, and eight others. The first stage of development for Teluk Lamung has also finished. Furthermore, we are also expanding the West Surabaya Shipping sea lanes from 25 miles to 150- 200 meters with the depth of 13-meter swl, in order to increase the services in the Tanjung Perak international port.

Ladies and gentleman, based on the research that was released by ACI in 2015, East Java's competitiveness is second only to Jakarta in Indonesia. The study also described East Java as one of ten provinces in Indonesia with highest rank for macroeconomic stability, government planning and institution, financial conditions, business and labour force, and the quality of life, with East Java consistently being ranked second on these rankings after Jakarta.

So even though Jakarta is often politically hot nowadays, East Java should be better now in rank because it's only warm in Surabaya. So, please come to Surabaya.

With all the resources we have, East Java can play the role of one of the drivers for future growth in Java island, and stands ready to compete on the global stage.

*Wabilahi taufik wal hidayah, wassalammualaikum warahmahtulahi wa barakatuh.*

## Keynote Address 3

### “The Next Phase of Economic Upgrading for Indonesia's Archipelagic Provinces”



**Ir. H. Said Assagaff,  
Governor of Maluku, Republic of Indonesia**

Assalamualaikum Warahmatullahi Wabarakatuh, Best Wishes for all of us.

I wish to convey my highest appreciation for the Asia Competitiveness Institute at the National University of Singapore (ACI-NUS) which has given me the opportunity to be one of the speakers at the annual conference of the Asia Competitiveness Institute, representing the governors of Indonesia's archipelagic provinces.

I also offer my gratitude for the Competitiveness Analyses of the Provinces of Indonesia, which are carried out by ACI-NUS. The findings of the study are very useful as a valuable source of input, in formulating an appropriate development strategy in the future.

Maluku Province is characterized by islands, and 92.4% of its area of 712,000 square kilometres is oceans, with only 7.6% being habitable land. As recorded in 2016, our province is inhabited by 1.8 million people. Despite having a total of 1,340 islands, only 4 islands are categorized as large islands, namely Ceram, Buru, Yamdena and Wetar Island, with the rest being categorized as small islands.

Geographically and geostrategically, Maluku is located in a prime position because it is between the Asia-Pacific and Australia-Oceania regions. These regions have rapidly growing economies

In 1999, the province of Maluku experienced social conflicts that had a very broad impact, including on our economy. However, since a great deal of effort has been put into dealing with the issue by the government, society and various stakeholders, conditions have recovered and our province is now conducive to investment. This is in line with the findings of the study conducted by ACI-NUS, in its 2016 Competitiveness Analysis of The Provinces in Indonesia; Maluku.

Maluku province is rich in natural resources, with main potentials including fisheries, plantations, tourism, energy and mining. However, they have not been optimally utilised, especially for the needs of the

manufacturing industry to increase added value and apply multiplying effects to the improvement of social welfare, since Maluku has faced various problems and obstacles.

These obstacles have included a lack of “social infrastructure” in health and education, and limited medical personnel, paramedics and teachers. We also lack “economic infrastructure”, including transportation (roads, bridged, airports, seaports) for mobility and accessibility to the community, as well as for local goods and services. Maluku also faces challenges brought about by its large sea area, which makes it difficult to keep an eye on illegal fishing, logging, trading and other similar activities, due to limited equipment and frequency of security surveillance patrolling at sea. Being composed of small, isolated islands, Maluku also faces higher costs in terms of facilities and infrastructure construction. We also lack investment development, and face a limited availability of energy to support industrial development.

The high cost of governance, development and community services, as well as the limited quantity and quality of human resources, as well as the lack of government infrastructure, limits the optimal implementation and development of governance, development and public services.

To overcome the problems and obstacles mentioned above, breakthrough initiatives have been taken, through a cluster-based developmental model of the island and sea area combined with a Multi-Gate (system of many doors) system concept. Regarding this, the islands of Maluku are divided into 12 clusters including:

1. Island Cluster I, covering the island of Buru
2. Island Cluster II, covering West Seram
3. Island Cluster III, covering the North Sera Area
4. Island Cluster IV, covering East Seram
5. Island Cluster V, covering the South Seram Area
6. Island Cluster VI, covering the Banda Islands
7. Island Cluster VII, covering the island of Ambon and the Lease Islands
8. Island Cluster VIII, covering the Kei Islands
9. Island Cluster IX, covering the Aru Islands
10. Island Cluster X, covering the Tanimbar Islands
11. Island Cluster XI, covering the Babar Islands
12. Island Cluster XII, covering the island of Wetar and the Southern Islands.

