

for Mozambique relating to trade and economics.

Participants

Your Excellency **Armando Emilio Guebuza**, President of the Republic
Your Excellency **Luisa Dias Diogo**, Prime Minister
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José Condugua António Pacheco, Minister of the Interior
Tobias Joaquim Dai, Minister of National Defense
Manuel Chang, Minister of Finance
Aiuba Cuereineia, Minister of Planning & Development
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Feliciano S. Gundana, Minister of Veteran Affairs
Isabel Nkavandeka, Minister of the President for Parliamentary Affairs
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David Simango, Minister of Youth and Sports
Lucas Chomera Jeremias, Minister of State Administration
Felício Pedro Zacarias, Minister of Public Works & Housing
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Fernando Sumbana Júnior, Minister of Tourism
António Francisco Munguambe, Minister of Transport & Communications
António Fernando, Minister of Industry and Commerce
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Salvador Namburete, Minister of Energy
Luciano André de Castro, Minister for Environmental Action & Coordination
Venâncio Simão Massingue, Minister of Science & Technology
Esperança Alfredo Samuel Machavela, Minister of Justice
Paulo Ivo Albasini Teixeira Garrido, Minister of Health
Maria Helena Taipo, Minister of Labor
Erasmio Cardoso Muhate, Minister of Agriculture
António Fernandes Sumbana, Secretary-General of the Presidency of the Republic
Ernesto Gouveia Gove, Central Bank Governor
Vitória Dias Diogo, President of the National Public Service Authority (ANFP)
Henrique A. Banze, Vice-Minister of Foreign Affairs & Cooperation
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Marlene Magaia, Press Aid for the President of the Republic
Arlete Matola, Head of the Office for Studies for the President of the Republic
Maria Inês Moiane, Secretary for the President of the Republic
José Miguel, Head of State Protocol
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Jorge Tomo, Permanent Secretary, Ministry of Health
Tomás Bernardino, Permanent Secretary, Ministry of Labor
Eduardo Nhampossa, Permanent Secretary, National Authority for Public Administration
Almiro Jorge Lourenço Lobo, Director General, Superior Institute of Public Administration (ISAP)
Fortunato Albrinho, Adviser to the Prime Minister
Rufino Nombora, Adviser to the Prime Minister
Esteves Camacho, Adviser to the Prime Minister
Daniel Cuambe, Adviser to the Prime Minister

Seminar Coordination

Superior Institute for Public Administration (ISAP)

Partners

United States Agency for International Development (USAID)
United Kingdom Department for International Development (DFID)

Program

Day 1 | Wednesday, 28 of February 2007

08h00 — 08h15	Registration of Participants
08h30	Arrival of the President of the Republic
08h30 — 08h40	Welcome and presentation of participants, objectives and expectations of the seminar
08h40 — 09h10	Opening by the President of the Republic
09h10 — 09h20	Presentation of the program and methodology
09h20 — 10h30	Role of the Government in the Economy
10h30 — 11h00	Photograph with the President of the Republic and Participants/Break
11h00 — 12h30	Development and Economics
12h30 — 14h00	Lunch
14h00 — 15h30	Discussion
15h30 — 16h00	Break
16h00 — 17h30	Role of the Minister, Vice Minister and Permanent Secretary in Organizational Development
18h00 — 20h00	Cocktail

Day 2 | Thursday, 1 March 2007

12h30 — 14h00	Lunch
14h00 — 14h30	Summary of Day 1 Issues
14h30 — 15h45	How to make your country competitive
15h45 — 16h00	Break
16h00 — 17h30	Challenges and Opportunities of Globalization
17h30 — 17h45	Break
17h45 — 19h00	Discussion

Day 3 | Friday, 2 March 2007

08h00 — 08h15	Arrival
08h15 — 08h30	Summary of Day 2 Issues
08h30 — 10h00	Leadership and Organizational Development: Challenges and Experiences in African Countries
10h00 — 10h30	Break
10h30 — 12h30	Leadership in Public Management
12h30 — 14h00	Lunch
14h00 — 15h30	Discussion
15h30 — 16h00	Break
16h00 — 17h45	Politics and Change
17h45 — 18h00	Technical conclusions and closing comments
18h00 — 18h30	Closing Ceremony



