

Call for Participants

Leadership Academy for Development “THE HOW OF POLICY REFORM”

Podgorica, Montenegro, July 1 - 5, 2019

Introduction

The Leadership Academy for Development (LAD) is an executive-level training program that trains government officials and business sector leaders from developing countries to help the private sector be a constructive force for economic growth and development. The program is offered in partnership with [Stanford University's Center on Democracy, Development and the Rule of Law \(CDDRL\)](#), [Faculty of Economics at the University of Montenegro \(FE Podgorica\)](#) and [Center for Democratic Transition \(CDT\)](#).

Instructors



Francis Fukuyama is Olivier Nomellini Senior Fellow at University's Freeman Spogli Institute for International Studies (FSI) and the Mosbacher Director at FSI's Center on Democracy, Development, and the Rule of Law. He is also a professor (by courtesy) of Political Science. Dr. Fukuyama has written widely on issues in development and international politics. His 1992 book, *The End of History and the Last Man*, has appeared in over twenty foreign editions. Two of his latest books are on political development, *The Origins of Political Order: From Prehuman Times to the French Revolution*, and *Political Order and Political Decay: From the French Revolution to the Present*. Francis 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 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.



Kent Weaver joined the Georgetown Public Policy Institute as Professor of Public Policy in 2002 after spending 19 years at the Brookings Institution. Weaver's major fields of interest are American and comparative social policy, comparative political institutions, and the politics of expertise. He is particularly interested in understanding how political institutions, past policy choices and the motivations of politicians interact to shape public policy choices. Dr. Weaver is the author of *Ending Welfare As We Know It* (Brookings, 2000), *Automatic Government: The Politics of Indexation* (Brookings, 1988) and *The Politics of Industrial Change* (Brookings, 1985). He is currently completing a book on what the United States can learn from the experiences of other advanced industrial countries in reforming their public pension systems. He is also writing another book on how states have implemented welfare reform legislation in the United States. Dr. Weaver teaches core courses on the American Policy Process and Comparative Policy

Process at Georgetown, as well as courses on policy implementation and the welfare state. Dr. Weaver received his Ph.D. in Political Science from Harvard University.



Elena Panaritis until recently served as a senior economic advisor, handling the Euro and Greek Economic Crisis, to two Greek Governments (2009; 2015). In 2015 she also served as the Special Envoy for Negotiating the Greek Sovereign debt and lending program of Greece. Elena worked directly with 3 Greek Prime Ministers and the Minister of Finance, as well as EU and IMF high-level officials, lenders to Greece. In 2015 she was appointed the Alternate Director to the IMF of Italy, Greece, Portugal, Malta, Albania and San Marino, from which position she resigned the same year after strong political pressures. In 2009 she was appointed honorary Member of the Hellenic Parliament until 2012. While at the World Bank, Elena spearheaded several new structural reforms; including property rights reform. She was recognized with honors and awards for her unique contribution to transform crisis stricken markets/economies people who

live in informality, receiving *International Best Practice* and *Innovation* awards; only from the reform application in Peru, over 17 Million people benefited while the investment return exceeded the 200 multiple. As an economist she pioneered social entrepreneurship, she is known for her success in transforming informal markets into vibrant, growing formal economic and social entities. Her book *Prosperity Unbound: Building Property Markets with Trust* (Palgrave Macmillan) recounts her experience and expands on her methodology- "Reality Check Analysis", which is considered a practical application of institutional economics. She is the founder of Panel Group, a triple-bottom-line business that focuses in the informal sector, transforming the wealth base of poor property holders, to proud middle class owners. She has also founded [Thought4Action](#), an Action Tank that works as an educational foundation to create awareness and calls for action, about transforming countries under solvency, economic crisis and informality. Elena Panaritis has taught economic development, housing finance and property markets reform courses at the Wharton Business School, University of Pennsylvania, INSEAD, and the Johns Hopkins University- School of Advanced International Studies (SAIS).

Overview of Program

„The How of Policy Reform“ workshop is an intensive, five-day, executive-level training program That examines why policy reform initiatives often have disappointing results, and tries to give policymakers and policy implementers tools that can be useful in anticipating, addressing and overcoming challenges that they are likely to encounter in trying to bring about policy reforms. The LAD Program in Montenegro will be led by CDDRL Mosbacher Director, Francis Fukuyama of Stanford University, Kent Weaver and Elena Panaritis.

The course is organized around a common set of five challenges that policymakers encounter in most policy reform initiatives:

- building coalitions of support among stakeholders
- implementing policy reform
- changing the behaviour of target populations (businesses, individuals and/or frontline workers)
- building state capacity
- scaling up and avoiding mission drift in reforms

Rather than a single “template” or “roadmap” for policy reform, the discussion of each challenge is organized around a “checklist” of frequent barriers to reform, a set of warning signs that a particular barrier may be a serious impediment to a proposed reform initiative, and a set of strategic options for trying to overcome those barriers. The importance of local and policy sector context in “diagnosing” specific reform challenges and in choosing strategies to address them is emphasized throughout the course.

This is a largely case-based curriculum featuring key lectures that provide the necessary conceptual framework. 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. Participants are encouraged to draw from their own experiences to enrich classroom discussions and stimulate debate.

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 Podgorica at least one day before the program begins. Also, this program is an 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:

[LINK TO GOOGLE FORM](#) by **May 31, 2019**.

You will receive a confirmation of receipt within 24 hours following submission of the application. If you do not receive a confirmation email, please contact us immediately by phone +38269426715 or by email aleksandra@cdtmn.org.

Finalists may be required to participate in a short phone or Skype interview. The interview will be scheduled during the week of June 3, and participants will be notified of their selection by June 10. 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.

Dates of Program: July 1 – 5, 2019

Venue: Faculty of Economics, Jovana Tomasevica 37, Podgorica, Montenegro

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 he/she has completed the following short course: The How of Policy Reform, presented by the Faculty of Economics in partnership with the Leadership Academy for Development.

Contact:

Aleksandra Grdinić

Email: aleksandra@cdtmn.org

Tel: +38269426715