Each island cluster has its own direction of economic development with a different focus, where the agriculture sector as the new prime mover is placed in clusters I to VI. Meanwhile, the prime mover of fisheries is found in island cluster VII to XII.

Besides the island cluster model, it is also determined that the 3 sea-island areas of Ceram, Banda and Arafure containing 12 strategic locations, will be used as an entrance and exit to the Maluku Region known as the Multi-Gate system concept.

The island cluster is a group of islands within a regional development area which has geographic, natural resources, social, cultural and economic proximity. The sea-island area is developed to connect several island clusters, so the growth centres in those island clusters can adequately develop, enabling them in turn to reach national and international growth centres.

The basic strategy development paradigm based on island clusters and sea-island concepts is fundamentally the development of marine/maritime infrastructures (transportation, communication and information) to support the investment in marine sector, in response to developmental issues faced by this province.

In this paradigm, the planning and implementation of development programs should be proportionate and integrated. This will enable us to achieve the ideal conditions that will allow the acceleration of the development processes so that the availability of production areas in each island cluster integrates the



interests of the whole society in a harmonious and balanced state that is in turn supported by the island production system.

Therefore, every single island cluster is expected to become an independent region that is able to meet the needs of people in the island cluster and to develop their potential in a sustainable manner.

Each island group has a growth centre. Through the development paradigm that is based on island clusters and sea-island areas, the concept is expected to ensure its accessibility, availability, certainty, sustainability and affordability, so that each island cluster can achieve self-reliance. Governance, development implementation and community services are also expected to boost the investment and economic growth.

I have presented both the challenges and opportunities which the Maluku government currently experiences, which can be applied to improving the competitiveness of Maluku province for the welfare of society.

To improve the competitiveness of the province of Maluku, we have undertaken several strategic actions. These have included pioneering alongside seen other provinces the fight for the Law on Archipelagic Provinces, which will accommodate the interests of island societies and encourage changes in developmental policy paradigms from 'land based development' to 'sea based development', where the distinct characteristics of island societies will be considered proportionately. With regards to this, we have been pleased to learn that the President of Indonesia Mr Joko Widodo also wishes to position Indonesia on the world maritime axis, with the "maritime highway" policy, and look forward to developments in this area.

Our strategic initiatives have additionally included emphasizing a long-term vision of marine development in Maluku Province that sees marine and coastal resources as inseparable sectors for development. We have also worked towards transforming comparative advantages such as our natural resources into competitive advantages in the form of the knowledge-based economy, by improving the quality of well-being.

We have also accelerated the provision of both "social infrastructure" and "economic infrastructure", and increased the supply of sufficient energy to ensure the needs of energy for manufacturing industries. Furthermore, we have applied science, technology and innovation in government management systems to build effective services to the community and business sectors, while delegating power to district, sub-district and village level authorities, with the consideration of the broad ranges of control, and the difficulties involved in continual monitoring.

We have created a conducive investment atmosphere in the form of security, fiscal policy "tax holidays", ease of licensing, the speeding up of land acquisition, and the reduction of charges that led to high economic costs. Additionally, we have accelerated the development of sea-bordered islands that have strategic economic, political, defence and security significance.

These have been my thoughts. I hope they may give a positive contribution for this meeting and also for the development of competitiveness of the Maluku islands.

Wassalamualaikum warahmatullahi wabarakatuh.



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

**Plenary Session 7**

**Tracking the Productivity and Monitoring the Efficiency of Small and Medium Sized Enterprises: The Singapore Case Study**

**(a) “Tracking the Productivity and Monitoring the Efficiency of Small and Medium Sized Enterprises: The Singapore Case Study”**

In this session, presenters from ACI outlined a forthcoming project which sought to compile a more comprehensive database of information regarding Singaporean Small and Medium Enterprises and how they operate. The presenters commented on the importance of SMEs to any given nation’s economic vibrancy and sustainability, and alluded to the applicability of this project beyond Singapore as well. They then briefly explained the project’s methodology, and spoke about the environments, sub-environments and indicators they had determined to be most appropriate to the task.