Mozambique National Public Service Authority

2007

Leadership and Development Seminar

Our Mission: Fight Poverty

For Ministers, Vice Ministers and Permanent Secretaries

CICJC, Maputo, Mozambique
28 February — 2 March 2007

Introduction

Decree No. 2/2006 of July 7 specifically defines in parts a) and c) of Article 7 that the National Public Service Authority (ANFP) has the role: "(a) to strengthen public administration, turning it progressively more efficient and effective in the areas of good governance and in the strategic objectives outlined by the Government of Mozambique; (c) to build capacity and human resources of the State in order to assure improvement of quality services provided to the citizens of Mozambique."

It is in this context that ANFP, through the Superior Institute for Public Administration (ISAP), and in partnership with the United States Agency for International Development (USAID) and the United Kingdom's Department for International Development (DFID), have organized this Seminar on Leadership and Development for Ministers, Vice Ministers and Permanent Secretaries.

Overview

The challenges the Government of Mozambique faces are various, including: high levels of poverty; high levels of HIV/AIDS; high levels of illiteracy; and an inadequate capacity in human resources necessary to provide efficient and effective and quality services to the citizens of Mozambique.

Globalization is yet another challenge, but one that can bring benefits to the citizens of Mozambique. The Government of Mozambique understands these challenges and has put reducing poverty at the top of its agenda. The Government's Public Sector Reform Program addresses many of these challenges. In addition, the Government realizes the importance of democracy and local governance in Mozambique in order to ensure that the majority of citizens participate and benefit from globalization.

Building capacity at all levels of Government, taking into account the Millennium Development Goals, Agenda 2025, Mozambique's Five Year Plan, the Poverty Reduction Strategy Process, and the Public Sector Reform Program (which aims to create a public administration oriented at providing improved services to the citizens of Mozambique), will help develop and promote values, attitudes, ability and capability within the leadership of Mozambique to undertake public administration and policy reforms necessary for democracy to spread, poverty to be reduced and for Mozambique to grow economically.

Background

In 2005, Ministers, Vice Ministers and Permanent Secretaries benefited from training that focused on good governance for sustainable development. The workshop addressed: how to promote good governance and transparency; how to implement programs effectively; how relationships between Cabinet Ministers and Permanent Secretaries could be enhanced; and how Mozambique could create an environment which would enhance popular participation in the development process. The workshop was organized by the Government of Mozambique in Partnership with the Division of Institutional Development of the Commonwealth Secretariat.

The current seminar will give continuity to the capacity building process initiated in 2005 as well as continue to help Mozambican leaders achieve their mission of being good leaders and public managers. The seminar will be oriented towards developing the capacity of the leadership in organizational management, helping to strengthen understanding of Leadership and Economic Development and Leadership and Organizational Development.

Objectives of the Seminar

The general objective of the seminar is to foster team-building and

a collegial work ethic among Ministers, Vice Ministers and Permanent Secretaries in order to assist in successful implementation of public leadership and management functions for national development.

Specific objectives of the seminar include:

- Share national and international experiences about leadership and development.
- Strengthen leadership capacities of Ministers, Vice Ministers and Permanent Secretaries as managers of the country's development process.
- Strengthen communication between Ministers, Vice Ministers and Permanent Secretaries in the development process.
- Promote a harmonized vision among public sector organizations about harnessing the power of globalization to promote economic development in the country.
- Promote increased interest and awareness on issues related to institutional and economic development in Mozambique.

Seminar Themes

- Role of the Government in the Economy
- Challenges and Opportunities of Globalization
- How to make your country competitive
- Development and Economics
- Leadership in Public Management
- Leadership and Organizational Development: Challenges and Experiences in African Countries
- Role of the Minister, Vice Minister and Permanent Secretary in Organizational Development
- Politics and Change

Seminar Date and Duration

The seminar will take place for 3 days, from 28 February to 02 de March 2007, in the Joaquim Chissano International Conference Center.

