



Contemporary Issues in Public Governance Efficiency: A Comparative and Concise Review of Practices in Australia and Mozambique

E. O. Taiwo¹ and E. E. Jumbo²

Corresponding author: oversetaiwo@gmail.com

¹Faculty of Management & Social Sciences, Babcock University, Ilishan-Remo, Ogun State, Nigeria.

²Chartered Institute of Industrial Administrators and Arbitrators, Windhoek, Namibia.

Abstract

This study provides a comparative and qualitative analysis of public administration practices between Australia and Mozambique. It focuses on institutional capacity, citizen oriented governance and public sector efficiency. By utilizing a qualitative research approach for its methodology, the study draws inference from a wide range of instructional and knowledge creating materials and sources, including academic and professional literature, national databases, government reports, and interviews with key stakeholders. The analysis from these thought provoking sources discloses significant disparities between the two countries. These incongruences are the products of their distinct historical, political, and socio-economic backgrounds and perspectives. Thus, the study finds that Australia's public administration is nuanced by a high degree of resource deployment that are descriptive of strong institutional capacity building, transparency and efficiency, all sustained by vigorous legal and regulatory frameworks. The study found that Australian Public Service Commission (APSC) plays a critical role in enhancing or supporting the skills and capabilities of its public servants; thus contributing to efficient policy implementation and effective governance with high public trust. In contrast, Mozambique faces significant challenges of underdevelopment in all sectors, including inadequate institutional capacity, prevalent corruption, and political instability. Irrespective of these recognizable obstacles, Mozambique has made some efforts to improve its public administration practices through decentralization initiatives and public sector reforms which has been mainly supported by international donors such as World Bank. The study hence identified major sectors or areas of policy and administrative reforms in both countries, thus emphasizing on the continued investment in digital transformations, anti-corruption measures, and capacity-building programs.

Keywords: administrative framework, federal parliamentary democracy, policy transparency, policy-making process, political priority, public sector efficiency, administrative structure, comparative analysis, public governance indicators, construct equivalence

1.0 Introduction

Studies and practice have shown that all over the world, Comparative Public Administration (CPA) is an indispensable field of human engagement that examines or scrutinizes the administrative systems, processes, policies and practices of various nations. A comparison of these components of human management as incorporated in CPA enhances the understanding of how various political, social, economic, and cultural contexts are adopted to shape public administration policies and practices. This comparative approach does not only enhance theoretical knowledge but also provides practical insights that can improve or enhance governance processes and public service delivery across different nations (Jreisat, 2019, p.158).

The significance of studying Australia and Mozambique in this paper is that both countries provide a unique opportunity for comparative treatment or analysis due to their contrasting and in few cases, complementing historical backgrounds, political systems and practices, and varying levels of economic development. As would be seen in this study, Australia, as a developed nation, operate a federal parliamentary democracy and has a well-established and properly articulated administrative framework characterized by high level consistency, stability and efficiency.

On the other hand, Mozambique, as a developing nation with a presidential system of government is confronted with significant challenges in its administrative framework and practices due to its colonial historical past and current socio-economic issues. Despite these differences, evidence indicate that both countries are constantly striving to improve on their public sector efficiency and governance, thus making them ideal subjects for a comparative study as a means of understanding the essence and importance of public administration which today

is referred to as 'governance' (Hughes, 2018, p.130-131 and Frederickson, 2005, p. 284). The study shall proceed on sectoral examination of these countries.

Basis of Public Policy Making in Australia

Grounded on the foregoing view, it is imperative to state that the federal structure that is operational in Australia, has informed the public policy making process. Under this structure, policy directive requires that power should be separated between the national government and the subnational government (states). It is important to note that this division permits for a diverse range of policy initiation, direction and objective tailored to regional or state needs while maintaining a sense of national coherence in terms of the broader framework. Thus, a policy-making process in Australia is characterized by a high degree of policy transparency, effective stakeholder contact and engagement, in addition to evidence-based decision-making process from diverse inputs, and on the basis of 'bounded rationality' resulting from involving nonprofessionals in policy making as a practical means of transparency (Vigoda, 2002, p.78 citing Tooley, 2000).

Further, in Australia, public policies are often formulated through extensive consultations with think tanks, subject matter experts, and knowledgeable public servants. The impacts of this policy making process on the community are intent on ensuring that formulated public regulations are well-informed, adequately thought-out and broadly supported by all stakeholders; and as observed '...A statement of public policy is therefore a statement of political priority. Yet in the Australian system of government not all actors involved in policy formulation are political. Indeed, much policy advice is prepared by public servants committed to notions of professional neutrality. The system must find ways to mesh such impartial expert advice with a political perspective'. (Althaus, Bridgman, & Davis, 2018, p. 12). This position is fundamental to public administration practice in Australia.

Basis of Public Policy Making in Mozambique

Studies have shown that Mozambique's public policy making process is significantly influenced or affected by its presidential system of governance or central public administration. This means that in Mozambique the executive branch of government holds significant decision making authority or power. In view of this situation, policy-making process in Mozambique is highly centralized, where the president and the cabinet executives playing dominant roles.

As a means of public service reform, efforts have been made to review or decentralize the policy making process as to accord local governments some access to decision making processes that they are required to implement; however, challenges such as limited resources, weak procedures, bureaucratic inefficiencies, and political instability have been seen to hinder effective policy formulation and implementation. Thus, irrespective of these challenges, Mozambique has made giant strides in areas such as health and education. This progress has been enhanced by international aid donors and international development programs (Hanlon & Smart, 2008, p.2).

Distinguishing Administrative Practices in Australia and Mozambique

From the foregoing, it could be well observed that the administrative practices in Australia and Mozambique are distinguishable on the basis of their approaches to public policy making process. As have been noted, Australia's federal structure promotes and enhance a decentralized approach, by allowing for regional variations and purpose tailored solutions. This system encourages varying activities leading to innovations and responsiveness to local community needs, in order to succeed, it is supported by a robust framework of public accountability and transparency within the decision making hub (Commonwealth of Australia, 2020, p.25). In contrast, Mozambique operates a centralized policy making process. This approach has been shown to produce uniform policies that may not adequately address regional conditions due to their peculiarities and disparities. Conversely, the centralized system, in an attempt to enable swift decision-making, can also result inefficiencies, since it is bereft of local inputs, support and engagement (Republic Mozambique, 2016, p. 7).

Further, Australia, being a developed country with a well-established public institutions system, provides a model of resource administration that is characterized by high institutional capacity, transparency, and efficiency. In view of this development, Australian Public Service Commission (APSC) have been known to play a pivotal role in developing and enhancing the competence or skills and capabilities of public servants, thus, contributing to

effective governance which has generated high levels of public trust (Commonwealth of Australia, 2020, p. iii; OECD, 2021, p.23).

Conversely, Mozambique, as a developing nation is confronted with significant challenges in public administration. These challenges include limited institutional capacity, prevalent and pervasive corruption, in addition to political volatility of very disheartening dimensions. Irrespective of these negative experiences and obstacles on its progress, Mozambique has made efforts to improve on its public administration practices through the decentralization of major services through strategic public sector reforms. Studies indicate that funding and supports have been received through international aid programs.

Based on the foregoing regard, in its offer of the grant of \$300million to Mozambique for institutional capacity building, the World Bank stated thus: "... The operation supports the authorities in their reform efforts to promote sustainable and inclusive economic growth. The reforms supported by this DPF are organized around three pillars: The first pillar supports structural reforms to strengthen budgetary institutions and transparency. It consists of two prior actions: enhancing the regulatory and institutional framework for sound and transparent resource revenue management; and improving public procurement governance and transparency.....The second pillar addresses business environment and financial access constraints to support private sector development....." (World Bank, 2022, p.1; Hanlon & Smart, 2008, p. 2). This is a testament to some of the international efforts that has been channeled to enhance good governance in Mozambique.

In view of the foregoing, this study is intended to identify and fill some notable gaps in existing literature by employing a qualitative and comparative analysis methodology that examines diverse research contributions, public records, research articles, texts, etc. By analyzing these academic literatures, national databases, government reports, and interviews with major stakeholders, the aims of the study to provide an all-inclusive perspective of public administration practices in both countries would be realized. Additionally, the research will explore the extent to which different governance models, policy strategy and frameworks in addition to how administrative practices impact on public service delivery and general governance effectiveness.

Consequent on the foregoing, the findings of this study are expected to provide clear understanding of the issues for public policy makers and practitioners in both countries. Further the study hopes to identify best practices and practical areas for improvement as to contribute to the development of more articulated, effective and responsive public administration systems that responds to modern frameworks of public services efficiency.

1.1 Research Objectives

In view of the analytic nature of this study, the objectives upon which it was undertaken are as follows:

- (i) Provide an all-inclusive comparative analysis of the similarities and differences in the public administration systems in Australia and Mozambique.
- (ii) Identify possible strengths and weaknesses in the methods and measures taken by both countries in their administrative frameworks.
- (iii) Provide well articulated recommendations for the enhancement of public sector efficiency and governance based on the findings of this paper.

In view of the foregoing objectives, this research seeks to identify strengths and weaknesses and by that, contribute to the broader field of Comparative Public Administration as to provide practical insights for public policymakers and administrators in the countries under review and elsewhere. The study is therefore set out to conduct a comprehensive and comparative analysis of public administration practices between Australia and Mozambique, with a focus on identifying key differences and similarities in terms of their administrative structure, institutional capacities, governance system and frameworks, and public sector efficiencies.

It aims to provide a clear understanding of how historical, cultural, political, and socio-economic perspectives shape the pattern of public administration in these two countries.

1.2 Research Questions

It is the pivotal position of this research to explore the comparative public administration policies and practices between Australia and Mozambique, by focusing on shared political and social resources that are sustained by administrative measures. The intent of this study is to evaluate the seeming characteristics that identify weaknesses

and areas for improvement. In order to achieve this, the primary research questions that guides this study are as follows:

- (i) What are the key similarities and differences in the political and administrative systems of Australia and Mozambique?
- (ii) How do both countries approach or identify the strength and weaknesses of their public policy formulation and implementation?
- (iii) What are the main challenges faced by the public administration systems in Australia and Mozambique that can be resolved by the recommendations of this study?

