



Strategic Lines for the Development of IESE – 2012-2015

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INTRODUCTION

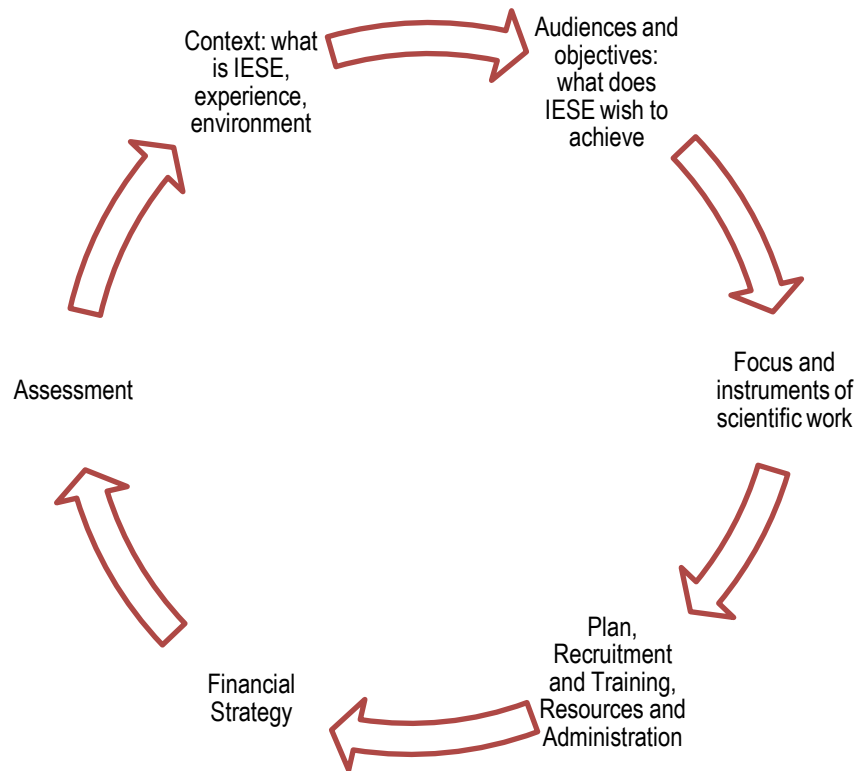
The strategic lines for the development of IESE in 2012-2015 update, adapt and develop the IESE development plan for 2008-2011, in line with the accumulated experience, the progress made and the critical analysis undertaken of the past experience. This work rests particularly on the IESE intermediate assessment report on the 2008-2011 development plan (IESE, 2007), which was produced by a team of independent consultants (IESE, 2010), on the annual reports and on other IESE documents, as well as on the outcomes of discussions between the IESE workers and at the General Meeting. The drafting of these strategic lines was a privileged occasion for the involvement and participation of all the current members of the IESE team, surpassing the barriers of routine activity and the specific concerns of each of the organic units of the Institute. Hence, this was a process of rethinking strategically IESE as a whole, instead of focusing on the *status quo* of the already established concerns and interest of each of its sectors.

The development of the strategic lines followed a process of logical reasoning which, after consolidating the critical analysis of the accumulated experience and of the challenges for the future, concentrated on defining the IESE audiences (academia, public debate, and debates on public policy); the specific objectives and instruments of IESE for each type of audience; areas of scientific work and their working instruments; communication systems and strategic organisational approaches for developing them (scientific partnerships, for example); systems of planning, organisation, assessment, recruitment and training, mobilisation of resources and administration; necessary resources (figure 1).

In the 2008-2011 period (first strategic plan), IESE established itself as a Mozambican institution that undertakes relevant, good quality and heterodox social and economic research. This is research that has an impact both on national public debate and on the more academic environment. The 2012-2015 strategy differs from its predecessor in the following basic questions: (i) it is thematically more focused, although it keeps a broad range of issues; (ii) it prioritises attaining international academic standards for the quality of scientific work, although it maintains a focus on public development policy debate; (iii) as a consequence of the previous point, it prioritises the advanced training of its staff; (iv) it stresses the importance of scientific partnerships and the mechanisms for establishing them; (v) it pays more systematic attention to communication; and (vi) it gives great relevance to institutional development and to the development of the systems of planning, mobilisation and resource management and administration.

