

Dear Representative of Vienna Creativity & Associates,

Your consulting company has been selected to design a preliminary PPD setup.

Your TOR specify you will address:

- Mandate
- Institutional Alignment
- Sectors and priority working groups
- Participation and outreach
- Secretariat structure and staffing
- Governing body
- Reform agenda for year 1
- Communication strategy

Your company Director has made it clear to you that the Literavia contract was strategically important to your firm as it would build your credentials for the upcoming regional EU project. Your promotion depends on obtaining the contract and you are willing to accommodate your ethical standards in order to achieve this purpose.

Representative of the mining industry have been lobbying you to push forward their sector and their interests and claim to have the means to influence the procurement decision makers.

The Secretary for the PM office is known to facilitate procurement process for moderate fees.

You have learned through the grapevine that the team leader for Developing Markets Group was responsible for the failure of a major competitiveness project in Asia – no longer able to find work there he's been moved to your region.

Dear Representative of Competitiveness Partnership Architects,

Your consulting company has been selected to design a preliminary PPD setup.

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Representative of the tourism industry have been lobbying you to push forward their sector and their interests and claim to have the means to influence the procurement decision makers.

The Secretary for the Investment Promotion Agency is known to facilitate procurement process for moderate fees.

One of your best friend is part of the Robert Jones International team. He is planning on resigning from his job next month. He is willing to share confidential information with you.

Dear Representative of Robert Jones International,

Your consulting company has been selected to design a preliminary PPD setup.

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Representative of the agriculture sector have been lobbying you to push forward their sector and their interests and claim to have the means to influence the procurement decision makers.

You understand that local business practice encourages paying moderate fees to public representatives to facilitate procurement processes.

You have reasons to believe that one of your team members is sharing confidential information with the Competitiveness Partnership Architects team.

Dear Representative of Developing Markets Group,

Your consulting company has been selected to design a preliminary PPD setup.

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Your company Director has made it clear to you that the Literavia contract was strategically important to your firm as it would build your credentials for the upcoming regional EU project. Your promotion depends on obtaining the contract and you are willing to accommodate your ethical standards in order to achieve this purpose.

Representative of the heavy manufacturing industry have been lobbying you to push forward their sector and their interests and claim to have the means to influence the procurement decision makers.

The Secretary for the Ministry of Commerce office is known to facilitate procurement process for moderate fees.

You have learned through the grapevine that the team leader for Vienna Creativity & Associates was responsible for the failure of a major competitiveness project in Europe– no longer able to find work there he's been moved to your region.

Dear Donor Representative,

You are a donor representative working in the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific donor role is as the Country Representative of the Private Sector Development Working Group (bi-lateral agencies). As such, you are a very visible representative of the donor community.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- a. Labour is increasingly protesting working conditions at large companies. There have been a growing number of strikes and work stoppages in recent years at mining companies. You believe fundamental labour law reforms are necessary to address the current market imbalances and boost youth employment.
- b. You have progressively been more supportive of the new anti-corruption law proposed by the NGO Forum for Democracy
- c. Under the right circumstances you are willing to:
 - a. Fund the Secretariat
 - b. Build the capacities of the SME association so that it acquire technical and material capabilities to host the Secretariat
- d. You believe the PPD mandate should be broad (developing the national economy, etc.) and include reference to inclusive participation of SMEs and the informal sector.
- e. You believe bi-lateral donors should be part of the PPD MOU and governing body
- f. Several agencies that compose your group are engaged in successful tourism value chain projects in the region – regional management of your respective institutions tend to love replication of successful projects.

