

Reform in Angola and Moçambique: Some Personal Observations

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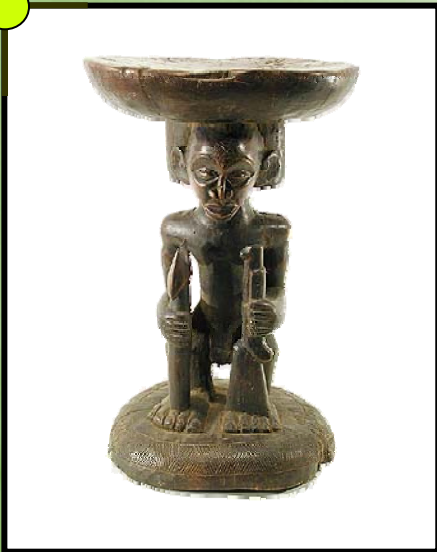
Presentation summary: Some key personal observations



- History matters. But today and tomorrow matter more.
- Peace can be bought. But the price may be less transparency.
- Public sector reform is an important ingredient in post-conflict reconciliation.



By the numbers: human development (2005)



- Angola
 - HDI Value: 0.446 (162)
 - Life expectancy: 41.7 (174)
 - Adult literacy rate: 67.4 (109)
 - GDP per capita: 2,335 (128)
- Moçambique
 - HDI Value: 0.384 (172)
 - Life expectancy: 42.8 (171)
 - Adult literacy rate: 38.7 (131)
 - GDP per capita: 1,242 (154)



Context:

Key historical points

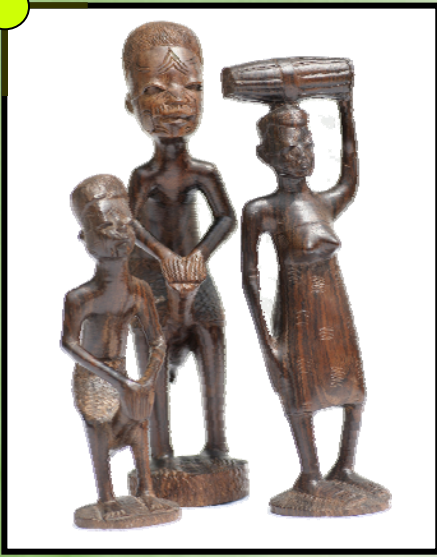


- Angola
 - Rapid de-colonization (1975), civil war (1975-2002)
 - Petroleum dominates economy
 - Concentration and centralization of administration
 - Fragile coordination of training resources
- Moçambique
 - Rapid de-colonization (1975), civil war (1977-1992)
 - State rebuilt in 1975, and again in 1990
 - Entrenched, antiquated public service
 - Evaluation system is subjective, not tied to results



Context:

The lesser known history



- Portuguese succeeded in *Africanizing* the colonial conflict.
- Post-colonial conflict hard to avoid, given armed, unsuccessful, liberation movements.
- Financial self interest – government and armed rebels – was key to achieving peace.
- Private business interests also key supporters of movement to peace.
- Result is uneasy truce – but at least the shooting has stopped.



Angola: Capacity building in the public service, national → local



- The Proposed Project
 - Training board to coordinate training
 - Twinning of Canadian and Angolan experts
 - Leadership programs for senior officials
 - On-the-job training opportunities in Canada
 - Develop research capacity in public administration
- The Backdrop
 - Executive presidency – head of state and government
 - Fragile democracy – delayed presidential elections
 - Military has been co-opted / is a key player
 - Transparent accounting for oil revenues is lacking
 - Some recent signs of progress?



Moçambique: Modern performance management system



- The Project
 - New performance contracts for senior leaders
 - Reflect organizational/national goals in contracts
 - Strengthen role of PM / PMO
 - Identify and reward outstanding performance
 - Train evaluators and evaluated
- The Backdrop
 - Executive presidency – controls all major appointments
 - Fragile democracy – main opposition was armed rebels
 - Weak civil society movement
 - Powerful donor community is also political arbitrator
 - Impact of world economic slow-down?



Some notable quotes



- “We replaced the State. But it was only the government that needed replacing.”
- “We’ve wasted too much time: the colonial war, the civil war, and all the time since then.”
- “We’re still paying for the failed policies of the past.”
- “The problem is this: the opposition is not ready to govern. And the government is not ready to be in opposition.”
- “I’m a Benfica fan”.

