

CALL FOR PARTICIPANTS



LEADERSHIP ACADEMY FOR DEVELOPMENT

The Role of Public Policy in Private Sector Development

11-15th OCTOBER 2021
SKOPJE



Stanford | CDDRL | Leadership Academy
for Development



National Endowment
for Democracy
Supporting freedom around the world



Institute for Democracy
Societas Civitas - Skopje



The Balkan Trust
for Democracy
A PRODUCT OF THE GERMAN MARSHALL FUND

The Leadership Academy for Development (LAD) is a flagship project implemented by [the Center for Democracy, Development and the Rule of Law \(CDDRL\)](#) of Stanford University's Freeman Spogli Institute for International Studies, and was co-founded in partnership with the Center for International Business and Public Policy at the School of Advanced International Studies, Johns Hopkins University.

The Leadership Academy for Development (LAD) trains government officials and business leaders from developing countries to help the private sector be a constructive force for economic growth and development. It teaches carefully selected participants how to be effective reform leaders, promoting sound public policies in complex and contentious settings.

The [Institute for Democracy \(IDSCS\)](#) in partnership with the Department of Political Science within the Faculty of Law "Iustinianus Primus", Ss. Cyril and Methodius University in Skopje and supported by the German Marshall Fund of the U.S., and the National Endowment for Democracy (NED) will implement the 4th Regional Leadership Academy for Development for the Western Balkan countries in Skopje, North Macedonia.

ABOUT THE PROGRAM

This module addresses the challenges faced by public sector leaders as they foster economic growth in politically charged environments. Offered in partnership with the Leadership Academy for Development (LAD) at Stanford University, it uses case studies on how public policy can help the private sector be a constructive force for economic growth and development. A driving principle of the LAD module is that policy reform is not like engineering or other technical fields that have discrete skills and clear, optimal solutions. Instead, successful reformers must be politically aware and weigh a broad range of factors that influence policy outcomes. They must have a solid grasp of country-specific economic, financial, political, and cultural realities. Most importantly, they must have a sense of how to set priorities, sequence actions and build coalitions. LAD provides participants with an analytical framework to build these leadership abilities and operate effectively under adverse conditions. Major themes are 1) Providing Public Goods 2) Bypassing Bureaucratic Obstacles, 3) Facilitating Investment, and 4) the State as Economic Catalyst. This program is designed to reinforce and illustrate three critically important hypotheses about the role of public policy in private sector development:

- 1** Public policy matters! The performance of the private sector and its role as either a catalyst or an obstacle to economic growth is closely connected to how well or badly government policies are designed and implemented.
- 2** The public officials responsible for enhancing private sector participation must acquire a range of analytical skills to be effective. But policy reform is not like engineering or other technical fields where there is a clear optimal solution to a problem. Designing and implementing meaningful policy reform requires a broader, more interdisciplinary knowledge of economics, politics, local history and culture, combined with a sense of how to set priorities, sequence actions and build coalitions.

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- 3 Successful policy outcomes that encourage and strengthen private sector participation are contingent upon the capacity of government officials and business leaders to understand and appreciate the interests, motivations and objectives of their counterparts.

Dates of Program: October 11 – 15, 2021

Venue: Faculty of Law, Ss. Cyril and Methodius University in Skopje, North Macedonia

Language of Instruction: English

Participant Cost: The cost for participation in the program will be 200 EUR. Costs of travel, accommodation and meals throughout the program will be covered by the organizers.

Certification: Each participant will receive a certificate indicating that they have completed the following short course: The Role of Public Policy in Private Sector Development, presented by the Faculty of Law “Iustinianus Primus” in partnership with the Leadership Academy for Development.

THE LAD MODEL: A UNIQUE APPROACH

I. The Case Method

The “case method” is a technique of teaching and learning through the analysis of actual events that have occurred, allowing you to gain a realistic understanding of the roles, responsibilities and analytical skills required of decision-makers, as well as the tensions that may arise between various stakeholders with different objectives. The cases in this course highlight both the political challenges and analytical tasks encountered by government officials in different countries who are responsible for formulating policies and programs designed to encourage a larger, more constructive private sector role in the local economy, such as improving consumer credit information in China, eliminating corruption in the Indonesian customs service by contracting out critically important services to a private firm, or restructuring a public water and sewerage authority in India. Each case is presented from the point of view of a practitioner—usually a government official—who played a central role in the policy-making process. As the reader of the case, you are required to assume the role of the principal analyst/decision-maker who must thoroughly analyze the problem, identify and assess the issues, and make a defensible decision on whether to proceed and if so, how.

A case method is an active approach to learning. Rather than listening to lectures by professors (i.e. passive learning), participants are expected to actively engage in a structured class discussion of the case led by the professor. It cannot be stressed too strongly, therefore, that success with the case method used in this course hinges on your willingness and ability to prepare meticulously in advance of each class, and then participate actively in the class discussion. Because this is a relatively realistic, “hands-on” method of learning, the case method approach should help you to develop the skills needed to analyse analyze some of the complex issues you encounter in your work. In addition, it should strengthen your ability to make difficult decisions and communicate effectively.

II. Study Groups

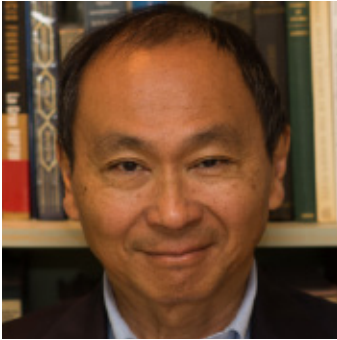
You will be assigned to a study group consisting of about five members on the first morning of the course. Time will be set aside during the course for groups to meet to discuss the case assignments after you have completed a careful reading of the case. These group sessions provide an opportunity to exchange views and discuss some issues likely to arise during class discussions. Reaching a group consensus is not the objective. Ultimately, the goal of this process is to challenge all participants to be more effective class participants, which heightens the quality of class discussion for everyone.