1.3 Theoretical Context of the Study

The theoretical context under which this study is conducted indicate that this comparative analysis is for purposes of improved governance. By comparing the public administration systems of Australia and Mozambique, this study aims to identify strengths and weaknesses in their administrative strategies and frameworks. Thus, a clear understanding of these differences is imperative for improving on governance and public service delivery in both countries under review. For instance, Australia's decentralized system encourages regular innovation and responsiveness to community needs. This is further supported by a well-articulated framework for service accountability, increased performance and transparency (Commonwealth of Australia, 2020, p. 6).

On the other contending hand, Mozambique's centralized system operate to enable swift decision-making. Studies have shown that this usually result inefficiencies and a lack of community participation or engagement (Republic of Mozambique, 2016, p.6) since they are not specifically tailored for exact purposes. Theoretically, this comparative analysis provides valued perspective into how diverse administrative systems address issues that are similar, thus offering some crucial lessons that are applicable in order to enhance public administration in various contexts and varying environments.

1.4 Research Gap and Limitation of Study

An obvious and significant research gap in a study of this magnitude is the lack of literatures dealing with an all-inclusive or comprehensive analysis that incorporates both qualitative, comparative and quantitative information or data for purposes of clear understanding of the differences and similarities in countries' national administrative frameworks. In this regard, available studies have shown tendencies of focusing on either qualitative approach using case studies or quantitative metrics, but hardly combine both methods as to provide a holistic view (Önder & Ayhan, 2022, p.52). Thus, by integrating these methodologies alongside each other, this study shall provide a more comprehensive understanding of the subject matter.

The study will thus identify research gap within the context of the qualitative component using in-depth interviews with major stakeholders and case studies of specific administrative reforms. On the other hand, the study will also unveil the research gaps incidental to quantitative component by analyzing key performance metrics and public governance indicators.

In addition to the foregoing, there is limited research efforts that examines or explores the impact of cultural, historical, and socio-economic contexts on the effectiveness of public administration practices in the countries under review. These identified gaps are vital as an understanding of their underlying contextual factors can provide better ideas as to why certain administrative practices succeed or fail in different environments (Fitzpatrick et al., 2009, p.824).

As would be seen, a fundamental limitation of this study is the potential for cultural and contextual preconceptions that may affect or influence the analysis or interpretation of data. It is important to note therefore, that comparative public administration research is known to contest for relevance with the ideology of *construct equivalence*, where the same concepts and measures are applicable and meaningful across different cultural and administrative contexts (Rathod, 2007 in Önder & Ayhan, 2022, p.4).

Further, another limitation of this study in respect of the countries under review, is the differences in their political systems, levels of economic development, and historical backgrounds. These factors are significant limitations to the study since they can introduce biases that predisposes some forms of skewness in the findings. Another crucial limitation is the unavailability and unreliability of data, in respect of Mozambique, where data collection systems

are less articulated and as such, abysmally insufficient compared to Australia where their e-government platforms has most of the information and data required for effective research output (World Bank, 2022).

2.0 Literature Review

2.1 Comparative Public Administration Practices Between Australia and Mozambique

Comparative public administration (CPA) is a vital subfield of public administration that examines administrative systems, processes, and practices across different countries, as to identify best practices and areas for improvement. This literature review explores the comparative public administration practices between Australia and Mozambique, focusing on key themes such as institutional capacity, governance, and public sector efficiency.

As should be further noted, an examination of Comparative Public Administration (CPA) between Australia and Mozambique is significant for many reasons; namely, it provides an all-inclusive understanding of how different demographics, political, economic, and cultural contexts influence or affect public policy considerations and policy making processes. In Australia, for instance, public policy making is anchored on their federal structure system which in itself promotes decentralization of public functions, encourages stakeholder engagement, and evidence-based decision-making involving all stakeholders (Althaus, Bridgman, & Davis, 2018, p.6). Thus, this Australian approach ensures that policies are designed to provide for regional needs while preserving national coherence as a nation. On the other hand, Mozambique's public policy instruments are influenced by its presidential system of governance, where the executive branch wields significant power and influence. In this vein, the centralized approach as observable in Mozambique results uniform policies that lack general or community based application and do not address regional disparities that are based on peculiarities (Hanlon & Smart, 2008, p.2).

In reviewing a total of 151 articles in Comparative Public Administration (CPA), that was published between 2000-2009, the authors of "*A New Look at Comparative Public Administration: Trends in Research and an Agenda for the Future*" defined CPA "... as including articles that compared at least two units (countries, states or provinces, cities) in different countries and addressed public administration content, defined as activities required to deliver public policies." (Fitzpatrick et al., 2009, p.824). The import of this definition is the fact that the essence of the study is to engage a thought process that will unveil steps that will 'deliver public policies'. Consequently, specific understanding of what CPA entails is crucial to national development if governments are to ascertain, establish, maintain, or improve on their administrative leverage and capacity to organize the society (Jreisat, 2011, p.42).

In view of the foregoing position, this study observes that a comparative treatment of the issue of public administration can counteract predispositions and inclinations toward parochialism that has been the main stay in most developed societies like the USA and Australia, as predominant in literatures incidental to public administration theory, directed social interest research, and teaching from such areas (Fitzpatrick et al., 2009, p.821, citing Klingner and Washington, 2000).

Further, a comparative view of public administration practices in Australia and Mozambique will also assist scholars and practitioners to understand and recognize how differences or dissimilarities in governance of nation states influence or impacts on their public institutions, including their administrative processes, culture, opportunities and challenges; towards propelling them to adopt uniform solutions that could be deemed "best practice". Further a school of thought preferred the use of "smart practices" in the place of "best practice". This school of thought insist that *smart practices* '...are better suited to adapting and sustaining exogenous innovations because they are based on the assumption that, while we can learn much from comparative study, applying what we learn must take into account variables specific to the context to which lessons are to be applied' (Fitzpatrick et al., 2009, p.821 citing the works of, Bardach 2000; Jabbara and Dwivedi 2004; Robinson 2007; and Rogers 2003 eds.).

Relatedly, such comparative approach can be very useful for public interest stakeholders, public administrators and policy makers, this is because in the absence of their understanding and capacity for adaptation to unimaginable contingencies, these stakeholders may not be able to achieve meaningful progress in policy making and implementation. Thus, the creation and impartation of this understanding is what this study sets to achieve.

In the sections below, the study will review literatures on the subject matter on the basis of the following: *institutional capacity, governance structure, public sector efficiency, and comparative analysis*.

2.2 Institutional Capacity

In drawing inference from the impact of institutional capacity as a measure of comparative analysis in public administration, Arefeen, Islam and Ahmed (2022, p. 19-20) made a comparison between ancient bureaucracies of India and China and found that in ancient China, a "collusion" was said to exist between rulers and scholars who were the elites of the day. Contrasting this view, in India, there were rivalry between scholars (referred to as Brahmin) and conquerors (Khatriya) in respect of how each understood and applied the science of public administration. This fact is a famous issue in the administrative studies of India and China. Further, Arefeen *et al*, pointed that studies show that Indian Brahmins followed Confucian advice of providing independent administrative service to competing princes. In the same vein, Chinese scholars and experts canvassed for a flexible bureaucracy for a centralized administration. Thus, this contrasts with the Indian Brahmins' preference for independent services, was favored by the Chinese since it followed the Confucian ideology. In view of these vagaries the rivalry between Indian and Chinese bureaucracy is indicative of the dissimilarities between public administration practice in Australia and those of Mozambique.

Thus, while China believed and applied what Arefee, *et al* at p. 20 described as: "... centralized bureaucracy and the ways about how to rule the conquered foreign lands either by war or negotiation.", the study view this to be in line with the case of Mozambique and further highlights the differences in their approach to public governance and the influence of Confucian teachings on the development of national bureaucracies. On the other hand, in ancient India, centralized bureaucracy was not in practice and did not pose any challenge to development; the implication to modern practice is that, it is similar to Australian style of public administration in the sense that public administration is decentralize. Consequently, Arefee, *et al* at p. 20 affirmed that 'Ancient China was able to successfully develop a highly centralized bureaucracy with efficient and trained bureaucrats'. China has maintained this tradition and today has one of the best public service.

From the foregoing, it is well established that the development of institutional capacity is a critical factor in the relative effectiveness of public administration in both countries, borrowing a leaf from ancient China and India. Thus, in Australia, institutional capacity is reinforced by a well-established legal and public regulatory framework, including professional public service guidelines, and continuous professional development programs for employees (Commonwealth of Australia, 2020). In the foregoing regard, the Australian Public Service Commission (APSC) plays a critical role in supporting and enhancing the skills and needed capabilities of public servants through training initiatives as provided for in the Australian Public Service Act 1999 through the APS Academy (OECD, 2021, p.144). For instance, it was reported that 108, 085 Australian Public Service personnel participated in the institutional capacity development training from 12 October to 13 November 2020. This report is testamentary of the country's policy of achieving national productivity efficiency by capacity building in the area of public employee empowerment with modern knowledge of international best practices.

In the forgoing regard, it has been observed that in both countries under review as in any other, the challenge of the future will be on how to utilize the ever wide-ranging human tact and experience in providing new knowledge of theory and practice of public administration that can enhance or sustain the building and consolidation of essential institutional capacity (Jreisat, 2011, p. 56).

In contrast and as should be expected, Mozambique as a developing African country is confronted with monumental challenges in building its institutional capacity due to limited resources, inadequate manpower training, and frail institutional frameworks. Based on their call for rescue, towards building of their institutional capacity, the country has been supported by donations from international organizations like the World Bank and the International Monetary Fund (IMF). These international institutions have provided technical assistance and special purpose funding for capacity-building programs (World Bank, 2022: Press Release No: 2023/003/AFE). The opening statement of the press release states: "The World Bank Board of Directors approved today a US\$300 million grant in support of the Mozambique Institutions and Economic Transformation Development Policy Financing (DPF) operation". This international support is also designed to enhance economic policies of the country since public service development is tied to national economic success.

Further, based on this line of support, the Capable Partners Program (CAP) also provided some measures geared towards strengthening of institutional capacity of Mozambican NGOs and some community-based organizations in order to enhance or improve on service delivery (FHI 360, 2016). For instance, at p. 2 of the FHI report, they said: "Organizations are systems, with multiple individuals contributing to the effectiveness of the organization as a whole. For sustainable change to take place, it is important to identify and support all elements of the system and consider the dynamics among them". Hence, this basis for international support for institutional capacity development for Mozambique is very commendable.

