

Mozambique: Experiences with approaches to institutional effectiveness

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in Maputo, Mozambique.

About the Presenter

- **Alfredo Mazive** is the CEO of the Academia de Desenvolvimento Humano e Organizacional Wumunho in Maputo, Mozambique. He is an Executive Committee Member of the International Organization Development Association (IODA) and a member of the International Association of Facilitators (IAF). He pioneered the OD and professional facilitation practice in Mozambique and the African Portuguese speaking countries and is among the first in African community of practitioners. He served as a Lead facilitator of the Change Management Program under the Public Sector Reform Unit in Mozambique (UTRESP). He is a trainer, coach and mentor of fellow practitioners. He is currently the Chair of the Desmond Tutu Centre for Leadership in Nelspruit, South Africa.

Mozambique Public Sector Reform

Using a Tool-based Approach

Mozambique Experience

- Mozambique 10-year Public Sector Reform Strategy (PSRS) was approved in 2001. It aimed at improving service delivery through:
 - Decentralization and de-concentration of competencies
 - Simplification and modernization of processes
 - Democratization and high participation of citizen
 - Transparency and accountability
 - HR Capacity development
 - Fighting corruption

Some **Transitional** Quick-Wins

- Simplification of trade and industry licensing from 6-9 months to 1 month-15v days
- One-Stop Shop “Balcao Unico” for commercial and industrial licenses
- Improvement of Service delivery in Health and Education Systems
- Reducing waiting time for driver’s license
- Participatory planning at district level (PEDDs)
- Open Presidency and open government

Transformation Challenges

- **More on “vote-cracy “ than democracy leads to:**
- Lack of separation of powers (Executive, Judiciary and Legislative)
- Inefficiency and Lack of transparency and accountability of the MPs who report to the Party instead of their constituencies
- Inefficiency of the judicial system in fighting high profile corruption cases as it is appointed by the Executive
- High level of corruption in public service as agents of the state, judiciary and legislative form holdings to dilapidate the State

Evidence

- Lack of transparency and accountability on energy deals with corporations (electricity, coal, gas and oil)
- Bankruptcy of three banks (BPD, AUSTRAL and BCM) later sold and debt assumed by the State (Tax payers)
- MPs, ex-ministers, ex-head of State seating as board members of the corporations and public companies they are suppose to oversee.

The PSR in Mozambique
was based on CD expertise

It was a tool-based approach
OD approach was pushed aside

Richard Beckhard's 4-Steps Change Model

1. Determine the Need for Change
2. Articulate a Desired Future
3. Assess the Present and What Needs to Be Changed in Order to Move to the Desired Future
4. Get to the Desired Future by managing the Transition

Kotter's 8 Steps to Change

1. Create Urgency
2. Form Powerful Coalition
3. Create a Vision for Change
4. Communicate the Vision
5. Remove Obstacles
6. Create Short-term Wins
7. Build on the Change
8. Anchor the Change in Corporate Culture

Challenges Facing Tool-Based Approach

- Imposed change without a proper buy-in, ownership and empowerment of those involved and affected to choose focus, pace and destiny
- Program and performance based not a holistic and whole system approach.
- Low level of patronage and reinforcement of change gains at high level
- Leaders talking the walk without walking the talk.

What we Learned

- The problem is always at shop level: But “The flock is following the duck”.
- Neglecting the influence of powerful external factors. The ruling party controls the nature of the State. So we should think of reforming both.
- Change focusing on performing and "hardware" based and less on "software": Creates transition without transformation.
- CD and OD practitioners need to harness their organizational change process facilitation.

Change: “Our task is not to foresee the future, but to enable it.”- Antoine de Saint Exupéry

"It does not matter how slowly you go as long as you do not stop." - [Confucius](#)

Few Change Management Models

Organizational Diagnosis Models

1. Force Field Analysis (1951)
2. Leavitt's Model (1965)
3. Likert System Analysis (1967)
4. Open Systems Theory (1966)
5. Weisbord's Six-Box Model (1976)
6. Congruence Model for Organization Analysis (1977)
7. McKinsey 7S Framework (1981-82)

Organizational Change Models II

8. Tichy's Technical Political Cultural (TPC) Framework (1983)
9. High-Performance Programming (1984)
10. Diagnosing Individual and Group Behavior (1987)
11. Burke-Litwin Model of Organizational Performance & Change (1992)
12. Falletta's Organizational Intelligence Model (2008)