Despite the noteworthy progress made between 2008 and 2011 in establishing IESE, the 2012-2015 period will continue to be one of developing the institution: training staff; establishing partnerships; developing scientific production teams and instruments, introducing the assessment system; institutionalising the planning and management systems; and implementing a resource and financial strategy that increases the soundness and financial sustainability of IESE.

Figure 1: Graphic representation of how the IESE strategic lines for 2012-2015 were produced



This document is organised into three parts. Part I sets out the context of the 2012-2015 strategic lines. It reviews the mission and the vision of IESE and its basic institutional principles. It discusses the trajectory of the Institute between 2008 and 2011 (the first four years of its existence) and describes its fundamental strategic challenges. Part II discusses the core business of IESE, namely its scientific production, documentation, communication and dissemination, and its technological and information base. This part includes a discussion of the scientific paradigms of IESE, its main themes and lines of work, the main institutional actions and the most important performance indicators. Part III focuses on the organisation and institutional development of IESE, or on its governance. It deals with the systems of planning, assessment, budgeting, administrative management, financial and human resource logistics, and financial strategy and fund raising.

PART I – CONTEXT OF THE 2012-2015 STRATEGY

What is IESE: definition, mission and vision

The Institute of Social and Economic Studies (IESE) is an autonomous, not-for-profit Mozambican organisation, structured as an association, and dedicated to social and economic scientific research. It was set up under Mozambican law and its statutes were published in the official gazette, the Boletim da República, 3rd Series, no. 47, 4th supplement, of 27/11/2008.

The **mission of IESE**, enshrined in the institution's Statutes, is to organise, undertake and promote high quality, interdisciplinary, pluralist, heterodox and relevant research into questions and problematics of the social, political and economic development of Mozambique and Southern Africa, or which are of relevance for Mozambique and Southern Africa, as well as to publish and disseminate the results of the research, the development of research training, and feeding a public debate that intervenes in matters of public policy and development options.

Through its scientific activity, IESE intends to make specific contributions to:

- 1) The identification and formulation of key development questions, problematics and themes, generated through rigorous and continual social, economic and political analysis, as contributions to the emergence of new, creative and dynamic approaches and directions in the debate on public policies and social, economic and political development options;
- 2) Critical analysis and systematic questioning of the trends, dynamics, patterns and processes of social and economic accumulation, reproduction and development, so as to inform and encourage high quality public debate rooted in analysis of the economic, social and political pressures, challenges, linkages and agents which, in their inter-relationships, forge the dominant characteristics of the political economy of development in Mozambique and in Southern Africa;
- 3) The development of capacity for quality, critical and relevant research, for monitoring and assessment, and for debate, both in the public sector, and in private and civil society organisations, about fundamental questions and problematics of economic, social and political development;
- 4) Promotion of a social culture of critical, quality and relevant analysis and debate, related with historical and social experience, based on adequate production and/or exploration of relevant data, which might contribute to choosing agendas for debate and policy options and interventions on economic, social and political development;
- 5) The development of networks of research and researchers, resting on methodologies and resources adequate to the thematic foci of the research;

- 6) The establishment of a dynamic, and mutually supporting link between research and teaching, developing the culture of learning through research and capacities for independent, creative, critical and methodologically adequate thinking among students; submitting research methodologies and results to the test of continual academic criticism; using research methodologies, experiences and results to produce teaching materials; and encouraging the best students to take up research; and
- 7) Improving quality standards of the advisory services provided to public, private and civil society institutions, in the thematic areas in which IESE is developing its essential skills.

Following its definition and mission, the **vision of IESE** is that of an independent, prestigious and successful institution, playing a leadership role among national social, economic and political research bodies, because of the relevance, quality and results of its research and publications. Its activity should stand out, nationally and internationally, as a reference point, and as a fundamental contribution to academia and to the public debate on development policies and options.