2.3 Governance Structure

In an attempt to explain the impact of governance structure on effective distribution of public resources, Önder and Balci (2022, p. 330), opined that the United States public administration system is a reference point for international best practices. Their study demonstrated that they considered or paid particular attention to US contemporary advancements, development of strong civil society, stable intergovernmental interactions, organizational structure, public personnel system, and administrative history as parameters for assessment. They further pointed that the growth of the sub-discipline of Comparative Public Administration in the US is based on the fact that these identified parameters have been greatly affected by the American government structure, which they pointed has served as a model for standard academic research. Thus, (i) the United Kingdom's governance concept, (ii) structure and decentralization of governance, (iii) US home grown presidential systems, (iv) US president's perceptions of democratic governance and personal inputs, all have a direct impact on the formation of the US administrative organization which has gone through development throughout the colonial era till date.

Further, under this structure of governance, the authors affirmed that all federated and autonomous pre-independence nations that makes up the USA are bound by a central government that the founders created by, making a Constitution that is acceptable to all and same time allowing each federating nation or State to draft its own Constitution that covers its physical or geographical boundaries. In order to balance and ensure that the States cooperate, the federal government jointly, with state represented organs and persons in US Congress makes decisions at the national and international levels. Constructively, the foundation of the US government and governance structure for effective public administration system is the US Constitution.

Thus, (Fitzpatrick et al., 2009, p.828 citing the works of, Werlin (2003) opined that Werlin in his study developed a theory to show the relationship between governance structure and the wealth of nations. This imply that the more organized the governance structure and system of a nation, the higher the income capacity and wealth base of that nation. In the views of (Jreisat, 2011, p. 5), effective governance structure can be achieved on the basis of change in internal conditions predicated on change of leadership or structural change in governance on the demands of its citizens. Further, Jreisat (2011, p.5) also argued that systemic change in governance structure can also be achieved by external pressure, the study however affirm that such change occasioned by external pressure will reflect and support external values. This is common in African states, where external factors instigate insurgencies for the purpose of earth mineral exploitation to support foreign governments and external interests.

In order to narrow the foregoing discussion from the broad foundation that has been laid to the area of the study's interest, the governance practices in Australia are found to be characterized by transparency, public accountability, and citizen participation. In order to achieve this, the country established some public oversight institutions, such as the Australian National Audit Office (ANAO) and the Independent Commission Against Corruption (ICAC). Further, based on this policy concern, it should be stated that Australia's strict adherence to international standards and public best practices in governance has significantly contributed to its high levels of public trust and institutional integrity (OECD, 2021).

Mozambique, on the other hand, struggles with governance issues such as corruption and political instability. Studies have shown that corruption is pervasive and affects various sectors, including public procurement processes, natural resource management, and the judiciary. The discovery of hidden public debts in 2016 emphasized the extent of corruption and its impact on the country's economic stability (World Bank, 2022). Further, it was observed in Transparency International 2012 Report that in the "Corruption Perceptions Index (2011): Mozambique performed below average with a score of 2.7 on a 0 (highly corrupt) to 10 (highly clean) scale. The country ranked 120 out of 182 assessed countries worldwide and 24 out of 48 countries in the Sub-

Saharan Africa region. In Transparency International Report 2024, on *Corruption risks in Mozambique's Energy Sector* at p.16, it pointed that: 'Public procurement is considered a high-risk area in the energy sector in Mozambique, where bribery and illicit payments to political officials to secure contracts are widely reported. A 2019 study by the World Bank found that 13% of firms across the economy reported paying illicit bribes or attempting to secure a government contract in the previous year (World Bank 2019: 8).' The implication of this Report is that between the Report of 2012 and current status of the nation's corruption Index, corruption has not abated in Mozambique.

This study observes that a governance structure that is under constant attack of corruption cannot be a suitable platform to deliver development to its people. In this regard, the country's efforts to combat corruption resulted the establishment of the Central Office for Combating Corruption (GCCC). It is well reported that these efforts of the central government have been undermined by limited resources and constant political interference (Transparency International, 2023, p.2).

These agencies are directly saddled with the responsibility to ensure that public servants and officials are held accountable for their actions and inactions (Transparency International, 2023, p. 2). In addition, Transparency International at p. 2 of their Report, further pointed '..In spite of the government's strong (declared) stance against corruption and donor pressure to enhance transparency and accountability, corruption remains rampant across the country, ranging from petty corruption by low-level government officials to supplement low incomes, to grand corruption and state capture at higher levels of government (USAID, 2005).' and at p. 4, the Report asserted: 'However, corruption, lack of transparency and accountability, and an inefficient public administration still have a negative impact on the quality of the services provided. The poor are especially affected as most of the services do not reach them (Bertelsmann Foundation, 2010).'

2.4 Public Sector Efficiency

As should be expected, public sector employment differs significantly across industrialized and developing nations. This also account for the differences in results in terms of the efficiency threshold. Accordingly, it has been observed that in wealthy nations, more public servants are engaged by state and municipal governments, while in developing nations, more public servants are employed by central governments (Heady, 1996, p.90).

The implication of this reality to the study is that industrialized nations have bigger and more decentralized public sectors, which is the reason why they are wealthier with more funded public service structure as we find in Australia as opposed to what obtains in Mozambique. Conversely, economically backward nations like Mozambique have smaller underfunded public service that are limited in their ability to perform and as such has reduced public service efficiency. In order to solve the problems of inefficient service delivery, Heady at p. 91 itemized the following variables: (i) relation of the civil service system to the political regime; (ii) socio-economic context of the system; (iii) focus for personnel management functions in the system; (iv) qualification requirements for entering and performing as a member of the system; and (v) sense of mission held by members of the system.

2.5 Factors of Civil Service Optimization

Consequent on the forgoing, public sector efficiency in Australia is fortified by a strong performance assessment and management framework, with an enduring culture of continuous improvement. Thus, the implementation of performance-based budgeting and the deployment of key performance indicators (KPIs) helps to ensure that public resources are utilized effectively and efficiently (Commonwealth of Australia, 2020, p.20). In addition, the Australian government also promotes public-private partnerships (PPPs) in order to leverage private sector expertise and resources in delivering public services (Infrastructure Australia, 2021, p. 76).

In Mozambique, in order to enhance public sector efficiency, critical areas for improvement is the budgetary and service procurement systems. Studies indicate that the country has implemented several externally funded reforms that are aimed at improving public financial management and reducing bureaucratic inefficiencies, however, little is available to show for such massive international efforts at financial accountability. Further, the Growth and Public Sector Efficiency (GPSE) Program, that was supported by the African Development Bank, was aimed at enhancing the efficiency of public sector governance by the promotion of all-inclusive economic growth (African Development Bank Report, 2021). However, challenges such as corruption, limited institutional capacity, and resource constraints continue to hinder progress (World Bank Report, 2022).

2. 6 Comparative Analysis

Comparative analysis as has been demonstrated, can be used to examine public administration practices in Australia and Mozambique. These two countries have distinct political and administrative systems which also determine their similarities and differences in terms of bureaucratic structure, public sector reform initiatives, and human resource management practices. The findings have shown that Australia's public administration system is marked by a high level of professionalism and accountability (Australian Public Service Commission, 2020), while Mozambique's system is confronted with challenges related to corruption and inefficiency (Transparency International, 2020).

Further, comparative exploration of public administration practices between Australia and Mozambique reveals significant differences that are shaped by their individual historical, political, and socio-economic conditions and contexts. Australia's public administration practice is characterized by a significant degree of institutional capacity, transparency, and efficiency, as supported by a well-established legal and regulatory framework (Commonwealth of Australia, 2020; Althaus, Bridgman, & Davis, 2018). In contrast to Australia, Mozambique faces substantial challenges in public administration, including limited institutional capacity, pervasive corruption, and political instability (World Bank, 2022; Hanlon & Smart, 2008).

3.0 Methodology

3.1 Comparison by Qualitative Analysis of Critical Sectors Between Australia and Mozambique

3.11 Research Design

This study employed a qualitative research design to explore, analyze and compare public administration practices in relation to Australia and Mozambique. The qualitative research assessment approach is adopted in order to provide an in-depth understanding of the contextual factors, institutional frameworks, and governance practices in both countries under review. This methodology thus allows for a comprehensive analysis of the similarities and differences in public administration practices, based on available data sources.

3.12 Data and Information Collection

(a) *Comparative and Qualitative Analysis*

The study shall particularly posit its findings on the literatures consulted and reviewed and utilize the information on a sector by sector basis under this section. Thus, a thorough literature review for purposes of application will be conducted in order to articulate similar and existing research on public administration practices in Australia and Mozambique on the same research compartment.

This qualitative and comparative approach will include academic journal articles, books, and conference papers. On this basis of comparative and qualitative analysis, major research sources will include the works of Althaus, Bridgman, and Davis (2018) on Australian public administration and Hanlon and Smart (2008) on Mozambique's administrative challenges. The basis for this approach is to both compare and contrast the core sectorial issues with the intent to provide their relative differences and establish findings from those differences.

(b) *National Databases and Public Records*

Under this comparative and qualitative analysis, national databases and specialized sector based public records will be deployed to obtain official positions on the issues of discussion in relation to public documents, policy papers, and statistical data relevant to effective public administration in both countries. Sources will include the Australian Bureau of Statistics (ABS) and Mozambique's National Institute of Statistics (INE).

(c) *Government Reports and Policy Documents*

This section shall also rely on government reports and policy documents that will be reviewed and analyzed in order to understand the administrative frameworks, policy based reforms, and governance practices in both countries. These details will include reports from the Australian Public Service Commission (APSC) and Mozambique's Ministry of Public Administration, in addition to other reports from external organizations and institutions that foster good governance and international best practices.

(d) Interviews and Case Studies

The section on research methodology will also utilize excerpts from structured interviews with key stakeholders in addition to reported case studies by international agencies and private researchers with expertise in assessment of government officials, public servants, and subject matter experts in various areas of public administration from both countries. The results of this initiative provided comparative and qualitative insights into the practical challenges, opportunities and successes of public administration practices. These interviews and case studies were conducted by various researchers and scholars who documented same for the wider research community.

