# JOINT TRAINING PROGRAMME ON ECONOMIC CORRIDOR DEVELOPMENT FOR COMPETITIVE AND INCLUSIVE ASIA

Event Report 17-19 August 2016



#### **Event Report**

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#### Report of a joint training programme organised by:

Centre for Multilateralism Studies, RSIS; Asian Development Bank (ADB); Asian Development Bank Institute (ADBI); and Singapore Cooperation Programme (SCP)

#### **Editors:**

Pradumna B. Rana, Aédán Mordecai, and Phidel Vineles

#### **EXECUTIVE SUMMARY**

The following report is a summary of presentations and discussions at the "Joint Training Programme on Economic Corridor Development for Competitive and Inclusive Asia", organised by the Centre for Multilateralism Studies at RSIS; the Asian Development Bank (ADB); the Asian Development Bank Institute (ADBI); and the Singapore Cooperation Programme (SCP). The capacity-building programme provided an opportunity for officials from the Asian region to gain knowledge on how to develop an economic corridor within their respective countries and sub-regions, and how such an economic corridor could support development. The three-day programme comprised seminars and presentations by various experts including academics, policymakers and project consultants. The programme also provided opportunities for brainstorming and allowed the participants to apply and share their own experiences in developing economic corridors.

#### OPENING REMARKS



Ms Pearle Kuan, Assistant **Director, Technical Cooperation Directorate of the Ministry of** Foreign Affairs (MFA), Singapore, highlighted the importance of cooperation programmes such as this capacity-building workshop on economic corridor development. Singapore is proud to be able to host such events, as they have greatly benefited both itself and its regional neighbours. So far, the Singapore Cooperation Programme (SCP) has held programmes that have featured 170 countries and this partnership with the ADB. ADBI and RSIS will continue to be of great value to the SCP.



Ambassador Ong Keng Yong, **Executive Deputy Chairman of RSIS**, noted that this event was to some extent a rare occurrence, as it is not often that representatives from ASEAN, South Asia, East Asia, as well as Central Asia come together simultaneously. Amb Ong reiterated the importance of regional cooperation in economic development, highlighting the start of the ASEAN Economic Community (AEC) as ASEAN's commitment to further economic integration. Amb Ong concluded that programmes such as this offer invaluable opportunities for exchange of ideas and experiences while giving stakeholders a voice.



Or Bokhwan Yu, Deputy Dean of the Asian Development Bank Institute (ADBI), stressed the importance of integration as a driver of growth. The region should be prepared for the slowdown of major global economies by becoming more efficient and self-sufficient. Dr Yu pointed out that there are many challenges to greater integration. Events such as this programme help to improve the capacity for regional growth, as they include high quality speakers and educators.



Mr Alfredo Perdiguero, Principal **Regional Cooperation Specialist** of the Asian Development Bank (ADB), pointed out that Singapore is a good example of successful development and therefore an ideal place to hold the programme. The ADB and ADBI work together to develop numerous workshops annually, each one tailor-made for the participants and the subject. Economic corridors are an excellent path to effective regional integration, and thus a suitable topic. Mr Pergdiguero added that although integration is not an easy process, he hoped that difficult questions will be posed to the speakers and his colleagues in order to maximise the benefits of the workshop.

## REGIONAL COOPERATION AND INTEGRATION (RCI) IN ASIA: SUB-REGIONAL PROGRAMMES AS BUILDING BLOCKS TOWARDS ASIAN INTEGRATION

#### CONNECTIVITY AND REGIONAL ECONOMIC INTEGRATION IN ASIA



Dr Bokhwan Yu, Deputy Dean of ADBI, underscored that connectivity is a key driver of economic integration. Connectivity covers three key areas: (i) physical, (ii) institutional, and (iii) people-to-people connectivity. The need for greater physical connectivity in Asia is huge. It is estimated that the Asia Pacific region will require a total of US\$750 billion annually for its infrastructure needs until 2020. Institutional connectivity is also vital for the region to reduce trade costs, enhance competitiveness, and

develop production networks. There is also a need to boost people-to-people connectivity in the context of greater cultural appreciation. This enhances diplomatic ties and secures peace in the region, with regional stability vital for sustainable growth.