Implementing this vision means that IESE concentrates on research areas where it can make a difference and become a leader, and which can benefit from IESE leadership.

In this context, IESE is guided by the following: ***"Relevant, interdisciplinary, heterodox and high quality economic, social and political research, disseminated and within reach of all, as a means for developing thought, action and citizenship"***.

Basic institutional principles of IESE

The basic institutional principles which structure the corporate culture and work ethic of IESE are the following:

- 1) Scientific independence and academic freedom: IESE is scientifically and intellectually independent and respects academic freedom within the recommended scientific standards. Scientific and intellectual independence and academic freedom mean that, although its scientific production is necessarily rooted in specific social and economic dynamics and relations, and catches how economic and social interests and pressures are expressed by various groups in relation to economic pressures and links, IESE's scientific activity is not hostage to or directly influenced by any specific audience or interest group;
- 2) IESE promotes interdisciplinary, heterodox and intellectually pluralist work in its scientific approaches, which can broaden the base of knowledge and make knowledge and debate more relevant for the understanding of real economic, political and social dynamics and to support more complex social and political interventions. IESE is open to the confrontation of approaches, schools of thought and paradigms and promotes the unity of the social sciences.
- 3) Rigour in research and productivity: From its team of researchers IESE demands scientific rigour which ensures high academic quality, as well as effectiveness and efficiency in their

work. Through peer review of the publications, the Institute will guarantee quality control, academic rigour and the productivity of its researchers;

- 4) Social relevance: the scientific activities of IESE in terms of their academic relevance and their relevance for development, that is, their social relevance. Hence IESE is focused on public policies.
- 5) Institutional unity: IESE is a unitary institution. The interdisciplinary and pluralist approach of IESE allows the formation of a common platform that unifies different objectives, activities and foci around a common corporate and scientific personality. Different research groups and projects are not individual niches. Instead, they are an integral part of a broader and common research dimension that constitutes the culture of IESE;
- 6) Continual development of the strong points and skills: IESE is building itself based on established talents and skills, and promotes their development. The Institute encourages the more experienced researchers to support the development of the younger ones. It pursues an active policy of continual training of its permanent researchers, and it encourages and supports the senior researchers to take sabbatical programmes oriented towards field research and publication. IESE guarantees the infrastructure needed to support research and publication.
- 7) Links between research, education and training: the Institute promotes mutual and dynamic links between research, education and training. It encourages the members of its permanent scientific staff to teach in universities, using the research methodologies, experiences and results to produce teaching materials, submitting research methodologies and results to academic criticism, supporting the development of critical and independent thinking and investigative curiosity among students, and encouraging the best students to devote themselves to advanced studies and to research;
- 8) Transfer of knowledge: the Institute also assesses research proposals, based on their potential impact on public policies and practices; it encourages the participation of professionals from various sectors in the activities of the research groups, and holds training courses on research methodologies and/or based on the research results for different professional and citizens' groups.
- 9) Linkages and partnerships: IESE prioritises the development of research networks and partnerships, inside and outside of Mozambique, as part of the crucial process of strengthening skills, and the culture of research and debate. In this context, IESE promotes interdisciplinary and collaborative research between organisations from various sectors (public, private, civil society, academic or more oriented towards advocacy or public policies), as well as partnerships with civil society organisations for training, dissemination and debate.
- 10) Equal rights and non-discrimination: the Institute pursues an active policy of equal rights and non-discrimination with regard to gender, social or ethnic origin, nationality, physical disabilities or any other form of discrimination or social and cultural prejudice. This policy is reflected in the recruitment, wages and promotions and internal codes of conduct and work ethics. This policy is also reflected in the scientific work of IESE, particularly through respect for scientific independence and academic freedom, through the demand for scientific rigour, and through the

rejection of preconceptions and other social and cultural discriminatory practices in the scientific production of IESE.

- 11) Transparency, responsibility, effectiveness, efficiency and a culture of accountability in the management and development of its resources and capacities.