(e) Data and Information Analysis

The data and information gathered from the study shall be evaluated using thematic analysis to identify key themes, trends, advancements and patterns in public administration practices between Australia and Mozambique. Thematic analysis allows for systematic coding and categorization of qualitative research data and information thereby facilitating the comparison of administrative practices across different sectoral contexts (Clarke & Braun, 2006, p.8).

(f) Validity and Reliability

The study shall ensure the validity and reliability of the information by double checking the facts relied on from related sources, in this vein multiple data sources will be articulated and triangulated. This measure includes cross-referencing the findings from literature, official documents, and interviews in order to interrogate and corroborate the results from other sources (Creswell & Poth, 2018, p.98)

3.2 Overview of Qualitative and Comparative Analysis

Comparative Public Administration (CPA) has been viewed as a field that examines the administrative systems, processes, and policies of different countries in order to identify patterns, trends, similarities and differences that provide the efficiency required for human advancements. In this section, this comparative approach shall allow scholars and practitioners to understand how various political, social, economic, and cultural contexts affects or influence public administration practice in Australia and Mozambique. In view of the foregoing, the study shall analyze multiple administrative systems incidental to CPA and how it aims to develop theories and practices that can improve governance efficiency and public service delivery globally (Jreisat, 2019, p.54)

3.3 Table of Qualitative and Comparative Analysis

The table below is the direct comparative and qualitative analysis of the two countries using factors that constitute the basis for comparison. These indices as detailed in the table below, are well defined and deigned to determine all parameters for assessment of strength, opportunities, weaknesses and challenges confronting the countries under review.

Comparative Indices	Australia	Mozambique
Historical Context of Comparative Public Administration in Australia and Mozambique		
Colonial Legacies of Australia and Mozambique	Australia's colonial history began in 1788 with the British establishing a penal colony in New South Wales. The colonial administration often ignored Indigenous rights and cultures, thus exploiting Australia's natural resources and establishing a settler society, leading to significant displacement and marginalization of indigenous Australians. (Reynolds, 2021).	Portuguese rule in Mozambique, from the 16th century to 1975, was marked by exploitation of resources and people, with centralized administration and significant power concentrated in Portuguese officials and settlers. This led to widespread poverty and underdevelopment among the local population. (Sheldon, 2024). The political has continued this deprivation to date.
Comparative Analysis of Colonial Administration	The colonial administration in Australia and Mozambique differed significantly due to the different colonial powers and objectives. But central to both is the exploitation. In Australia, the British aimed to establish a settler colony, by displacing indigenous populations and establishing British legal and administrative systems. (Reynolds, 2021).	The Portuguese administration in Mozambique was primarily extractive, prioritizing settlers and officials over locals, leading to significant underdevelopment and social inequalities due to its highly centralized structure (Sheldon, 2024). Interestingly, this colonial centralized structure of governance has remained the practice to date.
Evolution of Post-Independence Administration	Australia's independence was gradual, culminating in the Commonwealth of Australia in 1901. Post-independence, Australia retained British legal and administrative systems, thus promoting stable governance structure. Over time, it developed its own administrative practices, characterized by a federal structure promoting decentralization and local governance, contributing to Australia's efficient public administration. (Commonwealth of Australia, 2020).	Mozambique gained independence in 1975 after a long struggle. Post-independence, the ruling party, FRELIMO, established a socialist government to address colonial exploitation. However, a civil war lasted until 1992, thus complicating governance. Despite these challenges, Mozambique has made progress in rebuilding its administrative systems through decentralization and public sector reforms. (Hanlon & Smart, 2008)
Analytical Argument	<p>Australia and Mozambique's post-independence administrative systems have been significantly influenced by their colonial legacies. Australia's decentralized and local governance system laid the foundation for efficient public administration, while Mozambique's exploitation and centralization led to challenges. Current efforts in Mozambique aim to address these issues for a more inclusive and effective administration.</p> <p>The study compares public administration in Australia and Mozambique, thus emphasizing the significance of historical context in shaping administrative systems. It provides insights into challenges and opportunities for improving governance and public service delivery, enabling policymakers and administrators to develop strategies for enhancing public administration in diverse contexts.</p>	
Governance System		
Political Systems	Australia operates under a federal parliamentary democracy, which combines federalism and parliamentary governance. This structure divides powers between the national government and states, allowing regional autonomy while maintaining national unity. The parliamentary system has a bicameral legislature, with the Prime Minister as the head of government. This system promotes accountability and responsiveness. (Commonwealth of Australia, 2020)	Mozambique operates as a presidential republic, with the President as both head of state and head of government. The President is elected by popular vote and has the authority to appoint key officials. The political system is characterized by a unicameral legislature, the Assembly of the Republic, oversees the executive branch. (Hanlon & Smart, 2008).
Comparative Analysis of Political Structures	The political structures of Australia and Mozambique offer a stark contrast in terms of governance and administrative practices. Australia's federal parliamentary democracy promotes decentralization and regional autonomy, allowing for diverse policy approaches tailored to local needs. This system encourages a high level of public participation and accountability, as the executive branch is directly accountable to the legislature and, by extension, to the electorate (Althaus, Bridgman, & Davis, 2018).	Mozambique's presidential republic centralizes power in the executive branch, which can streamline decision-making processes but may also limit local engagement and accountability. The centralized nature of Mozambique's political system can lead to inefficiencies and a lack of responsiveness to regional disparities. However, it also allows for a unified approach to national policy decision making process and development initiatives, which can be beneficial in addressing widespread challenges (Republic of Mozambique, 2016).

	<p>In comparison of these political structures, we can identify key strengths and weaknesses in each system. Australia's decentralized approach fosters innovation and responsiveness but requires robust mechanisms for coordination and accountability. Mozambique's centralized system can achieve swift policy implementation but needs to address issues of local representation and checks and balances to enhance governance and public administration.</p>	
<p>Administrative Frameworks</p>		
<p>Central and Local Government Structures</p>	<p>Australia's administrative structure is a federal system, with the central government handling national matters like defense, foreign affairs, and trade, and state governments managing education, health, and transportation. Local governments, under state legislation, are responsible for community services, infrastructure, and regulatory functions. Each state and territory operates independently within the scope of powers defined by the Australian Constitution. (Commonwealth of Australia, 2020).</p>	<p>Mozambique's administrative structure is centralized, with the central government holding significant power. The country is divided into provinces, districts, and municipalities, each with varying degrees of autonomy. The President leads the central government, while provincial and district administrations implement policies at the local level. Local governments often lack resources and authority, relying on central directives. (Republic of Mozambique, 2016).</p>
	<p>The centralized nature of Mozambique's administrative framework has led to inefficiencies and a lack of responsiveness to local needs. However, efforts have been made to enhance local governance through decentralization initiatives, aiming to empower local authorities and improve service delivery. The challenge remains in balancing central control with local autonomy to ensure effective governance across the country (Hanlon & Smart, 2008). On the other hand, Australia has maintained a stable central and local government structures which has enabled it build the needed capacities to contend amongst the world's best public administration systems.</p>	
<p>Public Sector Reforms</p>	<p>Australia has a history of public sector reforms aimed at improving on its efficiency drive, accountability, and service delivery. Key reforms include the Public Service Act 1999, which established a merit-based employment system and emphasized ethical conduct. Recent reforms focus on digital transformation, enhancing public sector capabilities, and fostering innovation to create a more agile and responsive public service. Performance management and evaluation frameworks are also adopted to ensure effective delivery and adapt to new challenges. (Commonwealth of Australia, 2020); (Althaus, Bridgman, & Davis, 2018).</p>	<p>Mozambique has been implementing significant public sector reforms since the end of the civil war in 1992. It has been focusing on decentralization, financial management, and institutional capacity. The Public Sector Reform Strategy 2016-2025 aims to strengthen governance, increase transparency, and improve service delivery. However, challenges like limited resources, bureaucratic inefficiencies, and corruption persist. International aid and development programs support these reforms, but their sustainability depends on the Mozambican government's commitment to address underlying issues and implement effective policies. (Hanlon & Smart, 2008); (World Bank, 2022).</p>
<p>Decentralization Efforts</p>	<p>Australia's federal system, known as decentralization, empowers states and territories to manage their affairs, promoting regional development and tailoring policies to local needs. This approach fosters collaboration between government levels, enhancing public service delivery. The clear division of responsibilities ensures local authorities have the autonomy and resources to address regional issues effectively. This decentralized approach also encourages innovation and responsiveness, allowing local governments to develop and implement policies tailored to their specific contexts. (Althaus, Bridgman, & Davis, 2018); (Commonwealth of Australia, 2020).</p>	<p>Mozambique's public sector reforms have emphasized decentralization, which will transfer authority and resources to provincial and district administrations to improve local governance and service delivery. However, the process has been slow and uneven, with significant disparities in local government capacity and resources. Strengthening local governance is a key priority to ensure decentralization leads to tangible improvements in public administration and service delivery. The success of these efforts depends on local governments' ability to manage their new responsibilities and continued central government support. (Rep. of Mozambique, 2016); (Kössler, 2018).</p>
<p>Public Policy and Governance Frameworks</p>		
<p>Policy Formulation and Implementation</p>	<p>Australia's policy formulation and implementation process is structured and evidence-based, involving multiple stages including problem identification, policy analysis, consultation, decision-making, implementation, and evaluation. The government emphasizes stakeholder engagement and public consultation to ensure well-informed policies. A robust framework of public institutions and agencies supports the implementation phase, operating under clear guidelines and accountability mechanisms. Performance management systems and</p>	<p>Mozambique's political system influences policy formulation and implementation, with executive branch identifying priorities and ministries developing proposals. Public consultation and stakeholder engagement are less formalized than in Australia. Challenges include limited institutional capacity, resource constraints, and bureaucratic inefficiencies, hindering policy execution. To improve, efforts focus on enhancing capacity, improving coordination, and increasing evidence-based decision-</p>