Dr Yu's opinion was that connectivity is progressing well in ASEAN, albeit with some challenges. The ASEAN Highway Network (AHN) covers 23 routes and comprises 38,400 km of roads, which helps ASEAN Member States (AMS) to improve trade movement within the region. Transcending beyond land, the ASEAN RO-RO Network has improved connectivity in sea channels, which includes 47 ports that have helped to reduce shipping time by over 50 per cent. The ASEAN Economic Community (AEC) is increasing its physical and institutional connectivity through trade facilitation by eliminating nontariff measures, reducing customs procedures and duties, and promoting product standards and requirements. There has also been some progress in connecting people together in the region. For example, visa exemption and designated ASEAN immigration lanes have helped to boost tourism, while the ASEAN Curriculum Sourcebook had further enhanced educational connectivity among the AMS. However, the remaining challenges on funding, regulatory coherence and equitable distribution should be addressed in a timely manner for the region's further integration.

#### **ASEAN 2025 AND BEYOND**



Ms Sanchita Basu Das, Fellow of ISEAS-Yusof Ishak Institute, described the ASEAN Economic Community (AEC) as a work-in-progress as the region was moving from AEC 2015 towards AEC 2025. According to Ms Das, the AEC 2025 consists of five pillars: (i) a highly integrated and cohesive economy; (ii) a competitive, innovative, and dynamic ASEAN; (iii) enhanced connectivity and sectoral cooperation; (iv) a resilient, inclusive, people-oriented, and people-centred ASEAN; and

(v) a global ASEAN. A total of 92.7 per cent of prioritised measures of AEC targets were achieved in 2015, while the implementation rate stood at 79.5 per cent as of end-October 2015. ASEAN's biggest achievement is said to be tariff liberalisation, where six AMS have zero-tariff rates (Brunei, Indonesia, Malaysia, the Philippines, Thailand, and Singapore). However, non-tariff barriers remain a huge challenge in the region. ASEAN also attracted US\$136 billion of FDI in 2014, which is higher than that of China (US\$129 billion) and Hong Kong (US\$103 billion).

Going beyond AEC, ASEAN had initiated the Regional Comprehensive Economic Partnership Agreement (RCEP), which is expected to unify free trade agreements (FTAs) between the 10 AMS and six other countries (Australia, China, India, Japan, New Zealand, and South Korea). However, RCEP is facing a number of largely political challenges. Together with RCEP, some AMS such as Viet Nam, Brunei, Singapore, and Malaysia have joined the Trans-Pacific Partnership (TPP), which represents 38 per cent of world GDP and 24 per cent of world's exports. Additionally, AEC 2025 covers almost all provisions of the TPP except telecommunications, government procurement, and state owned enterprises (SOEs). However, with the election of Donald Trump, it looks like the TPP will not be ratified. A new initiative called U.S.-ASEAN Connect aims to boost the U.S.' economic engagement with ASEAN. U.S.-ASEAN Connect aims to create a network of hubs across the region that would facilitate better economic engagement among entrepreneurs, investors, and businesses in both the U.S. and AMS.

#### REGIONAL COOPERATION AND INTEGRATION IN ASIA



Mr Alfredo Perdiguero, Principal Regional Cooperation Specialist of ADB, explained that regional cooperation and integration was increasing in Asia. For example, about 55 per cent of the region is involved in intra-regional trade. This is crucial as it takes advantage of the large population in ASEAN and helps to insulate from external shocks. Regional cooperation and integration seeks to prevent a repeat of the Asian financial crisis of 1997–1998 and is a response to the slow progress of

WTO's Doha Round.

Regional cooperation and integration in Asia is market-driven and strongly supports open regionalism. However, huge infrastructure and inequality gaps within countries pose a serious threat to regional integration. Greater cooperation between countries is also necessary to avoid conflicts and to make growth inclusive.

## ECONOMIC CORRIDORS AS PART OF GLOBAL VALUE CHAINS AND PRODUCTION NETWORKS



One of the benefits of economic corridors is that they can foster efficient Global Value Chains (GVCs) and production networks. GVCs have become integral to Asian economies, and much of their successful growth has been due to the proliferation of trade liberalisation and government policies that aim to support production networks.