Dear Donor Representative,

You are a donor representative working in the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific donor role is as the Country Representative of the NGO Forum for Democracy. As such, you are a very visible representative of the civil society.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- g. The PM has suggested you would be a brilliant Finance Minister should the MNL win the elections.
- h. Recent surveys show a rising proportion of the population believes that the Investment Promotion Agency is the most corrupted Government body. You want to make sure the PPD does not raise the agency's profile.
- i. You are concerned with the increasing influence of the foreign private sector association whose business practices do not contribute to good governance and democracy. You are aware that the association wants to contribute financial and human resources to the PPD secretariat.
- j. You associate the World Bank's Doing Business reform with the interests of the foreign business sector. On the other hand, bi-lateral agencies have progressively been more supportive of the new anti-corruption law.
- k. Labour is increasingly protesting working conditions at large companies. There have been a growing number of strikes and work stoppages in recent years at mining companies. You believe fundamental labour law reforms are necessary to address the current market imbalances and boost youth employment.
- l. You believe democracy is intimately linked to better public education and schools.

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- o. You are concerned with the increasing influence of the foreign private sector association whose business practices do not contribute to good governance and democracy. You are aware that the association wants to contribute financial and human resources to the PPD secretariat.
- p. You associate the World Bank's Doing Business reform with the interests of the foreign business sector. On the other hand, bi-lateral agencies have progressively been more supportive of the new anti-corruption law.
- q. Labour is increasingly protesting working conditions at large companies. There have been a growing number of strikes and work stoppages in recent years at mining companies. You believe fundamental labour law reforms are necessary to address the current market imbalances and boost youth employment.
- r. You believe democracy is intimately linked to better public education and schools.

Dear Donor Representative,

You are a donor representative working in the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific donor role is as the Country Representative of the World Bank. As such, you are a very visible representative of the donor community.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- s. The WBG is calling for sweeping economic reforms including the active introduction of several of its best known “product lines”, including its BEE work on business registration and licensing reforms, and a credit information bureau and collateral registry. The WBG led surveys administered to the business community which identified taxation as the number one barrier to investment.
- t. The WBG is proposing that a large team of international experts be brought to country to lead the design and implementation of the PPD.
- u. While willing to support the PPD process you strongly advocate for local ownership and believe donors should not be part of the partnership.
- v. You believe the PPD secretariat should be headed by a foreign expert to avoid association with local political and business interests
- w. The regional management is putting pressure on country offices to increase the share of agriculture among their portfolio of programs.

Dear Government Representative,

You are a Government representative from the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific Government role is Head of the Investment Promotion Agency. As such, you play a particularly powerful role in creating the right environment for investment and private sector development in your country.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- x. The PPD primary function is, in your view, to increase the country's attractiveness to foreign investors.
- y. The current complicated foreign incentive system brings plenty of personal benefits to you and your closest allies.
- z. Recent surveys show a rising proportion of the population believes that the Investment Promotion Agency is the most corrupted Government body. The NGO Forum for Advocacy is increasingly fighting corruption and advocating for a new anti-corruption law.
- aa. The PM has suggested you would be a brilliant Finance Minister should the MNL win the elections.
- bb. You believe the foreign private sector association has the resources and capabilities to host and staff the PPD secretariat.
- cc. You are receiving conflicting advice from donors on many PSD-related themes. You believe that the World Bank is the only institution that understands how to attract foreign investors.
- dd. As a matter of national pride, you are not willing to accept international consulting companies to allude to the possibility of rigging the procurement process.

Dear Government Representative,

You are a Government representative from the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific Government role is the Minister of Commerce and Industries. As such, you play a particularly powerful role in creating the right environment for investment and private sector development in your country.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

You expect OBAMAL, your party, to elect you as its First Secretary and national election lead candidate in the December primaries.

- ee. You have been threatened privately by the ruling coalition to be less vocal in your criticisms about its reform programme
- ff. OBAMAL has traditionally be strong supporter of SMEs and their role in the Literavian economy. Additionally, the President of the SME Association is a relative of yours.
- gg. You believe the Prime Minister is using the partnership to improve his public image and aims at political gains only. While supporting the concept of competitiveness partnership you are therefore reluctant to fully engage in the process.
- hh. You believe 100% in the Doing Business Indicators series and are keen to introduce reforms to licensing and business start up.
- ii. As a matter of national pride, you are not willing to accept international consulting companies to allude to the possibility of rigging the procurement process.