Seminar Methodology

Seminar themes will be addressed by panelists during their presentations to help strengthen the ability of Ministers, Vice Ministers and Permanent Secretaries to uphold their responsibilities as leaders and managers of the country's development process. In addition, the seminar will enable Ministers, Vice Ministers and Permanent Secretaries to reflect upon past policy decisions made and actions taken in order to ensure that future decisions and actions are coordinated among different parts of the Government and with various policies and strategies of the Government.

The methodology used during the seminar will be participative and interactive. For each theme, there will be a panel comprised of international and national specialists. There will be a brief introduction of the panel theme (+/- 10 minutes), a presentation (+/- 30 minutes) and then final considerations (+/- 10 minutes). In order to guarantee a rich combination of international, regional and national experience, each panel will integrate specialists, academics and professionals that will be able to draw on their vast experience to address seminar themes.

Each session will be moderated by one or two Mozambican moderators who will ensure presenters follow time allotments and that participants have an opportunity to analyze and reflect on their practical experience as it relates to the issues presented by each panelist. Moderators will also make brief summaries of key themes discussed during each panel.

The presentations and discussions will help to highlight key themes

and principles related to development, poverty reduction and public administration in order to build the necessary capacity to critically analyze, reflect on and develop forward-looking strategies that will improve individual and institutional performance and assist in the development of the country.

Evaluation

During the sessions, participants will be asked to evaluate their understanding of the themes presented. An evaluation form will be distributed to all participants at the end of the last panel on Day 3. Once completed by participants, this evaluation form will be one of the instruments used to write the final course report. In addition, during the last session, participants will have time to orally present their opinions and thoughts about the seminar as well as their opinions on how to organize future events of this caliber.

Speakers, Panelists and Moderators

NATIONAL

Rui Baltazar | *President of the Constitutional Council.* A respected lawyer, Dr. Baltazar held various positions since the first elected Government in Mozambique. He was also Rector at the University of Eduardo Mondlane, National Coordinator for SADC and an Ambassador.

José Óscar Monteiro | Professor Monteiro comes from the Fight for National Liberation and helped to integrate the first Government of Mozambique. He is a member of the Committee of Experts of the United Nations in Public Administration and he is a Professor at the University Witwatersrand, in South Africa.

Jamisse Taimo | *Rector of the Superior Institute of International Relations.* Dr. Taimo was President of the National Elections Commission during the second general legislative elections in Mozambique.

Magid Osman | *President of the Board of Administration of BCI-Fomento.* An economist, Dr. Osman was a Member of the Mozambican Government for many years - as Minister of Natural Resources and Minister of Finance. He also was Head of the Program for Development at UNDP.

Eduardo Siteo | Dr. Siteo has his doctorate in Political Science and Governance as well as his Masters in Political Science. He is an instructor at ISAP and University of Eduardo Mondlane as well as a consultant in public administration, public policy and governance.

Salimo Abdulá | *President of the Mozambican Confederation of Economic Associations (CTA).* A prominent and respected business man, Mr. Salimo is the current President of CTA as well as the founder of ÉTICA Mozambique, PCA of Group Intelec Holdings Group, Lda. Mr. Salimo also has links with various other businesses. Mr. Salimo was a Member of the Mozambican Assembly between 1994 and 1999.

INTERNATIONAL

Kwesi Nduom | *Minister for Public Sector Reform, Ghana.* As the Minister of State for Public Sector Reform, Dr. Nduom is responsible for creating a more efficient and accountable public sector. Dr. Nduom led the Ghana Millennium Challenge Corporation (MCC) team in the design and negotiation of a Compact with the MCC. Dr. Nduom attended the University of Wisconsin, where he earned a Ph.D. in service delivery systems. Previously a partner at Deloitte and Touche overseas, he established Deloitte and Touche West Africa Consulting.

Patrick Fitzgerald | *Vice Chancellor: Finance, University of the Witwatersrand, South Africa.* Professor Fitzgerald is the Deputy Vice Chancellor of Finance at the University of Witwatersrand. Previously, he was Dean of the Faculty of Commerce, Law and Management. He also was Director of the Graduate School of Public and Development Management and Acting Director of the Wits Business School. Professor Fitzgerald has held the posts of Chair of the Gauteng Public Service Commission, Director-General of the Department of Environmental Affairs and Tourism, and Interim Vice-Chancellor of the University of the North.