Trajectory of IESE in 2008-2011

IESE began its activity as part of the Association to Promote Development Studies (PROED), and became an autonomous organisation in order to improve its operations and to guarantee its intellectual independence. On 19 September 2007, IESE held its inaugural international conference on the subject “*Challenges for social and economic research in Mozambique*”, which brought together two hundred Mozambican and foreign researchers, and at which about 50 conference papers were presented. The first six months following the inaugural conference were devoted to fund raising and to preparing the material and organisational conditions for the take-off of the systematic activity of the institution.

The creation of IESE was in answer to three main concerns: first, it intended to produce basic research that was relevant, interdisciplinary, pluralist, heterodox and creative, about socio-economic and political questions concerning the development of Mozambique and its international linkages, particularly in the Southern African region. Second, it sought to contribute, through the knowledge generated in this research, towards feeding public debate and strengthening the capacity of civil society in matters to do with development policies and democratic governance. Finally, it also intended to train and motivate Mozambican researchers through investment in training, linking research to teaching, and involving recently trained young people in research.

In April 2008, IESE began its research activities with a small team of seven permanent researchers. Four of these had doctorates (in economics, anthropology, demographics and political science), two had masters’ degrees (in economics and law) and one had a licentiate degree (in economics). Of the seven initial researchers, one (with the licentiate degree) was a woman, four were between 48 and 53 years old, and three were between 24 and 32 years old. After slightly more than three years, the research team grew to a total of 16 researchers. Four of these have doctorates, four have masters’ degrees (three in economics and one in law), and eight have licentiate degrees (five in economics, two in history and one in political science) – of which four are currently pursuing master degree programs. Of the 16 researchers, seven are women (two with masters’ degrees, and five with licentiate degrees, of which three are pursuing master degree programs at the moment). Four are over 50 years old, three are aged between 34 and 38 and nine are between 22 and 28 years old. Currently, the average age of IESE’s researchers is 34 years old.

IESE understands research and teaching as two sides of the same coin. In this perspective, 75% of the IESE researchers are also teachers at the Eduardo Mondlane University (three Associate Professors and nine Lecturers and Senior Lecturers), and IESE recruited seven of its researchers from the group of 10 licentiate students whose theses were supervised by IESE senior researchers.

In 2009, IESE financed the studies for a master’s degree in development economics (for 15 months) of one of its researchers (at the University of London). In 2011, four young researchers with licentiate degrees (including three women) began their post-graduate studies (for masters’ degrees) at the

Universities of London and Bordeaux (three in development economics and one in political science). Between 2008 and 2011, four IESE researchers attended APORDE (African Programme on Rethinking Development Economics). This is an intensive two week training programme for economists with post-graduate degrees, guided by heterodox economists of high international reputation from some of the most outstanding universities in the world. All the IESE researchers have also benefitted from on the job training programmes, related with empirical research (construction of research projects, collection, treatment and analysis of data, planning, undertaking and utilisation of interviews), undertaking and managing bibliographical research, among others.

In the same period, IESE set up, and invested in training its documentation, communications and information technology, and administration teams, basing the training on programmes with academic degrees (bachelor's degrees in finance and management and in information technologies), on professional programmes and programmes of on the job training.

The experience of building IESE and its production capacity, between 2008 and 2011, involved careful recruitment, the formation of the teams and work systems, and academic and professional training of the staff. The IESE team is young, with an average age of 34. In the group of 16 researchers, nine (56%) are less than 30 years old. **Hence, the IESE strategy in 2012-2015 will have to continue in this direction – consolidation of the team, improving the work systems and continual training of its staff.**

As was stressed in the IESE strategic plan for 2008-2011,

(...) high quality, socially-relevant, systematic and interdisciplinary social and economic research, training, publication and debate of research results are required to sustain the development debate, to improve the quality and effectiveness of public policies and of democratic monitoring and evaluation. Institutions and citizens need to be able to understand the social and economic dynamics of the problems they wish to tackle and solve. They need sufficient information and informed debate in order to choose, identify and prioritise the problems to tackle and the alternative ways of handling them, and in order to succeed in defining interventions which are not only adequate from a functional and individual perspective, but are also adequate for the context within which the problem exists and interacts with other issues. (IESE, 2007: 3).