	regular evaluations help monitor progress and make necessary adjustments to achieve desired outcomes. (Althaus, Bridgman, & Davis, 2018); (Commonwealth of Australia, 2020).	making. However, discrepancies between policy intentions and outcomes remain. (Hanlon & Smart, 2008); (World Bank, 2022).
Governance Models	Australia's governance model is a federal parliamentary democracy, combining federalism and parliamentary governance. This structure allows states and territories to develop policies tailored to local needs, while the central government provides policy direction. The parliamentary system is a bicameral legislature with a House of Representatives and Senate, with the executive branch accountable to the legislature. This model promotes regional autonomy, checks and balances, and a participatory approach to policy-making. (Commonwealth of Australia, 2020). (Althaus, Bridgman, & Davis, 2018).	Mozambique's governance model is a presidential republic, with the President as both head of state and government. This centralization of executive power can streamline decision-making but also poses challenges. The unicameral legislature, the Assembly of the Republic, plays a crucial role in law-making but often operates under the executive branch's influence. To improve governance, efforts have focused on decentralization, enhancing local governments' capacity, and increasing public participation in policy-making. (Hanlon & Smart, 2008); (Republic of Mozambique, 2016)
Transparency and Accountability Mechanisms	Australia has implemented a transparent and accountable system to promote good governance and public trust. This includes independent oversight bodies like the Auditor-General and the Ombudsman, which monitor government activities and investigate complaints. The Freedom of Information Act 1982 allows public access to government documents, while performance management systems and regular audits monitor policy effectiveness. This emphasis on transparency contributes to high public trust in government institutions. (Commonwealth of Australia, 2020). (Althaus, Bridgman, & Davis, 2018).	Mozambique faces challenges in establishing effective transparency and accountability mechanisms due to corruption and weak institutional capacity. The government has implemented reforms like an anti-corruption strategy and the Central Office for Combating Corruption, but these have been hindered by limited resources, political interference, and enforcement. Strengthening these mechanisms is crucial for building public trust and ensuring transparent and accountable government actions. (Transparency International, 2023); (World Bank, 2022).
Public Service Delivery Frameworks		
Healthcare Systems	Australia's healthcare system is a hybrid model, combining public and private sectors. Medicare provides universal health coverage to all citizens and permanent residents, funded through taxation. Private health insurance covers additional services like private hospital care and elective surgeries. The system emphasizes primary care, preventive health, and integrated care models. GPs act as gatekeepers to specialist services, and the government invests in digital health initiatives in order to improve coordination and quality of care. (Duckett & Willcox, 2015); (Commonwealth of Australia, 2020).	Mozambique's healthcare system faces challenges like limited resources, inadequate infrastructure, and a shortage of healthcare professionals. The Ministry of Health oversees primary healthcare, with community health workers playing a crucial role in rural areas. Access to healthcare remains uneven, with disparities between urban and rural areas. International organizations like the World Health Organization and the World Bank support efforts to improve healthcare, but high maternal and child mortality rates and communicable diseases persist. (World Bank, 2022); (WHO, 2024).
Education Systems	Australia's education system is well-funded, equity-focused, and divided into primary, secondary, and tertiary education. The federal government provides funding and sets national standards, while state and territory governments administer and deliver services. The Australian Curriculum, Assessment and Reporting Authority (ACARA) oversees the national curriculum, ensuring consistency and high standards. The system also prioritizes inclusivity, supporting students with diverse needs and backgrounds. (Australian Government Department of Education, 2021); (ACARA, 2021).	Mozambique's education system, divided into primary, secondary, and tertiary education, has made progress in increasing access but still faces challenges in quality and retention. Despite government and international partner efforts to improve education quality through teacher training, infrastructure, and access to learning materials, the system still faces management inefficiencies, protracted conflicts, and natural disasters, particularly among girls. (Global Partnership for Education, 2024); (ETH Zürich, 2022).
Infrastructure Development	Australia's infrastructure network supports economic growth and quality of life, with significant investments in transportation, energy, and telecommunications. The Australian Infrastructure Plan focuses on sustainability, resilience, and innovation, with public-private partnerships and advanced technologies. The country prioritizes regional development and urban population needs,	Mozambique's infrastructure development is crucial for economic growth and social development, but faces challenges like inadequate transportation networks, limited electricity access, and poor water and sanitation services. The government and international donors are implementing initiatives to improve infrastructure, particularly in rural areas. Key projects include road rehabilitation, electricity grid expansion, and water and

	ensuring efficient and sustainable development. (Infrastructure Australia, 2021).	sanitation facilities. However, limited financial resources, political instability, and natural disasters hinder progress. (World Bank, 2022); (African Development Bank, 2024).
Economic Administration Frameworks		
Budgeting and Financial Management	Australia's budgeting and financial management system is transparent, accountable, and fiscally disciplined. The government uses a medium-term expenditure framework (MTEF) for fiscal sustainability and predictability, with multi-year projections and performance-based budgeting. The Public Management Reform Agenda (PMRA) has improved public financial management efficiency, introducing accrual accounting, establishing the Australian National Audit Office for independent oversight, and implementing the Public Governance, Performance and Accountability Act 2013 for good governance and financial management principles. (Commonwealth of Australia, 2020); (Althaus, Bridgman, & Davis, 2018).	Mozambique faces challenges in budgeting and financial management due to limited resources, weak institutional capacity, and frequent budget deficits. The budget process is less transparent and often subject to political influence. To improve budget credibility and financial management, Mozambique has implemented the Public Financial Management Reform Strategy (PFMRS) and the Integrated Financial Management Information System (IFMIS), aiming to enhance budget planning, execution, reporting, fiscal discipline, and accountability. (International Growth Centre, 2024); (World Bank, 2022).
Economic Policies and Development Plans	Australia's economic policies prioritize sustainable growth, innovation, and social inclusion. The government uses fiscal and monetary policies, with the Reserve Bank of Australia to control inflation. Structural reforms aim to enhance productivity and competitiveness. Major development plans include the National Innovation and Science Agenda (NISA) and the National Infrastructure Plan, focusing on innovation and entrepreneurship, to support long-term economic growth and improve quality of life for all Australians. (Commonwealth of Australia, 2020); (Infrastructure Australia, 2021).	Mozambique's economic policies aim to tackle poverty, inequality, and underdevelopment. The government employs strategies like the Five-Year Government Program and the National Development Strategy to promote growth and diversification in key sectors like agriculture, energy, and infrastructure. International aid and development assistance, like the World Bank's Mozambique Economic Update, provide critical analysis and recommendations to help the government achieve its development goals. (World Bank, 2022)
Comparative Economic Performance	Australia's economy is characterized by stable growth, low unemployment, and high living standards. Its diversified economy, including mining, agriculture, manufacturing, and services, has a high GDP per capita. Despite global challenges like the COVID-19 pandemic, Australia's resilience is evident through effective fiscal policies, a robust healthcare system, and social safety nets, which have helped mitigate the economic impact and support recovery. (Australian Bureau of Statistics, 2021); (Commonwealth of Australia, 2020).	Mozambique's economic performance is volatile, with periods of strong growth followed by significant challenges. Despite abundant natural resources, the country remains one of the poorest with high levels of poverty and inequality. Structural challenges include limited infrastructure, low productivity, and vulnerability to external shocks. The conflict in Cabo Delgado province and natural disasters exacerbate these issues. Despite these challenges, Mozambique has the potential for significant economic growth through natural resource development and effective policies. (World Bank, 2022).
Framework for Identification of Challenges and Weaknesses		
Corruption and Bureaucratic Inefficiencies	Australia has a low level of corruption due to strong institutional frameworks against corruption and a robust legal system. Anti-corruption bodies like ACLEI and IICAC maintain transparency and accountability in public work conditions. However, challenges persist in areas like political donations and lobbying. Bureaucratic inefficiencies are minimal due to well-established administrative processes and a professional public service. Digital government initiatives have streamlined procedures, reducing red tape and improving service delivery. (Brown, 2020); (Commonwealth of Australia, 2020).	Mozambique is grappling with corruption and bureaucratic inefficiencies, affecting sectors like public procurement, natural resource management, and the judiciary. The country's economic stability is impacted by hidden debts. Efforts to combat corruption, such as the Central Office for Combating Corruption, are often hindered by limited resources and political interference. Inefficiencies, such as weak institutional capacity and inadequate training, hinder public service delivery and undermine trust in government institutions. (Transparency International, 2023); (Hanlon & Smart, 2008).
Political Instability and Administrative Capacity	Australia's political environment is stable, with a well-functioning democracy and strong institutions. The country's administrative capacity is supported by professional and merit-based public service, ensuring effective policy implementation and delivery. However, political instability can occur due to internal party conflicts. (Althaus, Bridgman, & Davis, 2018)	Mozambique's political landscape is marked by instability and conflict, especially in the northern regions where insurgencies disrupt governance and development efforts. The ruling party, FRELIMO, and allegations of electoral fraud have undermined political stability. Administrative capacity is limited due to a lack of skilled personnel, inadequate infrastructure, and insufficient financial

		resources, hindering effective governance and service delivery. Efforts to improve administrative capacity include decentralization initiatives and capacity-building programs supported by international donors, but are often hindered by ongoing conflicts and political instability. (BTI, 2024); (World Bank, 2022).
Resource Allocation and Management	Australia's resource allocation and management are based on efficiency, equity, and sustainability principles. The country uses a structured budgetary process, including multi-year frameworks and performance-based budgeting, to effectively allocate resources for strategic objectives. Additionally, robust monitoring and evaluation mechanisms help identify and address inefficiencies. (Commonwealth of Australia, 2020); (Infrastructure Australia, 2021).	Mozambique faces challenges in resource allocation and management due to limited financial resources, weak institutional capacity, and corruption. Political considerations often influence the budgeting process, leading to misallocation and inefficiencies. Efforts to improve resource management include implementing the Integrated Financial Management Information System and public financial management reforms, but these have been limited due to persistent governance issues. (World Bank, 2022); (International Growth Centre, 2024).

The table above have detailed the various components of an effective comparison and how the two countries contrast each other. The study provided this summary in the hope that further studies could use the information to advance the views canvassed here.