Dr Prabir De, Professor, Research and Information Systems for Developing Countries (RIS) India,

illustrated the growing importance of global value chains in the global economy, particularly in Asia. Roughly 50 per cent of Asia's exports are intraregional, with much of this trade also being intra-industry, thus demonstrating the fragmented nature of trade (increasing trade in parts and components). Increasingly, production networks are spanning across multiple countries and are thus taking advantage of specialisation.

There are many examples of successful industries that have cross-border supply chains, producing value and employment for numerous economies. Boeing's Dreamliner 787 was built with the help of companies located in four continents, while Apple's IPhone was built by nine companies in 5 countries. ASEAN has also had success in forming its own industries extensively, using production networks to produce high value products that would not otherwise be produced in a single ASEAN member state. A flagship example is the hard disk drive network that is centred in Thailand.

## ECONOMIC CORRIDOR DEVELOPMENT: PROMOTING CONNECTIVITY, COMPETITIVENESS AND INCLUSIVE GROWTH IN ASIA'S SUB-REGIONS



**Mr Alfredo Perdiguero** used the session to explain the characteristics of an economic corridor, its stages of development, and how to monitor its performance once it was developed.

Although there is no consensus on the definition of an economic corridor, there are some features which are common to all corridors. The main component of an economic corridor is the existence of sufficient transport links between economic hubs, although these alone do not

make an economic corridor. To provide more benefits, soft infrastructure is necessary to supplement the transport corridor. This can include additional financial capacity for nearby businesses, greater information networks, as well as efficient public services and bureaucracy. An economic corridor can be categorised in many ways; according to its geographical distribution, the industries it focuses on (mono- or multi-sectoral), and its institutional dimensions, thus illustrating the variety of ways in which economic corridors can form.

Mr Perdiguero stressed that a successful economic corridor will contribute towards inclusive growth. Given the unique nature of an economic corridor, research is needed beforehand, with local inputs to assess the needs of businesses and the people in the area. A sound strategy can be implemented with inclusive involvement at the planning stage coupled with clear leadership. An effective monitoring mechanism must also be in place to implement changes if needed during the formation process.

## SOUTH ASIA'S CONNECTIVITY: IMPACTS TO PRODUCTION NETWORK, VALUE CHAINS AND INTEGRATION



Dr Prabir De outlined the current state of connectivity and cooperation in the South Asian region. The first formal attempt at a South Asian intergovernmental organisation was the South Asian Association for Regional Cooperation (SAARC), which was founded in 1985 and currently includes eight member states. The SAARC focused on achieving economic development via cooperation. The first South Asian Preferential Trade Agreement (SAPTA) in 1995 stemmed from the SAARC, which developed

into the South Asian Free Trade Agreement (SAFTA) in 2006. The SAFTA seeks to further reduce trade barriers in order to create a common market-based South Asian Economic Union by 2020.

These attempts at regional integration have resulted in greater intra-regional trade. There has also been a proliferation of production networks, which have boosted economic growth in the region. Dr De gave examples of the yarn and limestone industries to demonstrate how more than one economy can cooperate in the production and sale of a product to benefit a greater number of parties.

There are still many barriers to efficient and productive integration in South Asia. At a macro level, the infrastructure was inadequate, non-tariff barriers (NTBs) were high, and regulations were cumbersome. At a micro level, there was a lack of harmonisation of trade procedures at the border and an absence of corridor management techniques. As a result of these barriers, South Asia was still lagging behind ASEAN in terms of regional integration. Thus, Dr De made a number of suggestions to promote integration in South Asia. South Asia needed to invest in transport infrastructure to allow quicker cross-border movements of goods. There was also a need to streamline the regulatory process of moving goods between countries by digitalising the process and harmonising it via a one stop shop.

#### PRODUCTION NETWORKS IN SOUTH ASIA AND EAST ASIA

Mr Aekapol Chongvilaivan, Regional Cooperation Economist, Southeast Asia Department, ADB, argued that Global Value Chains (GVCs) had a high potential to provide a big boost to the growth in the South Asian region. GVCs that connected South Asia with East Asia could be particularly beneficial as almost 50 per cent of the world's population reside within the two regions with a diverse range of economies, demographics and stages of development, allowing for a complementary relationship. However, it was noted that due to traditional and historic trade links with the West, South Asia has relatively poor logistical connections with ASEAN and East Asia. Therefore, it was challenging to link up South Asia with East Asia.