In slightly less than four years, IESE has become the main reference academic institution in Mozambique in terms of research and public debate about problematics of the economic, social and political development of the country. In this period, IESE produced more than 200 publications, including books (8), IESE working papers (18), papers presented at IESE conferences (121), studies and comments published in the IDeIAS Bulletin (40), research and consultancy reports (4), and countless articles papers published in scientific journals or presented by IESE researchers at other conferences. Of the eight books, six contain more than 40 articles taken from a selection of the best and most relevant papers presented at the two IESE general conferences. The other two books, the first two in the series *Desafios para Moçambique (Challenges for Mozambique)* (2010 and 2011), contain 31 articles covering the themes of governance and political participation (9 articles), economy and development (9), social development (8) and Mozambique in the World (5). Since it covers all the areas of work of IESE, and since it popularises research applied to the development of Mozambique, the series *Desafios para Moçambique* has now become an integral part of the trademark and reputation

of IESE¹. ***In the strategy for 2012-2015, IESE will maintain and consolidate analytical production for debating public development policies and options, and will expand and strengthen production of an academic nature, whether intended for scientific magazines and journals, or intended for teaching. This will increase the rigour and quality of the contribution made by IESE to the national public debate and its national and international academic prestige but will demand more from the partnerships and research networks.***

The production of these publications involved, in addition to the IESE permanent researchers, about 20 other Mozambican researchers and about 50 foreign researchers, who work for higher education and/or research institutions in Mozambique and elsewhere in the world. Hence IESE understood and applied its own principle according to which the research networks are the most important and potentially the longer lasting outcome of the research. ***The focus on research in a network with other institutions and researchers (Mozambican and foreign) will be continued, consolidated and expanded in the strategy for 2012-2015.***

In order to debate and disseminate the research themes and results, IESE organised two multi-themed, or general, scientific conferences, five conferences on specialist themes, thirty seminars and lectures in various of the country's provinces, a dozen exhibitions of books and other publications, one book fair (and it is intended that this event should be held annually), and six training programmes (four of these were aimed at civil society organisations, and one, organised jointly with the University of London, was aimed at training in governance for development in Africa for an audience consisting of academics, researchers and public officials from several African countries). In the conferences, 121 papers were presented on various matters of political, economic and social governance, and on the context and international experience of the challenges and problematics of national development². IESE researchers also took part in 50 events (conferences, seminars and lectures), inside and outside Mozambique, organised by universities, research centres, students' associations and other organisations. In these programmes, IESE researchers delivered more than 100 papers or communications³. ***In the strategy for 2012-2015, IESE will expand its participation in academic debates. It will continue to explore international conferences as a means for developing research and debate on relevant themes and to consolidate the research networks. It will consolidate its presence in the national public debate, with a stress on increasing the IESE presence in the various provinces of the country.***

The IESE Documentation Centre (CD) is being developed as a dynamic store of knowledge and analysis and a direct and dynamic support for activities in research, publication, training and dissemination. The CD has established a bibliographical base which includes about 2,000 academic books and reports, about 5,000 articles and other forms of grey literature, and several electronic networks that provide access to dozens of international scientific journals. All of the IESE publications are available on its website (www.iese.ac.mz). The books and other IESE publications are distributed throughout the country, both free of charge (for universities, research centres, libraries, civil society organisations and public institutions) and through commercial channels. The exhibitions of books and other IESE publications, undertaken in eight of the country's 11 provinces, have contributed to

¹ Appendix 1 contains the list of all IESE publications between September 2007 and July 2011.

² Appendix 2 contains the list of events organised by IESE, the themes dealt with, where they were held and the type of participants.