4.0 Presentation of Research Findings

The findings of this study border on the direct identification and comparative analysis of critical differences and similarities that are incidental to public administration practices in Australia and Mozambique. In the research methodology, the study has outlaid the various components and indices of comparison and how they interplay. The sources of information and data, that was analyzed have also been stated. The importance attached to the result of this type of study lay credence to its relevance in understanding the reasons or basis for societal development and wellbeing. For instance, the study has convincingly indicated that the core reason behind the efficiency of systems in Australia is due to its careful planning and strategic focus on its workforce (Commonwealth of Australia, 2020, p.17; Althaus, Bridgman, and Davis, 2018, p.25). At p. 25, Althaus *et al* opined that: ‘Policies mean nothing if not implemented. Typically, this means relying on the public servants and contractors who work for government. Ministers are accountable for efficient, effective and honest administration, and answer for the programs located within their portfolios.’

The foregoing position is the central theme of all public related activities in Australia. While this practice has been maintained since their independence from British rule in 1901, the same cannot be said of Mozambique that has remained with public centered corruption, social inefficiencies, such as weak institutional capacity, political interference in public advancement issues and inadequate training of its public workforce, which has hindered public service delivery and undermined trust in government institutions (Hanlon & Smart, 2008).

Further, institutionalized policy of efficiency is the driving force to modern industrial revolution. This fact is ably represented in Japan’s experience that is not far from what obtains in Australia. Thus, public policy of non-negotiable efficiency must be the basis for all public service engagement with citizens and every other person or institution that approach government. In order to position these findings within the template of application, the study shall categorize its views under the following thought lines: *corruption and bureaucratic inefficiencies, political instability and administrative capacity and resource allocation and management*. The fundamental basis for these thought lines is the fact that a contextual consideration of these general application areas for the two countries under review would provide the required insight as to how improvement in their practices should be approached.

4.1 Framework for Identification of Challenges and Weaknesses in Comparative Public Administration Between Australia and Mozambique

In the evaluation of likely frameworks for this study considering that various factors for interrogation as detailed at Table 1 above are involved, the researcher found that a combination of Institutional Framework and Problem-Driven Iterative Adaptation (PDIA) Framework would better serve the interest of deepening the discussions as to uncover major aspects of the study. In this regard, the study adopted this combined approach on the basis of justification that while institutional framework addresses formal and informal rules, norms, policies and

organizational structure that characterize public administration in each country (Kropac, 2010); problem-driven iterative adaptation (PDIA) framework is particularly effective for structured comparative assessments that emphasizes the understanding of the specific problems within each country's context as to iteratively evolve or adapt solutions that addresses those problems or issues (Andrews, et al, 2018 and Jreisat, 2012).

Consequently, the institutional framework component of this combined treatment is largely connected to issues of focused context which must be specific for either formal or informal institutions. It also encapsulates the concept of path dependence which recognizes that past decisions and events have long-lasting influence or effects on the status of institutions and their practices. Further, institutional framework also brings about the understanding of how institutions manage the change they experience. This account for the reason by which the researcher was able to identify the potential solutions to the challenges and weaknesses identified in the study as illustrated at Table 1 above.

On the other hand, extended justifications for problem driven iterative adaptation framework, indicate that it is suitable for context specific solutions, such as determining if the financial support made available by the World Bank to Mozambique specifically resolved the challenges they were intended to solve. This framework also makes for iterative or continuous learning and adaptation to new knowledge and how these changes makes the organization better. Further, the PDIA framework encompasses multiple stakeholders, including government officials, civil society, and other relevant actors, thus ensuring the consideration of a wide range of perspectives in allowing for the assortment of available solutions (Andrews, et al, 2018 and Jreisat, 2012).

In view of the forgoing, five variables of efficiency and effectiveness were identified as solutions and measuring yardsticks for efficient and effective service delivery in the civil service (Heady, 2001: 91). These includes: (i) relation of the civil service system to the political regime; (ii) socio-economic context of the system; (iii) focus for personnel management functions in the system; (iv) qualification requirements for entering and performing as a member of the system; and (v) sense of mission held by members of the system. These variables of efficiency in civil service performance shall be discussed in line with the identified research frameworks for this study. It should also be noted that these measuring yardsticks as detailed below were the basis for the formulation of the Table of Qualitative and Comparative Analysis as indicated from pages 14-18 above.

(a) Relationship of the Civil Service System to Political Regimes

(i) Australia:

The Australian Public Service (APS) is by administrative policy designed to operate under a Westminster-style parliamentary system (Australian Public Service Commission, 2024). Under this civil service style, the Australian civil service is politically neutral and only accountable to an elected government. The implication of this style of civil service practice is that, while the government sets policy directions, the APS is responsible for implementing those policies in an objective, unbiased and professional manner (Australian Public Service Commission, 2024). This practice has enhanced Australia's governance structures in the maintenance of public service efficiency.

(ii) Mozambique:

Records available for this research indicate that the Mozambican civil service was designed to operate within a presidential system. In this regard, the government sets policy directions and the civil service is expected to implement those policies effectively (Sulemane & Kayizzi-Mugerwa, 2001). Just as the case of the Australian civil service, the relationship between the government in power and the civil service in Mozambique is complex in nature due to challenges such as political interference and weakened political neutrality of political actors as identified in the World Bank Report on public administration in Mozambique.

(b) Socio-economic Context of the Civil Service System

(i) Australia

As a developed economy, Australia has a high standard of living for its citizens and general population (Australian Bureau of Statistics, 2024). In order to sustain this national efforts, APS have been known to operate within the context of Australian advancements in economic development, which has enabled the country to provide services to its diverse population (Think Tank European Parliament, 2024). It should be noted that this socio-economic context of the Australian civil service, influences the challenges they face. These challenges such as effective

management of an aging workforce and the ease of adaptation to technological advancements have been the basis for implementing better civil service policies in Australia (Australian Bureau of Statistics, 2024).

(ii) Mozambique:

Studies have shown that Mozambique as a developing country has a significant section of its population living in poverty (UNDP-UNHCR Report, 2022). This means that in respect of the country's socio-economic situation as it affects its civil service, there is a clear situation of manifest limitation of financial resources, including civil service employee training and retraining costs, low performance of civil service employee welfare policies, infrastructure constraints and high levels of corruption and corrupting tendencies.

(c) Personnel Management Functions in the Civil Service System

(i) Australia:

In Australia, there is significant focus on personnel management under the APS policies. This is classified into performance-based recruitment, personnel development, and commensurate employee reward system. Areas of focus also include civil service initiatives such as employee performance assessment and management frameworks, leadership development programs, and competitive remuneration packages that are commensurate to employee performance (Australian Public Service Commission, 2024).

(ii) Mozambique:

The major focus of personnel management in the Mozambican civil service system is based on applying workable solutions that are geared towards improvement of efficiency and effectiveness. Studies show that efforts to strengthen human resource capability and management systems, improving training and development opportunities, and addressing issues that are connected to morale boosting and limited career progression are the major concerns and focus of the personnel management system World Bank Mozambique Report (2024). However, the paucity of funding to sustain this policy is significantly affecting the progress of the civil service. This account for the suggestion by scholars that Mozambique citizens should be allowed to complete public service efficiency assessment forms for civil service employees in terms of the quality of service they received within a specified period and that these public assessments should be the basis for employee promotion in the civil service.

(d) Qualification Requirements for Entering and Performing as a Member of the Civil Service System

(i) Australia:

Studies have shown that APS has demanding qualification requirements for entry and progression in the Australian civil service (APSC, 2024). These entry requirements include academic qualifications, relevant work experience, and well defined skills and competencies. Thus, the Australian Public Service focuses on merit-based recruitment and selection over nepotism and other permeating vices as observable in most developing countries.

(ii) Mozambique

Although qualification requirements exist and are applicable in the Mozambican civil service, these requirements are not always strictly enforced. Thus, resulting different forms of challenges such as clannish nepotism and patronage. The inefficiencies that have resulted from these practices have been noted and the country has through some reforms commenced a process of strengthening a well-defined merit-based civil service recruitment and selection processes (World Bank Mozambique Report, 2024).

(e) Sense of Mission Held by Members of the Civil Service System

(i) Australia

Based on the administrative rules of the Australian Public Service Commission, civil servants who also constitute the membership of the APS are by regulation required to have a strong sense of mission to serve the public interest (APSC, 2024). This is contained in the *Australian Public Service (APS) Values and Code of Conduct*, as outlined in the *Public Service Act 1999*. This legislation provides the framework for ethical and professional behavior for Australian civil servants. Compliance with these codes of conduct is thus reflected in the commitment of the Australian civil servants to professionalism, impartiality, sense of mission in public service delivery and accountability. On the other hand, where there are breaches to the code of conduct, section 15 of the Public Service Act provides that: "An Agency Head may impose the following sanctions on an APS employee in the Agency who is found (under procedures established under subsection (3) of this section or subsection 41B(3) or

50A(2)) to have breached the Code of Conduct: (a) termination of employment; (b) reduction in classification; (c) re-assignment of duties; (d) reduction in salary; (e) deductions from salary, by way of fine; (f) a reprimand.” It could be seen that various punitive measures follow any form of civil service misconduct and this account for why the Australian civil servants perform at their peak and in the long run help to provide good governance that makes the Australian society a well governed society.

(ii) Mozambique

Investigation shows that the sense of mission among members of the Mozambican civil service structure varies. The civil service is weighed down by challenges such as employee low morale, limited resources, and various forms of political interference that has significantly impacted on the motivation and commitment of their public service workforce (World Bank Mozambique Report, 2024).

However, according to World Bank Report, efforts in terms of Civil Service Reforms are being made to improve on the morals of the civil servants, their working conditions and professional development opportunities that are available for civil servants (World Bank Mozambique Report, 2024).

4.2 Challenges and Weaknesses of the Civil Service

The following are the attributable challenges and weaknesses that have been majorly identified in this study:

(i) Corruption and Bureaucratic Inefficiencies

The study has ably shown that Australia generally enjoys a low level of corruption due to its future generation focused policy framework. They are also supported by strong institutional frameworks and a strong legal system that provides no room for corruption and wastage. Studies have shown that the country has proactively established various anti-corruption institutions, such as the Australian Commission for Law Enforcement Integrity (ACLEI) and the Independent Commission Against Corruption (ICAC). These institutions play critical roles in maintaining public and private sector transparency and accountability issues (Transparency International, 2023).