**(b) Discussant I: Dr Amitendu Palit, Senior Research Fellow, Institute of South Asian Studies (ISAS), NUS**



Dr Palit lauded ACI for having brainstormed such an initiative and strongly emphasized its timeliness and importance in the context of Southeast Asia’s rapidly changing business environment. He did however express a degree of caution regarding the definition of what an SME was, however, and noted that differing standards of what such an organization might construe across different jurisdictions might negatively impact the veracity of the information received, should the project’s purview be extended beyond Singapore.

## Plenary Session 7 (Continued)

### (c) Discussant 2: Dr Doan Duy Khuong, Executive Vice President, Vietnam Chamber of Commerce and Industry, Vietnam

Dr Doan Duy Khuong also commended ACI for its initiative and insight in undertaking this project. He notably expressed a great deal of enthusiasm about the possibility that this project might be expanded to other jurisdictions. Dr Doan Duy Khuong then spoke briefly on possible collaborations between ACI and Vietnamese organizations such as the Vietnam Chamber of Commerce and Industry in bringing this project to Vietnam.



## Plenary Session 8

### Inaugural Coordinated, Innovative and Sustainable Development (CISD) Index for 17 Shandong Cities: Ranking and Simulation Analysis

#### (a) “Inaugural Coordinated, Innovative and Sustainable Development (CISD) Index for 17 Shandong Cities: Ranking and Simulation Analysis”

In this session, presenters from ACI outlined a joint project that was being undertaken with the cooperation of the Shandong Academy of Social Sciences, to apply ACI’s Urban Development Index to 17 of Shandong’s cities. The ACI-UDI index is founded upon assessments of whether five qualities exist in a given city, those being Innovation, Coordinated Development, Green Development, Openness and Sharing.



#### (b) Discussant: Dr Yuan Hongying, Vice Dean, Shandong Academy of Social Sciences, PRC



Dr Yuan expanded upon the scope and rationale of the Shandong Academy of Social Sciences’ involvement in the project. She emphasized the potential impact its findings would have on policymaking, and highlighted in particular the complementarity of ACI’s sustainability-focused index with the Shandong provincial government’s views on improving economic quality with steady growth. Dr Yuan proceeded to update the audience on the project’s progress, expanding on the timeline of the project moving forward.

### Annual Update of Competitiveness Ranking and Simulation Studies on Five Regions and Sub-National Economies of India

#### (a) “Annual Update of Competitiveness Ranking and Simulation Studies on Five Regions and Sub-National Economies of India”

In this session, ACI’s presenters showcased ACI’s 2016 competitiveness rankings of India’s Sub-National economies and a competitiveness analysis of India’s five regions, explained ACI’s competitiveness framework and methodology, and highlighted some interesting results from the 2016 Competitiveness Ranking and Simulations.



#### (b) Discussant I: Dr Amitendu Palit, Senior Research Fellow, ISAS, NUS



Dr Palit commended ACI for its hard work in confronting the monumental task of compiling data from across India’s sub-national economies. He did, however, take issue with the index’s ranking of Uttar Pradesh, which he viewed to be incongruously high, given the state’s history of unsatisfactory economic management. He then proceeded to briefly discuss the forthcoming changes to India’s Government Service Tax regime, as well as its push for demonetization, and recommended that ACI take those elements into account in future iterations.

## Closing Remarks



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

# Conference Programme

## “Competitiveness Ranking of Subnational Economies and Public Policy Studies in Greater China, India, Indonesia and ASEAN”

24-25 November 2016, Level 4 Grand Ballroom 1, Grand Copthorne Waterfront Hotel Singapore  
(Address: 392 Havelock Road, Singapore 169663)