³ Appendix 3 contains the list of conferences, seminars and lectures where the IESE researchers presented papers, the themes of the events, the titles of the papers, the publications related to these papers, the type of participant, and the places where the events were held.

expanding the national coverage of the IESE distribution and dissemination network⁴. ***In the 2012-2015 strategy, IESE will consolidate the academic support for research, form the consolidated body of research work (notes, cassettes, bibliography consulted, grey literature, research reports, data bases, etc.), institute the electronic dissemination of the books and support the development of a system of bookshops based on local clusters of universities, research centres and/or provincial libraries. The CD will also set up a feedback system on the readers' opinions about the publications.***

In 2011, the IESE website received, on average, slightly more than 1,600 visits a month, up from an average of 500 in 2008, from a large number of countries⁵. In addition to the links to the publications and to other IESE activities, and to the pages of its permanent researchers, the website also provides links to hundreds of research centres and networks disseminating scientific information across the world. It is thus a portal for scientific research useful for any researcher and student. ***In the 2012-2015 strategy, the focus will be on improving the organisation, dynamic and usefulness of the IESE website, popularising it, and establishing a system that allows better visualisation and obtains feedback from users about the website.***

The main themes of economic and political debate, begun and developed by IESE, have become current subjects of public debate and for the attention of the stakeholders in public policy. Examples of these themes are: the linkages of the mega-projects with the national economy, the relationship between economic growth and poverty, the debate on the nature of the patterns of economic growth and their implications, the problematic of financing the State and taxation, public investment priorities and strategies, questions of industrial policy, the problematic of the political system, political participation by citizens and how the electoral system functions, the demographic challenges of social protection and the relation between Mozambique and emerging economies⁶.

Because of the relevance of its scientific work and the importance given to civil society networks, IESE has become a member of the national committee of the Extractive Industries Transparency Initiative (EITI), of the civil society platform for natural resources, of GARN (Governance of Africa's Resources Network), and of the budget monitoring forum. IESE has also taken part in the two major international forums debating macro-economic policy in Mozambique, organised by the Mozambican government, and known as Namaacha I and Namaacha II, and it has been invited to participate in initiatives of other public (state and civil society) institutions. IESE was also invited to make presentations at the UNCTAD's⁷ Trade and Development Board, in Geneva, on diversification of productive patterns, taxation and macroeconomics of growth and poverty reduction; and at the United Nations High Forum on Aid effectiveness, in Vienna.

In the last three and a half years, IESE has received more than a hundred researchers and working missions from national and international research and public policy organisations, as well as multilateral financial and donor agencies. The number of IESE's strategic partners has risen (from four to seven) and rare are the country's cooperation partners who do not invite IESE researchers to contribute to their

⁴ Appendix 2 contains information on exhibitions of IESE publications and where they were held. Appendix A6 contains detailed information on directed (free) distribution, and some information on the commercial distribution of IESE books and other publications.

⁵ Appendix 4 contains data on the use of the IESE website between 2008 and June 2011.

⁶ Appendix 5 includes a record of the coverage of the themes dealt with by IESE in the mass media as a proxy for the relevance and protagonism of IESE's research.

⁷ United Nations Conference on Trade and Development, UNCTAD.

drawing up their cooperation strategies, through critical debate on the economic, social and political questions.

Academic links (in research, publication and training) are being developed with foreign universities and research centres, namely with the Universities of London, Manchester, Oxford, Edinburgh and Bordeaux, with the Southern African Institute for International Affairs, SAIIA (South Africa) and with CMI (Norway). By way of example, apart from training four researchers, IESE organised, with the School of Oriental and African Studies, SOAS (University of London), the third training course in governance for development in Africa, with the participation of 24 students from more than 12 African countries, and it is developing cooperation in the field of communication and image. With SAIIA, IESE organised the thematic conference on China in Africa and is producing a book formed of a collection of articles on the challenges of cooperation between China and Mozambique. With the CMI, IESE organised the international thematic Conference on elections, liberation movements and democratic changes in Africa. With OSISA, IESE organised the conference on post-electoral scenarios. With the ILO, IESE organised the Conference on productive social action. With SOAS, the Eduardo Mondlane University (Agriculture and Forestry Engineering Faculty), Manchester and Edinburgh Universities, IESE is developing medium and long term research programmes related to rural development and industrialisation. ***The development and consolidation of these partnerships, in 2012-2015, will be an integral part of the development of research in networks, which will be crucial for raising the scientific quality and maintaining the pace of IESE production.***