A common Feature of Most of The Models

Problem Solving Approach

Metaphors For Change

Physical/Chemical Metaphors (Fix and Rebuild)	
Machine metaphor	Fix the problem; Re-engineer
Travel metaphor	Move to a new place; Turnaround
Construction metaphor	Build something new; Restructure
Chemical metaphor	Catalyze, Mix, Compound, Crystallize
Biological/Medical Metaphors (Cure and Growth)	
Agriculture metaphor	Grow, Regenerate, Bear fruit, Harvest
Medical metaphor	Cure, Inoculate, Cut, Excise
Psychological/Spiritual Metaphors (Rebirth, Revitalization)	
Psychological metaphor	Provide insight, Change mental models
Spiritual metaphors	Convert, Liberate, Create, Transform
Sociological Metaphors (regroup, Reorganize)	
Change roles and norms, Change Culture	

Experience from IODA/IAF

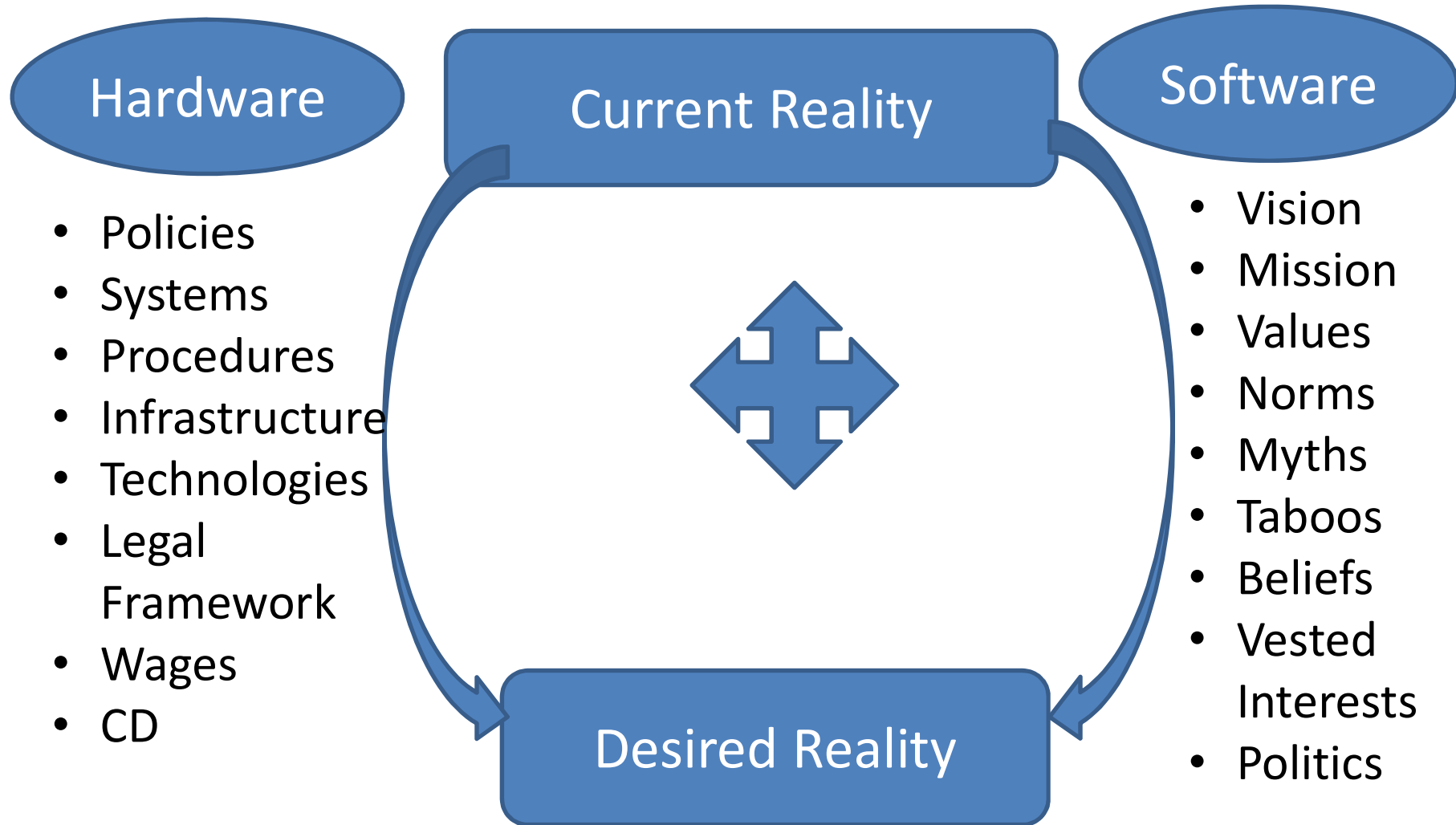
OD Based-Approach

- “The OD consultant is a midwife that helps reality to unfold” -Otto Scharmer.
- An “OD consultant can only help a human system to help itself” - Edgar Schein.
- The most important skill in OD is the ability to build and maintain an effective helping relationship with the client that embraces change.