Logistics was identified as a key constraint in GVC development. Mr Chongvilaivan noted that countries with a high Logistics Performance Index (LPI) had a high GVC participation rate and vice versa. Therefore, developing a country's logistical infrastructure could be the key to boosting GVC participation and overall economic growth.

Mr Chongvilaivan argued that in addition to improving logistics between South Asia and East Asia, the two regions should also accelerate the RCEP to improve trade liberalisation, as tariffs from India in particular are relatively high. Supply chains should also be developed within South Asia to build up the local economic cooperation. If these challenges are met successfully, South Asia could become one of the most sustainably fast developing regions in the world.

## ECONOMIC CORRIDOR DEVELOPMENT: THE GREATER MEKONG SUB-REGION EXPERIENCE

Mr Alfredo Perdiguero mentioned that the Greater Mekong Subregion (GMS) covers the following countries: Cambodia, People's Republic of China (Yunnan Province and Guangxi Autonomous Region), Lao PDR, Myanmar, Thailand, and Viet Nam. The GMS Programme had invested about US\$17 billion in various projects, 80 per cent of which is in transport connectivity. The GMS' strategic priority is to develop economic corridors. It aims to transform nine transport corridors into economic corridors that would boost crossborder trade and investment across the sub-region. The ADB's approach here can be described as an "economic corridor development approach", which is centred on developing infrastructure in specific geographical areas with strong economic potential. So far, around 75 per cent of the GMS projects had been completed or were still on-going. However, more efforts were required in the areas of trade facilitation, investment promotion, and private sector participation.

The GMS has successfully contributed to the development of the region. For example, the Southern Economic Corridor had reduced the travel time between Phnom Penh and Ho Chi Minh from 9-10 hours in 1999 to 5-6 hours in 2014. It had also boosted cross-border trade between Moc Bai in Viet Nam and Bayet in Cambodia to about US\$708 million per annum. In addition, the Southern Economic Corridor had brought in US\$270 million of new investments and created 3,000 new jobs. GMS had also increased physical connectivity within the sub-region, where nearly 7,000 km of roads had been constructed. Institutional connectivity was also progressing. The GMS Business Forum had been established in 2000, and the GMS Regional Power Trade Coordination Committee was now working to establish the GMS Regional Power Coordination Centre. The sub-region was now recognised as a "single tourist destination", as tourist arrivals had increased from 26 million in 2008 to 52 million in 2013. Moreover, GMS countries were working to address "community-wide" concerns such as: managing natural resources, controlling communicable diseases, and preventing HIV/AIDS.

#### **CHINA'S ONE BELT, ONE ROAD PROJECT**



Mr Zhang Hongzhou, Research Fellow, China Programme, Institute of Defence and Strategic Studies, RSIS, provided a summary of the progress and achievements of China's Belt and Road Initiative (BRI). The BRI affects 65 countries that jointly account for 62.3 per cent of the world's population, 30 per cent of global GDP, and 24 per cent of the world's household consumption. Mr Zhang believed that this regional integration measure was a vital strategy for the region due to the US\$8 trillion

infrastructure gap in Asia. For example, it was noted that Indonesia alone needed US\$450 billion of infrastructure.

The BRI was determined to be progressing well as a total of 34 cooperation agreements had been signed with BRI countries or international organisations. In addition, Chinese companies had invested more than US\$14 billion in BRI countries. There were also several cooperation mechanisms which helped to advance the BRI strategy, such as the Asian Infrastructure Investment Bank (AIIB) with a total capital of US\$100 billion, the Silk Road Fund (US\$40 billion), and the New Development Bank (US\$100 billion). The on-going projects in the 21st Century Maritime Silk Road have also contributed to the advancement of the BRI. Some of these notable projects were: (i) the Jakarta-Bandung high-speed rail project; (ii) the China and Laos railway project; and (iii) the China-Pakistan Economic Corridor. In addition, Chinese outward direct investment (ODI) had also contributed to the advancement of the BRI, as 56 per cent of its recipients were BRI countries.

Nevertheless, there were several challenges that could hamper the progress of the BRI in the region. Domestically, there was a need for stronger coordination and planning between provincial governments to address the problem of feasibility. Internationally, some BRI countries were experiencing political instability, which created difficulties for the actual implementation of the projects.