Bonard Mwape | *Director of the Eastern and Southern Africa Management Institute, Arusha, Tanzania.* Professor Mwape is the Director General of ESAMI, a Pan-African Regional Management Development Center. Professor Mwape has several years in providing high-level management training and advisory services in the areas of Public Administration and Management. He leads ESAMI in applying competitive advantages and distinctive strengths that advance the Region's social-economic development. He has a distinctive career and has worked with several governments and officials in Public Service Reform in Africa. Professor Mwape attended the London School of Economics and received his Ph.D. from the University of Pittsburgh.

Eric Molale | *Permanent Secretary to the President, Government of Botswana.* Mr. Molale, the highest civil servant in the Government of Botswana, works directly with the President on public sector reform. Mr. Molale led Botswana's Public Sector Reform Program, creating a more efficient and service-oriented civil service. His work in civil sector reform has created an economy with one of the lowest incidences of corruption in the region.

Thembo Lebang | *Executive Director, Botswana National Productivity Centre (BNPC).* Formerly Deputy Permanent Secretary for the Ministry of Labor and Home Affairs, Mr. Lebang has been the Executive Director of the BNPC since 1997. He is also the Chairperson of both the Botswana Bureau of Standards Council and the Botswana Excellence Foundation. Mr. Lebang advocates for productivity awareness and helps public, private and parastatal organizations and individuals to enhance their productivity levels through productivity enhancing tools and techniques so that they can be competitive.

Peter Lilley | *Member of Parliament, United Kingdom.* Formerly Secretary for Trade and Industry, Mr. Lilley is currently Chairman of the Globalization and Global Poverty policy group. He has served as Economic Secretary and as Financial Secretary to the Treasury. Mr. Lilley attended Clare College at Cambridge.

Faith Boardman | *Director of Faith Boardman Lda, United Kingdom.* Ms. Boardman has extensive experience analyzing complex policy, management, governance, organizational, service, and change delivery issues at the central and local government level. As Chief Executive of the London Borough of Lambeth, she led public sector reform, working with Ministers and senior Whitehall policy officials, Parliamentary and European Union committees, stakeholder and private sector partners, diverse customers and work forces, and the media. She has substantial policy, ministerial, and legislative experience as a senior civil servant and led significant service delivery improvements in four sensitive public-sector businesses.

Bruce Bolnick | *Principle Associate and Chief Economist, Nathan Associates Inc., USA.* Dr. Bolnick is a development economist with more than 30 years of experience as a professor, economic adviser, project manager, and international consultant in Africa, Asia, and the Middle East. His work has covered a broad range of issues, including strategies for growth and poverty reduction, monetary and fiscal policy, financial sector development, and tax reform. From 1999 to 2001, Dr. Bolnick headed a Harvard advisory team at the Ministry of Planning and Finance. He was also a principal author of the Diagnostic Trade Integration Study (DTIS) for Mozambique in 2004. He has a Ph.D. from Yale University and has taught at leading universities, including the Kennedy School of Government at Harvard and the University of Nairobi.

Steve Radelet | *Senior Fellow, the Center for Global Development, United States.* Dr. Radelet focuses on issues related to foreign aid, developing country debt, economic growth, and trade between rich and poor countries. From January 2000 through June 2002, he was the Deputy Assistant Secretary of the U.S. Treasury for Africa, the Middle East, and Asia. Earlier, he was a senior fellow at the Harvard Institute for International Development. Dr. Radelet participated in the Annual Private Sector Conference in 2004 and 2006. He received his PhD from Harvard University.

Frank Flatters | *Professor Emeritus, Queens University, Canada.* Dr. Flatters' impressive academic career includes 31 years at Queens College as well as positions at Harvard University, the University of Chicago, and the London School of Economics. He has worked in an advisory capacity in many countries in Asia and Africa. His research and advisory work focuses on trade, public economics, and corruption. Dr. Flatters has presented at the Annual Private Sector Conference in 2005 and 2006. He has also authored numerous papers