IODA Experience

Embracing Appreciative Inquiry
and Appreciative Coaching

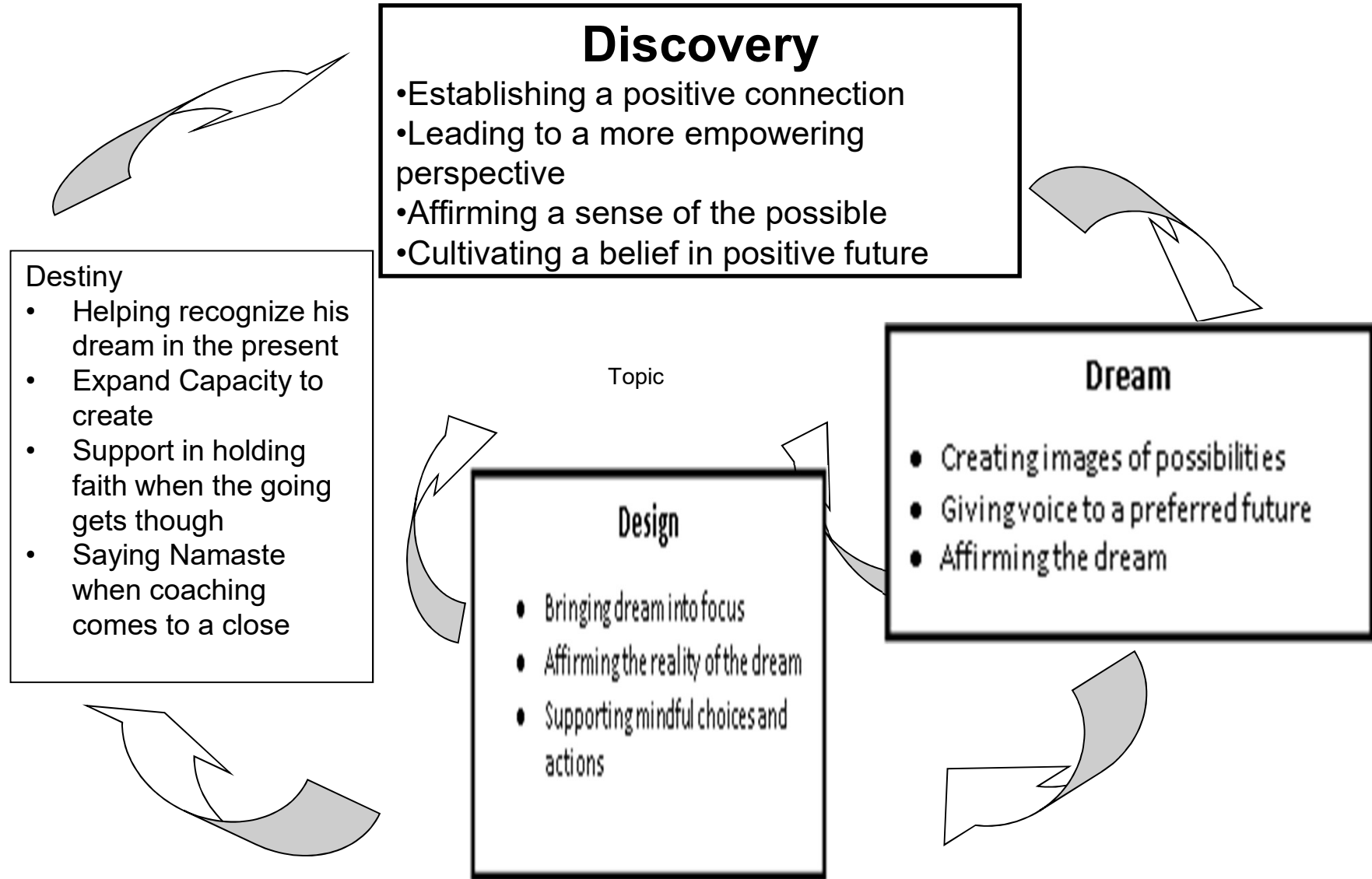
Change Model



3-Core CD Interventions to Support Change

- A holistic and integrated approach merging organizational strategic objectives and service oriented CD needs assessment supported by:
 - Training
 - Appreciative Coaching and;
 - Appreciative Mentoring

The Appreciative Inquiry Model



The Concept of Appreciative Inquiry

Problem Solving	Appreciative Inquiry
“Felt Need”	Appreciating What Is
Identification of Problems	Valuing What Is
Analysis of Causes	Envisioning What Might Be
Analysis of Possible Solutions	Dialoguing What Should Be
Action Planning	Innovating What Will Be

Thank You Very Much!

Over to You 😊

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