## INDONESIA'S INFRASTRUCTURE DEVELOPMENT INCLUDING PLANS TO BUILD MARITIME CORRIDORS



Dr Chatib Basri, former Finance
Minister of Indonesia; and NTUC
Professor of International Economic
Relations of RSIS, explained that the
source of global growth was shifting
to Asia. In order to keep pace with
globalisation, it was necessary to
improve logistics, so as to build supply
chains and increase productivity.
Indonesia was experiencing high
logistics costs, a key obstacle
indicated by Singapore's former Prime
Minister Lee Kuan Yew, who said that
Indonesia had to improve its logistics

management in order to expedite businesses' decision-making processes.

Dr Basri also noted the importance of considering the political economy in identifying the constraints facing Indonesia's infrastructure development. This is because the same approaches that worked elsewhere would not have the same effect in Indonesia. He was of the view that Indonesia's huge market would benefit ASEAN if it were successfully integrated into the region. ASEAN should also help Indonesia in terms of capacity-building, so that the country could participate and benefit from ASEAN's connectivity programmes. This would also allow Indonesia to have more vibrant infrastructure development projects beyond its predominantly road construction projects.

#### **Workshop Programme**

#### Wednesday, 17 August 2016

0845 hrs

Registration

0915 hrs

**Opening Remarks** 

Ms Pearle Kuan

Assistant Director, Technical Cooperation Directorate of the Ministry of Foreign Affairs (MFA)

Ambassador Ong Keng Yong Executive Deputy Chairman, RSIS

Dr Bokhwan Yu

Deputy Dean of the Asian Development Bank Institute (ADBI)

Mr Alfredo Perdiguero

Principal Regional Cooperation Specialist of the Asian Development Bank (ADB)

0945 hrs

Session I

Panel Discussion: Regional Cooperation and Integration (RCI) in Asia Sub-regional Programmes as Building Blocks towards Asian Integration

Moderator

Ambassador Ong Keng Yong Executive Deputy Chairman, RSIS

Connectivity and Regional Economic Integration

Dr Bokhwan Yu

Deputy Dean of the Asian Development Bank Institute (ADBI)

ASEAN 2025 and beyond

Ms Sanchita Basu Das

Lead Researcher, ASEAN Studies Center, ISEAS-Yusof Ishak Institute

RCI in Asia: the Case of the GMS

Mr Alfredo Perdiguero,

Principal Regional Cooperation Specialist, Southeast Asia Department, ADB

1115 hrs Coffee Break

1130 hrs Introduction and Training Roadmap

Ms Pamela Asis-Layugan and Ms Jordee Queddeng, Team Leaders and Training Specialists, ADB 1300 hrs Lunch Break

1430 hrs Session II

**Economic Corridor Development: Promoting** 

Connectivity, Competitiveness and Inclusive Growth in

Asia's Sub-regions

Mr Alfredo Perdiguero

Principal Regional Cooperation Specialist, Southeast Asia Department, ADB

1600 hrs Coffee Break

1615 hrs Session III

Sub-regional Programs Key Features and Economic

Corridor Development Approaches (Part 1)

Ms Pamela Asis-Layugan

Team Leader and Training Specialist (Consultant)

1800 hrs Welcome Dinner

#### Thursday, 18 August 2016

0900 hrs Session IV

Economic Corridors as Part of Global Value Chains and

**Production Networks** 

Dr Prabir De

Professor, Research and Information Systems for Developing Countries (RIS)

India

1000 hrs Coffee Break

1015 hrs Session V

Global Production Networks and Economic Corridors:

Can They Be Drivers for Growth and Regional

Integration?

<u>Moderator</u>

Dr Aladdin D. Rillo Senior Economist. ADBI

## South Asia's Connectivity: Impact to Production Networks, Value Chains and Integration

Dr Prabir De

Professor, Research and Information Systems for Developing Countries (RIS) India

## Production Networks in South Asia and East Asia (Video Conference)

Dr Aekapol Chongvilaivan

Economist (Regional Cooperation), Southeast Asia Department, ADB

#### 1200 hrs Lunch Break

#### 1330 hrs Session VI

Economic Corridor Development (ECD) Approaches

#### <u>Moderator</u>

Dr Aladdin D. Rillo Senior Economist, ADBI

## Economic Corridor Development: The Greater Mekong Sub-regon Experience

Mr Alfredo Perdiguero

Principal Regional Cooperation Specialist, Southeast Asia Department, ADB

#### 1515 hrs Coffee Break

#### 1530 hrs Session VII

#### Programs Key Features and Economic Corridor Development Approaches (Part 2)

Ms Pamela Asis-Layugan

Team Leader and Training Specialist (Consultant)