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

<b>Conference Day 1: Thursday, 24 November 2016</b> <b>Venue: Level 4 Grand Ballroom 1, Grand Copthorne Waterfront Hotel Singapore</b> <b>Emcee for Day 1 Conference: Ms Estelle Yip, PA to Co-Director, ACI-LKYSPP, NUS</b>	
0830 – 0900	<b>Conference Registration</b>
0900 – 0910	<b>Conference Day 1 Welcome Remarks</b> Professor Kishore Mahbubani Dean, LKYSPP, NUS
0910 – 0915	<b>Dean Kishore Mahbubani to launch of seven books by ACI-LKYSPP, NUS:</b> A. <b>“2016 Annual Indices for Expatriates and Ordinary Residents on Cost of Living, Wages and Purchasing Power for World’s Major Cities”</b> , by Dr Tan Khee Giap, Mr Luu Nguyen Trieu Duong, Ms Divya Chandran & Dr Tan Kong Yam B. <b>“2016 Annual Competitiveness Analysis and Growth Slowdown Analysis for ASEAN-10”</b> , by Dr Tan Khee Giap, Ms Nguyen Le Phuong Anh, Mr Luu Nguyen Trieu Duong C. <b>“2016 Annual Update of Provincial and Regional Competitiveness Analysis for Greater China”</b> , by Dr Tan Khee Giap, Dr Wang Peng, Ms Xie Teleixi D. <b>“2016 Annual Competitiveness and Growth Slowdown Analysis for Subnational Economies of India”</b> , by Dr Tan Khee Giap, Dr Sasidaran Gopalan, Ms Anuja Tandon & Dr Tan Kong Yam E. <b>“Inaugural 2016 Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for 21 States and Federal Territories of India”</b> by Dr Tan Khee Giap, Dr Sasidaran Gopalan, Ms Anuja Tandon & Dr Tan Kong Yam F. <b>“2016 Annual Competitiveness Analysis and Development Strategies for Indonesian Provinces”</b> by Dr Tan Khee Giap, Dr Mulya Amri & Ms Nursyahida Binte Ahmad G. <b>“2016 Ease of Doing Business, Growth Slowdown, and Update of Competitiveness Analysis in Indonesian Provinces”</b> , by Dr Tan Khee Giap, Dr Mulya Amri, Ms Nursyahida Binte Ahmad & Dr Tan Kong Yam
0915 – 0935	<b>Signing of MOUs between</b> 1. ACI-LKYSPP, NUS & Committee for Acceleration of Priority Infrastructure Delivery (KPPIP), Indonesia 2. ACI-LKYSPP, NUS & Vietnam Chamber of Commerce and Industry, Vietnam  Note: Remarks on respective research collaboration will be delivered after the signing of each MOU
0935 – 0955	<b>Keynote Address 1: “Achieving Sustained Economic Growth for Indonesia”</b>  <b>Guest-of-Honour:</b> Dr Darmin Nasution Coordinating Minister for Economic Affairs, Republic of Indonesia
0955 – 1020	<b>Coffee/Tea Break</b>
1020 – 1105	<b>Session 1: “Annual Update of Competitiveness Ranking and Simulation Studies on Six Regions and 34 Indonesian Provinces: Quantitative Assessments on Models of Provincial Economic Development”</b>
1020 – 1035	<b>ACI Presenters:</b> <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> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS</li> </ul>
1035 – 1045	<b>Discussant 1:</b> Prof. Dr Ir. Kuntoro Mangkusubroto, MSIE., MSCE School of Business and Management, Institut Teknologi Bandung, Indonesia
1045 – 1055	<b>Discussant 2:</b> Dr. Ir. Wahyu Utomo, M.S. Head, Committee for Acceleration of Priority Infrastructure Delivery (KPPIP) Implementation Team, Coordinating Ministry for Economic Affairs, Republic of Indonesia