As mentioned in the intermediate assessment report (IESE, 2010), the pioneering experience of IESE has contributed to open the space for the birth of other, similar organisations in Mozambique: practical experience is being generated and staff are being trained, the success of IESE is motivating other initiatives to emerge, the profile and role of social and economic research have been raised, the research themes and debates promoted by IESE are generating other themes and debates in other fora – ranging from electronic fora, such as the various blogs and social networks, to fora of students and other social organisations. Through its seminars and conferences, and its openness to publishing quality articles from associate researchers and others, IESE is offering platforms for the expansion and dissemination of social and economic research and debate.

In the first nearly four years of its existence, through its research, publications, debates, dissemination and training, IESE has established itself as a key institution in the process of generating knowledge, and of putting it at the service of citizens. In the next four years, the challenge is to consolidate and develop IESE and its contribution around four related dynamics: raising the academic quality and rigour of its production, continued training and development of its work team, consolidation and expansion of the research networks, and expansion of national coverage as regards public debate and access to the publications.

Challenges facing IESE for 2012-2015

Despite its noteworthy development and the reputation it has won, IESE is an institution that is still being formed, and it has to face a series of fundamental challenges, namely:

- 1) *The consolidation and development of its role in the national and international debate on public policies and development options.* In this context, the four central questions posed to IESE are:

(i) the choice of the areas of work to focus on, which should be relevant, innovative and feasible to undertake, bearing the capacities of IESE in mind; (ii) improving analytical rigour in order to improve the quality of the debate; (iii) access to relevant, timely and systematic data, with adequate levels of disaggregation; and (iv) expansion of the means of communication used and with territorial coverage guaranteed. The priority themes for the scientific work of IESE will be focused on the study of the patterns of accumulation and reproduction, and their implications for public policies and for distribution; the study of the macro and microeconomic dynamics of productive diversification and the development of the domestic market, and their implications for economic policy and for rural development and industrialisation; problematising the linkages between the large scale projects and the national economy, and the socialisation and use of their revenues; and problematising and studying the development institutions, culture and practices and citizen participation in political, social and economic life (the themes for work are developed later in this document). The development of thematic programmes for the mass media, support for territorial expansion of access to publications, and the multiplication of debate initiatives in the provinces are tactical priorities. IESE will also have to develop its links with social organisations and with other national and international professional organisations, which have the vocation to generate, manage and maintain dynamic systems of advocacy and debate, helping them to simplify and disseminate the conclusions of IESE's work. Finally, IESE will be obliged to consolidate and develop its professional links with institutions that generate basic information in order to guarantee the speedier development of the research.

- 2) *Development of its more formal academic production, at national and international level, which allows IESE to win its space as a reference point in the broader academic world and at the same time improve the analytical rigour of its contribution to the national political debate.* This fundamental strategic challenge raises three related problems, namely: (i) the need to step up the academic training of the young researchers and organise sabbatical programmes for senior researchers, without these programmes endangering the production of IESE; (ii) the need to deepen cooperation and networks with Mozambican and foreign Universities and research centres, guaranteeing the involvement of their academic staff and doctoral students in the research and raising the quality and diversity of the scientific production of IESE; and (iii) the need to put on a functional footing the IESE Editorial Council, consisting of members of the Scientific Council and academics of great international reputation. Hence the focus in 2012-2015 will have to be on the academic quality and orientation of the scientific production of IESE, at the same time as consolidating the role of IESE in the more pragmatic debate on public policies and development options. Establishing the correct balance between these two dimensions of the work of IESE is the great challenge for the next four years.
- 3) *Consolidation and institutional development of the management mechanisms, procedures and systems and infra-structures.* On the one hand, the rapid growth of IESE poses great immediate challenges for institutional development and management capacity. The IESE intermediate assessment report (IESE, 2010) draws attention to the need to restructure the management system (separating the current functions of the director between scientific management and the management of planning, finance and administration), to strengthen the system of planning, performance assessment and budgeting, to introduce analytical accounting, to professionalise the fund raising system, and to institutionalise rules and learning the best work practices resulting from experience. On the other hand, the consolidation and development of IESE, in the long term, requires the expansion of its core scientific and administrative team, and developing the quality of training, experience, and planning, assessment and management systems. Development of the communication and image