III. Final Study Team Assignment

Each study team will prepare a 15-minute presentation that will be given before the entire class on the final day of the course. The presentation will outline a specific policy challenge regarding an aspect of private sector development and recommend a new government initiative to address this challenge, drawing on lessons learned during the course. For example, the presentation might focus on a policy initiative designed to combat corruption that has adversely affected private sector performance, or a new program to facilitate SME access to affordable financing, or a regulatory change that would attract higher levels of infrastructure investment via public-private partnerships (PPPs).

This assignment is designed to encourage you and your study team colleagues to apply what you have learned during the course to a real-world problem that is impacting private sector performance in your country. This assignment is a central component of the course. Study teams are expected to dedicate significant time during the week to this task and produce a quality presentation that demonstrates original thinking. On the afternoon of the first day, instructors will assist each group to identify the policy challenge that they will address, and they will be available throughout the week to provide guidance on the presentations. One session at the end of each day is dedicated to working on the assignment.

INSTRUCTORS



Dr. Francis FUKUYAMA

Francis FUKUYAMA is the Olivier Nomellini Senior Fellow at the Freeman Spogli Institute for International Studies (FSI) and the Mosbacher Director of FSI's Center on Democracy, Development, and the Rule of Law (CDDRL). He is also a professor by courtesy in the Department of Political Science. He was previously at the Paul H. Nitze School of Advanced International Studies (SAIS) of Johns Hopkins University.

Dr. Fukuyama has written widely on issues relating to questions concerning democratization and international political economy. His book, *The End of History and the Last Man*, was published by Free Press in 1992 and has appeared in over twenty foreign editions. His most recent book is *Political Order and Political Decay: From the Industrial Revolution to the Globalization of Democracy*.

Dr. Fukuyama received his B.A. from Cornell University in classics, and his Ph.D. from Harvard in Political Science. He was a member of the Political Science Department of the RAND Corporation, and has twice served as a member of the Policy Planning Staff of the US Department of State. From 1996-2000 he was Omer L. and Nancy Hirst Professor of Public Policy at the School of Public Policy at George Mason University, and from 2001-2010 he was Bernard L. Schwartz Professor of International Political Economy at the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University. He served as a member of the President's Council on Bioethics from 2001-2004.



Michael Bennon

Michael BENNON is a Managing Director at the Stanford Global Projects Center, developing new initiatives for the GPC and managing our student programs and industry affiliations. Michael's research areas of interest for the center and work experience are in Public Sector finance, infrastructure and real estate investment, and project organization design. Michael served as a Captain in the US Army and US Army Corps of Engineers for five years, leading Engineer units, managing projects, and planning for infrastructure development in the United States, Iraq, Afghanistan, and Thailand. Michael received a bachelor's degree in Civil Engineering from the United States Military Academy at West Point and received an MSCE and MBA from Stanford University.



Roger Leeds, PhD

Prior to joining the faculty of Johns Hopkins School of Advanced International Studies (SAIS), Professor Leeds was an international finance practitioner for 25 years, working as an investment banker at Salomon Brothers, a senior staff member of the International Finance Corporation, a partner at KPMG in charge of its global privatization practice and a managing director of a major private equity firm in New York focused on emerging markets.

Professor Leeds is the founder and first chairman of the Emerging Markets Private Equity Association. Professor Leeds has taught at the Wharton School at the University of Pennsylvania and Columbia Business School. Professor Leeds has published extensively in his field of international finance and emerging markets investing, including two books: *Private Equity Investing in Emerging Markets, Opportunities for Value Creation* and *Financing Small Enterprises in Developing Countries*. Professor Leeds has appeared as a guest commentator on CBS, CNBC News, CNN, and NPR. He is a member of the Council on Foreign Relations and has served on various boards and advisory committees. Professor Leeds received his Ph.D. in international relations from Johns Hopkins SAIS.

PARTICIPANT SELECTION

We are looking to select a total of 30 participants from Western Balkan countries. Each participant is expected to meet the criteria outlined below. In accordance with the established practices of regional LAD programs, half of that number will be from the host country and the other half from other Western Balkan countries. Please take into consideration the dates of the program, as participants are expected to arrive in Skopje at least one day before the program begins. Also, this program is intensive, with almost no free time during the program days. Participants are expected to commit to and confirm that they are aware of the expectations regarding the time they will need to devote to this program.

All interested candidates should fill out the following application at the following [link](#) no later than the 5th of September.

Finalists may be required to participate in a short phone or Skype interview. The interview will be scheduled during the week of September 6, and participants will be notified of their selection by September 15. NOTE: Only shortlisted candidates will be contacted for an interview.

Participants will be selected based on the following criteria:

- ✓ experience in the field of political science, economics, social science, or international economic relations;
- ✓ applicants should be mid-career practitioners, with at least five years or more of working experience;
- ✓ in their present capacity, applicants should play important and influential roles in their country's political, economic, and social development. Applicants can be working as policy-makers, business sector leaders/entrepreneurs, academics and leaders of civil society (such as representatives of trade unions, nongovernmental organizations, the media, business and professional associations);
- ✓ good command of English
- ✓ strong analytical skills
- ✓ ability to work in teams.

We reserve the right to change the format and the criteria of the call for participants as well as the format of the seminar according to the protocols and regulations deriving under the Covid-19 circumstances.

CONTACT

If you have any questions regarding the application or the program, please contact Anamarija Velinovska at anamarija@idsccs.org.mk.