1055 – 1105	<p><b>Question &amp; Answer Session</b></p> <p><b>Moderator:</b> Dr Sasidaran Gopalan Research Fellow &amp; Deputy Director (Administration), ACI-LKYSP, NUS</p>
1105 – 1150 1105 – 1120 1120 – 1130 1130 – 1140 1140 – 1150	<p><b>Session 2: “Annual Update of Competitiveness Ranking and Simulation Studies on ASEAN-10”</b></p> <p><b>ACI Presenters:</b></p> <ul style="list-style-type: none"> <li>• Mr Luu Nguyen Trieu Duong Research Assistant, ACI-LKYSP, NUS</li> <li>• Mr Nguyen Duy Research Assistant, ACI-LKYSP, NUS</li> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSP, NUS</li> </ul> <p><b>Discussant 1:</b> Mr Mahendra Siregar Chairman of Indonesia Investment Coordinating Board, 2013-2014</p> <p><b>Discussant 2:</b> Dr Lee-Rong Wang Research Fellow, International Division, Chung-Hua Institution for Economic Research, Taiwan, ROC</p> <p><b>Question &amp; Answer Session</b></p> <p><b>Moderator</b> Mr Thomas Chan Associate Director, Research Support Unit, LKYSP, NUS</p>
1150 – 1330	<p><b>Lunch</b></p> <p><b>Venue: Waterfront Ballroom, Level 2, Grand Copthorne Waterfront Hotel Singapore</b></p>
1330 – 1415 1330 – 1345 1345 – 1355 1355 – 1405 1405 – 1415	<p><b>Session 3: “Annual Update of Competitiveness Ranking and Simulation Studies on Five Regions and 34 Economies of Greater China: Quantitative Assessments on Models of Provincial and Regional Economic Development”</b></p> <p><b>ACI Presenters:</b></p> <ul style="list-style-type: none"> <li>• Dr Wang Peng Research Fellow, ACI-LKYSP, NUS</li> <li>• Ms Xie Teleixi Research Assistant, ACI-LKYSP, NUS</li> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSP, NUS</li> </ul> <p><b>Discussant 1:</b> Professor Jin Fang Research Professor, Institute of World Economy, Shanghai Academy of Social Sciences, China</p> <p><b>Discussant 2:</b> Associate Professor Zhou Delu Deputy Director, Research Organization Department, Shandong Academy of Social Sciences, China</p> <p><b>Question &amp; Answer Session</b></p> <p><b>Moderator</b> Mr Luu Nguyen Trieu Duong Research Assistant, ACI-LKYSP, NUS</p>
1415 – 1510 1415 – 1430	<p><b>Session 4: “Inaugural Ease of Doing Business Index on Attractiveness to Investors, Business Friendliness and Competitive Policies (EDB Index ABC) for Sub-national Economies of India and Indonesia”</b></p> <p><b>ACI Presenters:</b></p> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSP, NUS</li> <li>• Dr Sasidaran Gopalan Research Fellow &amp; Deputy Director (Administration), ACI-LKYSP, NUS</li> <li>• Dr Mulya Amri Research Fellow &amp; Deputy Director (Research), ACI-LKYSP, NUS</li> <li>• Ms Nursyahida Binte Ahmad Research Assistant, ACI-LKYSP, NUS</li> </ul>

1430 – 1440	<b>Discussant 1:</b> Dr Doan Duy Khuong Executive Vice President, Vietnam Chamber of Commerce and Industry, Vietnam
1440 – 1450	<b>Discussant 2:</b> Dr Cledan Mandri-Perrott Head, Infrastructure Finance & PPP, World Bank Singapore
1450 – 1500	<b>Discussant 3:</b> Mr Randeep Sudan Adviser, Digital Strategy and Government Analytics, The World Bank
1500 – 1510	<b>Question &amp; Answer Session</b>  <b>Moderator</b> Mr Tan Beng Kai, Evan Research Assistant, ACI-LKYSPP-NUS
1510 – 1525	<b>Coffee/Tea Break</b>
1525 – 1610	<b>Session 5: “Impact of Real Effective Exchange Rates on Foreign Direct Investment Inflows to ASEAN Countries and the Sub-National Economies of Mainland China, India, and Indonesia ”</b>
1525 – 1540	<b>ACI Presenters:</b> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS</li> <li>• Dr Sasidaran Gopalan Research Fellow &amp; Deputy Director (Administration), ACI-LKYSPP, NUS</li> <li>• Dr Mulya Amri Research Fellow &amp; Deputy Director (Research), ACI-LKYSPP, NUS</li> <li>• Dr Wang Peng Research Fellow, ACI-LKYSPP, NUS</li> <li>• Mr Luu Nguyen Trieu Duong Research Assistant, ACI-LKYSPP, NUS</li> </ul>
1540 – 1550	<b>Discussant 1:</b> Dr Lee-Rong Wang Research Fellow, International Division, Chung-Hua Institution for Economic Research, Taiwan, ROC
1550 – 1600	<b>Discussant 2:</b> Professor Sin Chor-Yiu Department of Economics, College of Technology Management, National Tsing Hua University, Taiwan, ROC
1600 – 1610	<b>Question &amp; Answer Session</b>  <b>Moderator</b> Ms Nursyahida Binte Ahmad Research Assistant, ACI-LKYSPP, NUS
1610 – 1645	<b>Session 6: “Annual Update of Indices on Cost of Living, Wages and Purchasing Power for Expatriates and Ordinary Residents for World’s Major 103 Cities”</b>
1610 – 1625	<b>ACI Presenters:</b> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS</li> <li>• Professor Tan Kong Yam Co-Director, ACI-LKYSPP, NUS</li> <li>• Mr Luu Nguyen Trieu Duong Research Assistant, ACI-LKYSPP, NUS</li> <li>• Mr Nguyen Duy Research Assistant, ACI-LKYSPP, NUS</li> </ul>
1625 – 1635	<b>Discussant</b> Professor Saikat Sinha Roy Professor of Economics, Jadavpur University, Kolkata, India
1635 – 1645	<b>Question &amp; Answer Session</b>  <b>Moderator</b> Dr Wang Peng Research Fellow, ACI-LKYSPP, NUS
1715 – 1930	<b>Conference Dinner Talk: “Asia Infrastructure Investment Bank and Economic Connectivity”</b>