Dear Government Representative,

You are a Government representative from the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific Government role is as the Prime Minister. As such, you play a particularly powerful role in introducing economic reform in your country.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- jj. Winning the upcoming elections – the Ministry of Commerce and Industry should gain absolutely NO political capital through the PPD process
- kk. You believe the major functions of the PPD are
 - a. to increase among voters your image of openness to engage in reforms for the advancement of the economy
 - b. to improve the country's image with foreign investors
- ll. As the son of the long serving MNL leader who has never been legitimately elected before, you have something to prove; you want the PPD to provide at least one reform during the first 6 months no matter what, even if this means reform in areas where you previously served (i.e. Ministry of Finance) and where you may have created roadblocks.
- mm. You distrust the relatively new Literavia Association of Small Business because of its links to the husband of your OBAMAL cousin.
- nn. As a matter of national pride, you are not willing to accept international consulting companies to allude to the possibility of rigging the procurement process.
- oo. **You may decide to break up the PPD design meeting at any time, including during the voting process.**

Dear Private Sector Representative,

You are a private sector representative from the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific private sector role is as the most prominent foreign investor in the country. (where your interests are primarily in heavy industry and more recently mining). As such, you play a particularly powerful role in generating jobs and income for the country and sending signals to the Government about the quality of the investment climate.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- pp. Generally speaking, you are in favour of reform and have previously been able to engage Government officials on a 1-to-1 bases to discuss reform issues, with some success. Government sees you as a reliable source of information about business and investment conditions.
- qq. You are able to circumvent the often bureaucratic procedure associated with obtaining licenses for your business.
- rr. Your greatest success has been to secure significant tax breaks for foreign investors including multi-year tax holidays. Your argument has been “we were there when the Government needed us”, so we deserve something in return.
- ss. Labour is increasingly protesting working conditions at large companies. There have been a growing number of strikes and work stoppages in recent years at mining companies. Some of the sector associations are demanding fundamental labour law reforms. You worry about the ambitious and often unfocused agendas of associations representing small business and the informal private sector.
- tt. You have been a major financial contributor to the Prime Minister’s political party.
- uu. You would like your association to host and partially staff the PPD Secretariat

Dear Private Sector Representative,

You are a private sector representative from the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific private sector role is as a participant in the informal sector.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- vv. You run a series of informal businesses and have become a leader of sorts for the informal sector.
- ww. You believe that all big business is evil and is corrupt as the Government.
- xx. You have developed an effective relationship with the media which is eager to engage with you as this has proven to attract larger audiences to the radio and sell more newspapers.
- yy. Your number one reform agenda item is labour law and besides that, you could be interested in a tax reform, if it focused on
- zz. You are a populist, perceived as a “rabble rouser”, capable of galvanizing the public at a moment’s notice. For the upcoming elections you are willing to campaign for the party that commits to supporting the micro businesses (simplified tax system for micro businesses, limited financial incentives for corporations, etc.).

Dear Private Sector Representative,

You are a private sector representative from the country of Literavia. Your role in this exercise is to contribute to the design of a PPD to be implemented within 6 months.

Your specific private sector role is as the Head of the Literavia Association of Small Business. As such, you play a very visible role in representing the private sector.

As is typically the case in economic reform, you have your own Hidden Agenda which you will use as part of engaging with other participants. ***Your Hidden Agenda – which you are not to share with other participants*** - is as follows:

- aaa. The Ministry of Commerce and Industry is the sole government institution you have ever been able to establish working relationships with – it may not be incidental that the Minister is a relative of yours.
- bbb. You personally are the nation's single greatest advocate for investment climate reform, and believe the future lies in fundamental changes to the policy and law making process and the enabling environment to encourage the development of small business.
- ccc. You see the evils of the current system of taxation as a major roadblock to business development and economic growth.
- ddd. You are adamant in ending the generous tax breaks being provided to large foreign firms. You believe that the foreign firms generally pay informal fees to government officials. You want to make sure foreign firms' are marginalized in the PPD structure.
- eee. Your other cousin's older son has great technical and soft skills abilities – he would certainly be an ideal PPD Coordinator.
- fff. OBAMAL has traditionally be strong supporter of SMEs and their role in the Literavian economy.