#### 1800 hrs Dinner

#### Friday, 19 August 2016

0900 hrs Session VIII

**Moderator** 

Dr Bokhwan Yu Deputy Dean, ADBI

China's One Belt, One Road Project

Mr Zhang Hongzhou

Research Fellow, China Programme, Institute of Defence and Strategic Studies, RSIS

Indonesia's Infrastructure Development including plans to Build Maritime Corridors

Dr Chatib Basri

Former Finance Minister of Indonesia; and NTUC Professor of International Economic Relations. RSIS

1000 hrs Coffee Break

1015 hrs Session IXa

Lessons, Insights and Policy Recommendations for Economic Corridor Development (ECD) Approaches in Sub-regional Cooperation Programs (SCPs)

Ms Pamela Asis-Layugan
Team Leader and Training Specialist (Consultant)

1045 hrs Session IXb

Lessons, Insights and Policy Recommendations for ECD Approaches in Sub-regional Cooperation Programs (Part 1)

Participants in BIMP-EAGA, CAREC, GMS, IMT-GT and SASEC Teams

1200 hrs Lunch Break

1330 hrs Session IXb

Lessons, Insights and Policy Recommendations for ECD Approaches in Sub-regional Cooperation Programs (Part 2)

Participants in BIMP-EAGA, CAREC, GMS, IMT-GT and SASEC Teams

1430 hrs Session X

> Plenary Presentations and Discussion: Lessons, Insights and Policy Recommendations for ECD approaches in

Sub-regional Cooperation Programmes

1530 hrs **Coffee Break** 

**Synthesis and Moving Forward** 1545 hrs

**Closing Remarks and Ceremonies** 1715 hrs

Dr Ralf Emmers

Professor and Associate Dean, RSIS; and Head of the Centre for Multilateralism Studies

Mr Alfredo Perdiguero

Principal Regional Cooperation Specialist, ADB

Dr Bokhwan Yu Deputy Dean, ADBI

#### **Speakers and Moderators**

#### Dr Aekapol Chongvilaivan

Economist (Regional Cooperation), Southeast Asia Department, Asian Development Bank, The Philippines

#### Dr Aladdin D. Rillo

Senior Economist, Capacity Building and Training, Asian Development Bank Institute, Japan

#### Mr Alfredo Perdiguero

Principal Regional Cooperation Specialist, Southeast Asia Department, Asian Development Bank, The Philippines

#### Dr Bokhwan Yu

Deputy Dean and Director, Capacity Building and Training and Special Activities, Asian Development Bank Institute, Japan

#### Dr Chatib Basri

Former Finance Minister of Indonesia; and NTUC Professor of International Economic Relations, S. Rajaratnam School of International Studies, Indonesia

#### **Ambassador Ong Keng Yong**

Executive Deputy Chairman, S. Rajaratnam School of International Studies, Singapore

### Ms Pamela Gracia Concepcion Asis-Layugan

Team Leader and Training Specialist, Asian Development Bank, The Philippines

#### Ms Pearle Kuan

Assistant Director, Technical Cooperation Directorate, Ministry of Foreign Affairs, Singapore

#### Dr Prabir De

Professor, Coordinator of ASEAN-India Centre, Research and Information System for Developing Countries, India

#### **Dr Pradeep Srivastava**

Principal Economist,
Regional Cooperation and Operations
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Asian Development Bank, The Philippines

#### **Dr Ralf Emmers**

Professor and Associate Dean, S. Rajaratnam School of International Studies; and Head, Centre for Multilateralism Studies, Singapore

#### Ms Sanchita Basu Das

Lead Researcher, ASEAN Studies Centre, ISEAS-Yusof Ishak Institute, Singapore

#### Mr Zhang Hongzhou

Research Fellow, China Programme, Institute of Defence and Strategic Studies, S. Rajaratnam School of International Studies, Singapore