However, the country is constantly confronted with the challenges of political donations and lobbying of public office holder. This practice, as applicable in almost all developed world can sometimes distort the thin line between public interest and private gain (Brown, 2020, p1-20). On the issue of bureaucratic inefficiencies, the study found that in Australia this component is relatively minimal due to well-established and respected administrative procedures and processes that have been established to run a professional public service. Borrowing a leaf from early starters like Japan and USA, Australia’s implementation of digital governance or e-Government initiatives has further enhanced and streamlined bureaucratic procedures, thus, reducing red tape and improving service delivery (Commonwealth of Australia, 2020, p.25).

It is imperative therefore to state that on the issues of corruption and bureaucratic inefficiencies in relation to Mozambique, the country is confronted with significant challenges related to corruption and bureaucratic inefficiencies. Thus, corruption is pervasive and affects various sectors of the country, including public procurement infractions, monumental natural resource mismanagement, and a weak judiciary. For instance, World Bank Report of 2022 pinpointed a hidden national debt of 2016 as a major indicator of institutionalized corruption that has significantly impacted on the country’s economic stability (World Bank, 2022). Although there are ongoing efforts at confronting or combating corruption through the establishment of the Central Office for Combating Corruption (GCCC), these efforts have not really achieved significant mileage due to limited resources and constant political interference in order to protect some criminally exposed persons (Transparency International, 2023, p.12). Further, the countries weak institutional capacity is directly responsible for inefficiency, inadequate training, and resource constraints. These inefficiencies have been shown to have weakened or hindered effective public service delivery and has eventually contributed to a lack of trust in government institutions (Hanlon & Smart, 2008).

(ii) Political Instability and Administrative Capacity

The study has indicated that Australia enjoys a stable political environment, driven by a well-functioning democracy and strong institutions. The country’s administrative capacity and capability is supported by a professional merit-based public service, which ensures or guarantees effective policy implementation and public service delivery (Commonwealth of Australia, 2020, p. 24-25). However, in Australia political instability do

occasionally arise from internal party conflicts and leadership changes. When this happens, governance may become temporarily disrupted (Althaus, Bridgman, & Davis, 2018, p.18).

On the other hand, Mozambique's political landscape is marked by instability and conflicts of various proportions, particularly in the northern part of the country where insurgencies have disrupted public governance and development efforts. The dominance of FRELIMO, the ruling party and allegations of electoral malpractices and outright fraud have further undermined political stability in the country (Council on Foreign Relations, 2022, p.3). On the issue of regional political instability, the Report asserted as follows: "Although U.S. citizens have not been targeted in insurgent attacks or kidnapping operations, the disruption to stability and commerce resulting from these security trends has secondary effects on U.S. interests. The relationship between the insurgents and the Islamic State increases the risk of al-Shabaab developing more sophisticated attack capabilities and strategies. The violence and purposeful destruction of infrastructure in the group's areas of operation undermine U.S. investment in health and education".

Further, the study found that administrative capacity is limited by a lack of skilled manpower of personnel, inadequate infrastructure, and insufficient financial resources, which impede effective governance and service delivery (BTI, 2024, p.34). The study has also note that there have been efforts to improve on service delivery by enhancing administrative capacity. It pointed such efforts include decentralization initiatives and national human capacity-building programs supported by international donors. However, the Report indicate that these efforts are often hampered by insurgencies, conflicts and political instability (World Bank, 2022).

(iii) Resource Allocation and Management

As a means of identification of strength and weakness which attest to status of the country in respect of the issues under examination, Australia's resource allocation and management is an example of a typical case of high probity or integrity of the governance process. The country is guided by the principles of efficiency, equitable distribution and sustainability. In other to achieve this, the country employs a well-structured budgeting processes and procedures that includes multi-year budget frameworks and performance-based budgeting. This approach ensures that resources are allocated ahead of time in order to effectively achieve determined strategic objectives (Commonwealth of Australia, 2020). Additionally, it should be pointed that Australia has well designed or robust mechanisms for tracking, monitoring and evaluating resource applications. This process enhances the identification of inefficiencies and provision of sustainable solutions (Infrastructure Australia, 2021).

As discussed in the study, resource allocation and management in Mozambique is confronted by significant challenges due to limited or lack of financial resources, weak institutional capacity, and institutionalized corruption. These infractions to probity and accountability is made possible by allowing the budgeting process to be influenced by political considerations, thus leading to misallocation of national resources and inefficiencies (World Bank, 2022). The country as we have seen have made efforts to improve on resource management, which has resulted the implementation of the Integrated Financial Management Information System (IFMIS) and other public financial management reforms. However, these laudable initiatives have had limited success due to persistent governance issues.

5.0 Discussions on Comparative Areas for Improvement

5.1 Strengthening Institutional Capacities

As was observed, Australia has a well-established framework for strengthening of their institutional capacities. This framework is characterized by robust public sector oriented training programs; in addition to continuous professional development initiatives and incentives. The Australian Public Service Commission (APSC) plays an essential role in supporting and enhancing the skills and capabilities of public servants through well thought-out initiatives such as the APS Academy, which offers training on a range of learning and personal development opportunities (Commonwealth of Australia, 2020). In addition to the standardized training templates for employees of the government, Australia's emphasis on all sector digital transformation and e-government initiatives has considerably improved institutional capacities on all fronts by streamlining processes that enhance efficient service delivery (OECD, 2021).

In the case of Mozambique, studies reveal that the country has faced significant challenges in an attempt to strengthen institutional capacities due to lack or limited resources, inadequate training, and weak institutional frameworks owed largely to the want of willingness to improve on the system. The study has pointed that

significant efforts to build capacity have been supported by international organizations such as the World Bank and the International Monetary Fund (IMF), which has provided significant technical assistance and funding for capacity-building programs (World Bank, 2022). Another instance is the Capable Partners Program (CAP). This initiative has focused on productivity concerns which strengthens the institutional capacity of NGOs in Mozambique. Its impacts also resonate with grass root community-based organizations towards improvement of their service delivery capacity (FHI 360, 2016).

5.2 Enhancing Public Sector Efficiency

The study found that Australia's public sector efficiency is highly fortified by an intentionally strong performance assessment and management framework with an inherent culture of continuous improvement. The country operates on the unapologetic implementation of performance-based budgeting. This means that budgetary draw down is dependent on strict compliance with specific expenditure results. Further, the nation's application of key performance indicators (KPIs) helps to ensure that public resources are deployed effectively and efficiently (Commonwealth of Australia, 2020). The Australian government operates all-inclusive governance by promoting public-private partnerships (PPPs) initiatives to leverage on private sector expertise and resources in providing or delivering public services (Infrastructure Australia, 2021).

In view of the foregoing, there has been several attempts at enhancing public sector efficiency in Mozambique. Although much has not been achieved in the regard, it is a critical area for improvement if the country would achieve a level of efficiency. In this respect, Mozambique has implemented several reforms intended to improve public financial management and fiscal policies towards reducing bureaucratic inefficiencies. It is important to note that in respect of this issue, the Growth and Public Sector Efficiency (GPSE) Program that enjoys the supported of the African Development Bank, aims to enhance the effectiveness and efficiency of public sector governance and by doing so, promote inclusive economic growth (African Development Bank, 2021). Irrespective of these laudable initiatives, studies show that the country has not been able to surmount the ills of corruption, limited institutional capacity, and resource constraints as these have continuously thrown a wedge on the wheel of progress of the country (World Bank, 2022).

5.3 Promoting Good Governance Practices

A central issue in this comparative analysis of possible steps that can improve good governance is the fact that Australia is recognized for its resilient governance practices. Many scholars agree that the hallmark of the country is government transparency, accountability, and participation of citizens in public affairs. In order to record greater success in this regard, studies indicate that the country has established various oversight bodies, such as the Australian National Audit Office (ANAO) and the Independent Commission Against Corruption (ICAC). This agency was designed to ensure that public officials are held accountable or made responsible for their actions in office (Transparency International, 2023). In the forgoing regard, Australia's strict adherence to international standards and public interest best practices in governance has contributed to its high levels of public trust and institutional integrity (OECD, 2021).

In terms of promoting good governance practices, Mozambique has continued to record abysmal success in the sense that the country's progress has been hampered by the challenges of corruption and weak institutional frameworks, thus resulting ineffective governance practice. The anticorruption measures that has resulted the establishment the Central Office for Combating Corruption (GCCC) and the adoption of international anti-corruption strategies (Transparency International, 2023) has not really produced an enviable result. The reason being that political manipulations have always been used to rig the process and system against the people, thus resulting limited enforcement capacity (World Bank, 2022). In the foregoing regard, strengthening governance practices in Mozambique entails or requires a comprehensive approach that must bring about some formidable legal frameworks, deliberate policy for the improvement of public sector accountability, and fostering or promoting a positive culture of transparency and integrity (OECD, 2021).

6.0 Summary and Conclusion of Study

The qualitative and comparative analysis of public administration policies and practices between Australia and Mozambique as has been discussed in this research reveals significant differences that are shaped by their unique historical, political, socio-economic and cultural contexts. In this regard, Australia's public administration practice is characterized by a high degree of institutional capacity building, transparency, and intentional efficiency. All these virtues are supported by a well-established legal and regulatory framework that also caters to future needs of the Australian society. As have been observed in the study, the country's federal system of governance

promotes regional autonomy and same time encourages innovation in public service delivery (Commonwealth of Australia, 2020; Althaus, Bridgman, & Davis, 2018).

In a sharp contrast, to the Australian experience, Mozambique is confronted with monumental challenges in its public administration efforts. These bedeviling issues includes, limited institutional capacity, pervasive and endemic corruption, and political instability. Further, the centralized nature of Mozambique's governance model often results inefficiencies and a lack of sensitivity to the needs of its citizens. The study further found that despite these challenges, Mozambique has made some appreciable efforts to improve its public administration through deliberate decentralization initiatives and public sector reforms. These reforms have been largely supported by international aid donors and development programs (World Bank, 2022; Hanlon & Smart, 2008).

6.1 Policy Implications and Practical Insights

Further, on the basis of policy implications for both countries, it is important to note that by identifying what constitute 'best practices' areas for improvement, it means that such areas of improvement have the capacity to improve the system through implementation of efficient service delivery strategies. In this regard, policymakers in both countries can take further steps to develop strategies that enhance their public sector efficiency and effective governance. For example, Mozambique can learn from Australia's experience in decentralizing their governance processes and involvement of stakeholders in policy and decision making processes. Conversely, Australia can gain insights from Mozambique's centralized approach as to streamline their decision-making processes in certain contexts where there is need for special attention and improvement.