1745 – 1805	<b>Distinguished Dinner Speaker</b> Dr Luky Eko Wuryanto Vice President and Chief Administration Officer, Asian Infrastructure Investment Bank
1805 – 1815	<b>Question and Answer Session</b>  <b>Moderator:</b> Professor Tan Kong Yam Co-Director, ACI-LKYSPP, NUS
1815 – 1930	<b>Dinner</b>
<b>End of Conference Day 1</b>	

**Conference Day 2: Friday, 25 November 2016**  
**Venue: Level 4 Grand Ballroom 1, Grand Copthorne Waterfront Hotel Singapore**  
**Emcee for Day 2 Conference: Ms Jehan Wan Aziz, Research Assistant, ACI-LKYSPP, NUS**

0830 – 0900	<b>Conference Registration</b>
0900 – 0905	<b>Conference Day 2 Welcome Remarks</b> Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS
0905 – 0950	<b>Special Dialogue on Indonesia's Regional Economic Development</b>
0905 – 0925	<b>Keynote Speech 2: "Java Provinces: The Next Engine of Growth for a Rising Indonesia 2030"</b>  <b>Distinguished Keynote Speaker:</b> Dr H. Soekarwo, S.H, M.Hum Governor of East Java, Republic of Indonesia
0925 – 0945	<b>Keynote Speech 3: "The Next Phase of Economic Upgrading for Indonesia's Archipelagic Provinces"</b>  <b>Distinguished Keynote Speaker:</b> Ir. H. Said Assagaff Governor of Maluku, Republic of Indonesia
0945 – 1000	<b>Question &amp; Answer Session</b>  <b>Moderator:</b> Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS
1000 – 1015	<b>Coffee/Tea Break</b>
1015 – 1100	<b>Session 7: "Tracking the Productivity and Monitoring the Efficiency of Small and Medium Sized Enterprises: The Singapore Case Study"</b>
1015 – 1030	<b>ACI Presenters:</b> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS</li> <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>
1030 – 1040	<b>Discussant 1:</b> Dr Amitendu Palit Senior Research Fellow, Institute of South Asian Studies, NUS
1040 – 1050	<b>Discussant 2:</b> Dr Doan Duy Khuong Executive Vice President, Vietnam Chamber of Commerce and Industry, Vietnam
1050 – 1100	<b>Question &amp; Answer Session</b>  <b>Moderator</b> Mr Mijail Santos Lujan Research Assistant, ACI-LKYSPP, NUS