#### **Participants**

#### Mr Ahmad Zakky Mawardi

Head of Section Regional IV, Sub Directorate of Regional Directorate of International Affairs and Interagency Directorate General of Customs and Excise, Ministry of Finance, Indonesia

#### Mr Amirjon Ubaidulloev

Deputy Head of Financial Department, Executive Office of the President, Tajikistan

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Senior Economist. Bureau of Savings and Investment Policy. Fiscal Policy Office, Ministry of Finance, Thailand

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#### Mrs Dina Meutiasari Hamdani

Sub Division Head of Foreign Cooperation, Division of Cooperation. Secretariat of Government of West Kalimantan

Province, Indonesia

#### Dr Ekowati Retnaningsih

Head.

Regional Development and Planning Board of South Sumatra Province.

Board of South Sumatra Province, Indonesia

#### Mr Hasri Bin A Hasan

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#### Ms Joan S. Barrera

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Deputy Director General. Secretariat of Lao National Committee for Special Economic Zone, Ministry of Planning and Investment, Lao PDR

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#### Ms Ma. Vilma N. Belches

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### Mr Mohd Norlisam Bin Mohd Nordin

Senior Manager, Corporate Strategic Planning, East Coast Economic Region Development Council (ECERDC), Malaysia

#### Mr Mom Chantra

Chief of Bureau of Middle East Department of Europe, Middle East and Africa Ministry of Commerce, Cambodia

#### Mrs Nguyen Minh Ha

Senior Official, International Cooperation Department, Ministry of Transport, Viet Nam

#### Mr Patipol Kornkamonpruk

Senior Investment Promotion Officer, Investment Bureau 4, Board of Investment, Office of the Prime Minister. Thailand

#### Mrs Rafaelita Georgina C. Castro

Division Chief, Market Innovation Division, Export Marketing Bureau, Department of Trade and Industry, The Philippines

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#### Mr San Myint

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Ministry of Industry and Commerce, Lao PDR

#### Ms Thida Ohn

Deputy Director, International Organization Division, Foreign Economic Relations Department, Ministry of Planning and Finance, Myanmar

#### Mr Tin Yu

Deputy Director General, Strategic Study and Training Department, Ministry of Foreign Affairs, Myanmar

#### Mr Vo Dinh Hung

Senior Official,

Department of Economic Zone Management, Ministry of Planning and Investment, Viet Nam

#### **ABOUT THE CENTRE FOR MULTILATERALISM STUDIES**

The Centre for Multilateralism Studies (CMS) is a research entity within the S. Rajaratnam School of International Studies (RSIS) at Nanyang Technological University, Singapore. The CMS team conducts cutting edge research, teaching/training, and networking on cooperative multilateralism in the Asia Pacific region. CMS also contributes to international academic and public discourses on regional architecture and order in the Asia Pacific region. It aspires to be an international knowledge hub for multilateral and regional cooperation.

CMS' research agenda includes international and global issues, as well as expressions of cooperative multilateralism:

#### Economic Multilateralism

Research areas include trade, monetary, and financial integration in ASEAN, ASEAN+3, South Asia, and Central Asia; evolving linkages between various Asian sub-regions and with countries/sub-regions outside the region; and developments in the global economic architecture to ensure complementarity between global and regional initiatives.

#### Diplomatic and Security Multilateralism

Research areas include inter-governmental and unofficial arrangements such as the ASEAN Regional Forum, ASEAN+3, East Asia Summit, Shanghai Cooperation Organisation, Six-Party Talks, the Council for Security Cooperation in the Asia Pacific, and the like. Defence diplomacy initiatives include the ASEAN Defence Ministers' Meeting (ADMM) and ADMM Plus, the Shangri-La Dialogue, and alliances.

#### International Political Economy

The programme examines the interactions between politics and economics at a domestic, regional, and global level. Drawn from both the fields of economics and politics, an international political economy perspective enhances our understanding of issues in regional and global economy.

#### Temasek Foundation

This comprises the Series on Trade & Negotiations. With a generous donation from Temasek Foundation, CMS organises two capacity-building programmes; an annual three-day training course for regional members of parliament and in-country training courses for government officials. These workshops are carefully designed to help develop the human capital necessary to take full advantage of the opportunities unleashed by globalisation and international trade.

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