6.2 Recommendations of the Study for Policy and Administrative Reforms

Due to the comparative nature of this study, the recommendations will be country specific based on their peculiar circumstances and stated as follows:

1. It is recommended that Australia on the basis of the identified similarities and differences with Mozambique continue to invest in digital e-government initiatives as to further modernize administrative processes in order to contain areas of its national life that are similar to Mozambique experiences and using that approach to further improve on their service delivery in such areas of similarity. This suggestion also includes expanding the use of e-government platforms and enhancing cybersecurity measures.
2. Australia is to continue to evolve means of increasing transparency and accountability as its identified strength over Mozambique; by uncovering more areas of its weakness in terms of potential corruption, such as political donations and lobbying, by taking proactive steps to implement tougher or stricter regulations that makes transparency and statutory reporting in political financing a mandatory policy.
3. The country is to continue to review its programs and practices towards improved efficiency in governance by the promote public interest and to ensure that public policies and services are all-inclusive and accessible to all segments of the population, particularly marginalized and disadvantaged groups.

It is also recommended for Mozambique as follows:

1. Based on the identified similarities and differences, Mozambique should as a matter of importance invest in capacity-building programs that can enhance the experience, skills and capabilities of its public servants in the areas where they have less comparative advantage to Australia. This includes providing regular and functional training and creation of personal development opportunities and improving institutional frameworks.
2. As a means of identifying possible strength and weaknesses, it is recommended that Mozambique follow the example of Australia by implementing a policy of sustaining transparency and accountability in governance practices. This means that Mozambique is to take steps at strengthening its anti-corruption measures by enhancing the capacity and independence of anti-corruption bodies to fight graft; and also implement stricter enforcement of anti-corruption laws and increase transparency in public procurement.
3. Mozambique should continue to improve on its efficiency in governance by promoting the policy of decentralization of its institutions, which it can achieve by transferring more authority and backup resources to local governments and smaller communities and groups. This also includes improvement in local governance structures and making sure that local authorities possess the capacity to manage their responsibilities effectively.

References

1. Andrews, M., McNaught, T., & Samji, S. (2018). Opening Adaptation Windows onto Public Financial Management Reform Gaps in Mozambique. CID Faculty Working Paper No. 341, Harvard University.
2. Agwanda, B and Opoku, (2022) Japan (e-Governance in Japan) ed. The Palgrave Handbook of Comparative Public Administration Concepts and Cases. Palgrave Macmillan, Singapore, p. 470
3. Althaus, C., Bridgman, P., & Davis, G. (2018). *The Australian Policy Handbook*. Allen & Unwin.
4. Althaus, C. Ball, S., Bridgman, P., Davis, G. and Threlfall, D. (2023). *The Australian Policy Handbook A Practical Guide to the Policymaking Process*. 7th Ed. Routledge, New York
5. Arefeen, I., Islam, M.N. and Ahmed, S. (2022). Historical Development and Future Prospects of Comparative Public Administration ed., in: *The Palgrave Handbook of Comparative Public Administration -Concepts and Cases*. Springer Nature Singapore, p.19-20
6. Australian Public Service Commission (APSC, 2024). Section 1: Working with the Government and the Parliament. Available at: <https://www.apsc.gov.au/> visited on 16/12/2024
7. Awortwi, N (2010). Building new competencies for government administrators and managers in an era of public sector reforms: the case of Mozambique. *International Review of Administrative Sciences* 76(4)
8. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
9. Brown, A. J. (2020). *Corruption and Anti-Corruption in Australia*. In *The Palgrave Handbook of Anti-Corruption* (pp. 1-20). Palgrave Macmillan.
10. Commonwealth of Australia. (2020). *Australia's Public Service: Delivering for the Nation*. Australian Government Publishing Service.
11. Creswell, J. W., & Poth, C. N. (2018). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (4th ed.). SAGE Publications.
12. Frederickson, H. G. (2005) 'Whatever happened to public administration? Governance, governance everywhere', in Ewan Ferlie, Laurence E. Lynn, Jr. and Christopher Pollitt (eds) *The Oxford Handbook of Public Management* (Oxford: Oxford University Press).
13. Fitzpatrick, J., Goggin, M., Heikkila, T., Klingner, D., Machado, J., & Martell, C. (2009). A new look at comparative public administration: Trends in research and an agenda for the future. *Public Administration Review*, 69(4), 821-830.
14. Hanlon, J., & Smart, T. (2008). *Do Bicycles Equal Development in Mozambique?*. James Currey.
15. Heady, F, (1996). *Public Administration: A Comparative Perspective* Public Administration and Public Policy, CRC Press (p.90, 91).
16. Hughes, O.E. (2018). *Public Management & Administration: An Introduction*, 5th Ed. Red Globe Press, UK.
17. Jreisat, J. (2011). *Globalism and Comparative Public Administration*. Taylor & Francis Group, London
18. Kropac, M. (2010). Building an Institutional Framework. Sustainable Sanitation and Water Management (Seecon International), Available online at: <https://sswm.info/med ia/43> visited 14/12/2024.
19. Önder, M., & Ayhan, E. (2022). Research methodology in comparative public administration: Significance, applications, trends, and challenges. In *The Palgrave Handbook of Comparative Public Administration* (pp. 101-142). Palgrave Macmillan.
20. Rathod, P. (2007). Introduction: Comparative public administration. In *Comparative Public Administration* (pp. 1-20). Springer.
21. Republic of Mozambique. (2016). *Public Sector Reform Strategy 2016-2025*. Government of Mozambique.
22. Sulemane, José A.; Kayizzi-Mugerwa, Steve (2001) : The Mozambican civil service: Incentives, reforms and performance, WIDER Discussion Paper, No. 2001/85, The United Nations University World Institute for Development Economics Research (UNU-WIDER), Helsinki
23. Tooley, S. (2000). School-based management: Some observations on the imposition of "NPM" within New Zealand's state education system. IMPN Conference 2000: Learning from Experiences with NPM, Sydney, Australia, March 4–6.
24. Vigoda, E. (2002). *Public Administration: An Interdisciplinary Critical Analysis*, Marcel Dekker, Inc. New York, p. 78

Internet Sources

1. Transparency International. (2023). Overview of corruption and anti-corruption in Mozambique. Retrieved from https://knowledgehub.transparency.org/assets/uploads/helpdesk/322_Overview_of_corruption_and_anti-corruption_in_Mozambique.pdf
2. OECD. (2021). *Government at a Glance 2021*. Retrieved from <https://www.oecd-ilibrary.org/deliver/1c258f55-en.pdf?itemId=%2Fcontent%2Fpublication%2F1c258f55-en&mimeType=pdf>. Visited on 7th October 2024.
3. World Bank. (2022). *Mozambique Receives US\$300 Million from the World Bank to Promote Inclusive and Sustainable Economic Recovery*. Retrieved from <https://www.worldbank.org/en/news/press-release/2022/07/13/mozambique-receives-us-300-million-from-the-world-bank-to-promote-inclusive-and-sustainable-economic-recovery>
4. World Bank. (2022). Mozambique economic update: Mind the rural investment gap. Retrieved from <https://documents.worldbank.org/curated/en/480651580155354219/pdf/Mozambique-Economic-Update-Mind-the-Rural-Investment-Gap.pdf>
5. Australian Bureau of Statistics (2020). *Government Finance Statistics*. Retrieved from <https://www.abs.gov.au>
6. Australian Bureau of Statistics (ABS, 2024). Available online at: <https://www.abs.gov.au/> visited 16/12/2024
7. Instituto Nacional de Estatística (2022). *Annual Statistical Report*. Retrieved from <https://www.ine.gov.mz>
8. Australian Public Service Commission. (2020). *State of the Service Report*. Retrieved from <https://www.apsc.gov.au>
9. Ministry of Public Administration. (2022). *Public Sector Reform Strategy*. Retrieved from <https://www.gov.mz>
10. Sheldon, K. E. (2024). *Colonial Mozambique: Portuguese Rule and African Culture*. Encyclopaedia Britannica. Retrieved from <https://www.britannica.com/place/Mozambique/Colonial-Mozambique>.
11. Kössler, K. (2018). Conflict and decentralization in Mozambique: The challenges of implementation. *ConstitutionNet*. Retrieved from <https://constitutionnet.org/news/conflict-and-decentralization-mozambique-challenges-implementation>
12. FHI 360. (2016). *Capable Partners Program (CAP) Mozambique: Lessons Learned*. Retrieved from <https://www.fhi360.org/wp-content/uploads/drupal/documents/resource-rccs-cap-mozambique-lessons.pdf>
13. African Development Bank. (2021). *Mozambique - Growth and Public Sector Efficiency (GPSE) Program*. Retrieved from <https://mapafrica.afdb.org/en/projects/46002-P-MZ-K00-009>
14. Council on Foreign Relations. (2022). *Stabilizing Mozambique*. Retrieved from <https://www.cfr.org/report/stabilizing-mozambique>
15. BTI. (2024). *Mozambique Country Report*. Retrieved from <https://bti-project.org/en/reports/country-report/MOZ>
16. Infrastructure Australia. (2021). *Infrastructure Priority List 2021*. Retrieved from <https://www.infrastructureaustralia.gov.au/publications/infrastructure-priority-list-2021>
17. United Nations Development Programme (UNDP-UNHCR, 2022). Human Development Report for Mozambique. Available online at: <https://reporting.unhcr.org/files/2023-06/SA%20-%20Mozambique.pdf> visited 16/12/2024.
18. Public Service Act 1999. Available online at; https://www.aph.gov.au/-/media/Estimates/legcon/bud2021/Attorney-General/4_Extracts_from_the_Public_Service_Act_1999.pdf visited 17/12/2024
19. Think Tank European Parliament (2024). Australia and New Zealand: Economic indicators and trade with EU. Available at: [https://www.europarl.europa.eu/thinktank/en/document/EPRS_ATA\(2023\)739279#](https://www.europarl.europa.eu/thinktank/en/document/EPRS_ATA(2023)739279#) visited 16/12/2024
20. World Bank Mozambique Report (2024). The World Bank in Mozambique. Available at <https://www.worldbank.org/en/country/mozambique/overview> visited 16/12/2024