1100 – 1140	<b>Session 8: “Inaugural Coordinated, Innovative and Sustainable Development (CISD) Index for 17 Shandong Cities: Ranking and Simulation Analysis”</b>
1100 – 1120	<b>ACI Presenters:</b> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS</li> <li>• Mr Song Lin Research Assistant, ACI-LKYSPP, NUS</li> <li>• Dr Wang Peng Research Fellow, ACI-LKYSPP, NUS</li> </ul>
1120 – 1130	<b>Discussant:</b> Dr Yuan Hongying Vice Dean, Shandong Academy of Social Sciences, China
1130 – 1140	<b>Question &amp; Answer Session</b>  <b>Moderator</b> Dr Sasidaran Gopalan Research Fellow & Deputy Director (Administration), ACI-LKYSPP, NUS
1140 – 1215	<b>Session 9: “Annual Update of Competitiveness Ranking and Simulation Studies on Five Regions and Sub-National Economies of India”</b>
1140 – 1155	<b>ACI Presenters:</b> <ul style="list-style-type: none"> <li>• Associate Professor Tan Khee Giap Co-Director, ACI-LKYSPP, NUS</li> <li>• Dr Sasidaran Gopalan Research Fellow &amp; Deputy Director (Administration), ACI-LKYSPP, NUS</li> </ul>
1155 – 1205	<b>Discussant:</b> Dr Amitendu Palit Senior Research Fellow, Institute of South Asian Studies, NUS
1205 – 1215	<b>Question &amp; Answer Session</b>  <b>Moderator</b> Mr Song Lin Research Assistant, ACI-LKYSPP, NUS
1215 – 1400	<b>Lunch</b>  <b>Venue: Waterfront Ballroom, Level 2, Grand Copthorne Waterfront Hotel Singapore</b>
1220 – 1230	<b>Closing Remarks and The Way Forward</b> Professor Tan Kong Yam Co-Director, ACI-LKYSPP, NUS
1230 – 1400	<b>Lunch</b>
<b>END OF CONFERENCE</b>	

### 国大亚洲竞争力研究所调查：新加坡人购买力亚洲居冠

2016年11月25日 星期五 03:30 AM

文 / 陈爱薇

来自 / 联合早报

新加坡的生活费高，不过薪水也高，购买能力在亚洲城市居冠。

新加坡国立大学李光耀公共政策学院亚洲竞争力研究所进行的年度调查显示，在103个城市当中，新加坡人的生活费位居第49，和去年的第48相差不远，薪水方面则是排名第46，去年第48。

虽然生活成本和薪水在103个国家当中排名居中，在购买能力方面和去年一样排名第21，属于亚洲城市当中最高的。其他亚洲城市如首尔排名第27、大阪第41、台湾第42、东京第53。

亚洲竞争力研究所所长陈企业副教授指出，香港是跟我国比较接近的经济体，它在生活成本方面排名59，和新加坡相差十个名次。虽然它的生活成本比较低，薪水排名却比新加坡低12个名次，排名第58。因此，它在购买能力的排名是第67，和新加坡的差距相当大。

陈企业说：“我国人民的薪水比较高，加上新元强劲，所以购物能力也比较强。这显示我国一般老百姓的生活过得好，新加坡是一个可负担的宜居城市。如果一个国家的薪水排名低、购买能力差，政府就需要格外留心。”

#### 外派人员生活成本 103城市中仍排第四

至于外派人员的生活成本，我国在103个城市当中排名第四，和去年一样。陈企业表示，外派人员多不住政府组屋，也少到熟食中心用餐，所以生活成本比较高。

外派人员生活成本最高的城市是委内瑞拉的加拉加斯（Caracas），平民百姓生活成本最高的是瑞士的苏黎世（Zurich），薪水最高的是瑞士的日内瓦（Geneva），购买能力最强的也是日内瓦。

这项调查自2005年开始进行，目的在于提供平民百姓、跨国执行人员、潜能投资者、决策者和政府官员，关于全球主要城市生活费的可靠预测。

首頁 國際 東南亞

## 東協最耀眼的智囊 從島主到諸侯的最愛



圖片來源：ACI 提供

瀏覽數  
454

分享

LINE

熊毅晰 2016-12-21 天下雜誌613期

一個研究機構，如何能為新加坡帶來上百紙MOU（合作備忘錄）？凌駕於政治外交關係之上，它樂於為中國與東協國家出謀劃策，小至中國地方官員、大至印尼各省政要，都是它的客戶。

新加坡的小國大平台角色，在學術研究領域，也發揮得淋漓盡致。

十一月二十四日，早上九點不到，位於新加坡中央商務區的國敦河畔飯店大廳已人聲鼎沸。

穿著傳統蠟染襯衫的印尼人、眉間點著吉祥痣的印度女士，還有西裝筆挺的各國人種。這是新加坡國立大學李光耀公共政策學院亞洲競爭力研究所（簡稱ACI）的年度研究成果會議。

很難想像，一研究機構發布研究報告，竟讓亞洲各國地方政府爭相與會，其中不乏向來深居簡出的地方要員。例如，印尼東爪哇省長蘇卡沃（Soekarwo），因媒體曾披露其月薪高達近兩百萬台幣，最「富」省長印象深植印尼人心。

另一位同樣來自印尼的摩鹿加省長薩伊德（Said Assagaff），因下轄島嶼數量驚人，讓他成為舉世聞名的「島主」。

除了一方之霸，更多是地方政府的重要幕僚。

例如，中國大陸的上海市與山東省，皆由當地社科院副主任率隊前來；向來引介越南各地政府對外招商引資的越南商工總會（VCCI），也由副主席段維姜（Doan Duy Khuong）代表出席。

究竟，為何亞洲各地方政府對ACI如此重視？而ACI又是如何將自己的研究打造成一場熱鬧無比的城市嘉年華？

提起新加坡亞洲競爭力研究所，不少人都會聯想到，它每年發布的

全球主要城市宜居性排名。

這個調查雖讓它很早就受到亞洲各大城市關注，但真正吸引各國地方政府前來尋求合作、進而形塑其在東協與大中華區的重要智囊與平台角色，卻是近幾年的事。

五年簽下上百紙合作備忘錄

二〇〇六年，由新加坡政府貿易與工業部出資成立的ACI，一開始目的雖是要透過知識份子的領導與網絡，以了解和發展亞洲地區的競爭力，但因為績效始終不如預期，政府原有意關閉。

後來貿工部在一一年找來現任ACI所長陳企業負責，一場華麗的變革出現了。

原在新加坡大學經濟系擔任教授的陳企業，因為過去曾在民間銀行任職，加上身兼多家上市企業獨立董事的經歷，讓他把企業經營的靈活與務實，全搬進了研究室。

首先，是為過去研究找出更多附加價值。像是行之有年的全球六十四個宜居城市指數外，ACI開始發布大中華百大城市指數。甚至從國家、城市，一路做到鄉鎮，從今年開始，也針對山東十七個市定期發布排名。

對外，也開始敞開合作大門。陳企業透露，他在過去五年簽定的MOU（合作備忘錄）上百紙，如中國已有廣東、上海、廈門、海口等地方政府主動找上門，另外還有印尼、泰國、越南、印度等國的地方政府、機構、企業。

像這次印尼共有三十三個省的代表與會，「每個省都追著要我選它做下一個合作對象，」他苦笑道。

創造以小搏大的優勢利基

地方政府找ACI合作所圖為何？

亞投行副行長拉克齊 ( Luky Eko Wur-yanto ) 觀察，ACI累積多年對城市的研究架構與資料庫，讓它有著無法取代的公正與廣泛性。對城市經營者而言，與ACI合作，一則可避免資源運用的錯置，二來也在學習這套方法後，可讓內部競爭、進步。

出身印尼的拉克齊，和陳企業是多年好友，儘管去年被任命為亞投行副行長兼首席行政官後，開始異常忙碌，但他仍力挺ACI，親赴會場發表專題演講。

面對絡繹於途的合作邀約，ACI也很懂得著眼長期利益。ACI能夠廣結善緣的另一個高明之處，就是它與各地方政府的合作，通通「免費」。

「ACI的商業模式很簡單，就是放長線釣大魚，」不改直爽性格，陳企業坦言，ACI主要的收入來源，就是貿工部每年提撥約兩百五十萬美元（約八〇三二·五萬台幣），接著配合政府經濟發展方向做分配，例如，花在中國的部份就約五十萬。（約一六〇六·五萬台幣）

政府當然不會白花錢。陳企業解釋，隨著合作城市各項條件的進步，尤其是吸引外資方面，城市排名與各項經濟友善指標向來就是外國投資評估的重點，當投資增加，經濟躍進，該城市就要優先選擇新加坡的海、陸、空港物流，以及金流服務。

「我們每年花五十萬在中國，二十年後頂多兩千萬，但回饋給新加坡的，卻是兩百億的生意啊，」對生長在新加坡的陳企業來說，以小搏大，似乎已是與生俱來的策略思惟。

**Asia Competitiveness Institute  
Lee Kuan Yew School of Public Policy  
National University of Singapore**

18 Evans Road

Singapore 259364

Tel: (65) 6516 5025

Fax: (65) 6235 0248

Email: [aci@nus.edu.sg](mailto:aci@nus.edu.sg)

Website: <http://www.lkyspp.nus.edu.sg/ACI>

Version as of 17 August 2017