capacity of IESE, focused on disseminating the message of the scientific work, and promoting the image of the institution, is a further crucial challenge that requires the formation of a working team and building its capacity. Finally, the intermediate assessment report (IESE, 2010) also stressed the need for IESE to expand its premises in order to create space to strengthen the institution and expand the capacity for scientific work.

- 4) *Deepening and implementing the strategy to diversify the number and type of sources of funding.* Given the nature of the institution, with its vocation for social and economic research, it is unrealistic to imagine that IESE will ever be financially self-sufficient. Economic and social research has the characteristics of public and merit goods, so that intrinsically its market value is significantly lower than its social value. Forcing the institution to dip into the world of consultancy in order to survive financially poses a great risk to survival and to achieving the objectives of IESE. It would generate income but at the cost of eliminating IESE's focus on research and its social relevance. It is also unrealistic to think that IESE will be eternally financed by a small group of donors whose main focus is not scientific research. IESE will have to continue struggling to maintain stable institutional funding over the medium and long term, preferably a common fund with low transaction costs and high flexibility, rather than individual projects. In the long term, maintaining this funding will imply diversifying and increasing the number of partners, the inclusion of foundations whose vocation is to finance research, the eventual development of a significant endowment fund financed by IESE's financial partners, and the development of complementarities with other forms of funding such as, for example, through scientific cooperation agreements with universities and research centres. Professionalising fund raising capacities is a necessity that emerges from this strategy. Implementation of such a strategy for a research centre as young as IESE requires a great deal of effort and time, so that in the medium term IESE's priority will be to work to consolidate the financial partnerships that are already established.
- 5) *The scientific sustainability of IESE is another fundamental risk.* The secondary and university education systems are producing few graduates with the academic quality, intellectual curiosity and capacity to undertake research. Hence the continuity of IESE demands redoubled efforts by the Institute, to train its own staff. This has implications in terms of costs and the capacity to expand the quality and quantity of research in the short term, as well as in terms of wage and incentive systems. Although the number of graduates is increasing very rapidly, the quality of their training is declining. The deficit in the supply of high quality cadres in all sectors of society may increase the risks of IESE losing the cadres it has trained, if it fails to maintain its competitiveness on the labour market, as regards professional and social satisfaction and the financial needs of its staff.

Finally, the great unknown in the general socio-political environment within which IESE exists is the evolution of the economic, social and political situation of the country. This evolution could affect the environment and the realistic possibilities of undertaking independent research and debate, or it could stimulate this research; and it may influence the decisions and priorities of the financial partners, either in favour of or against their continued partnership with IESE. IESE has no control over these variables and can only do its best, as far as is possible, to carry out its mission and vision and to contribute to academic development and to conscious and active citizenship in the country.

PART II – SCIENTIFIC PRODUCTION, DEBATE AND COMMUNICATION

Guarantee research, publications and debates with high levels of scientific quality and rigour and social relevance

Scientific approach, methodology and foci of work of IESE

Research is the central core of the scientific activity of IESE, around which the remaining activities – publications, debate, dissemination and training – are developed.

The scientific identity of IESE is defined by intellectual independence; analytical quality and rigour, with international academic standards, of its publications; academic, social and political relevance of the themes of its work; accessibility of its scientific production for various audiences (academia, civil society and public sector); and by its interdisciplinary and heterodox approach. This identity is built on the following fundamental pillars:

- The scientific activities of IESE are inspired by, and focused on, questions and problematics of political, economic and social governance, public policies and development options. In this context, IESE not only deals with current questions in the debate on public policies, but its research allows it to identify complementary, alternative or new questions, or different approaches for current questions;
- The analytical framework of IESE rests on the approach of political economy, recognising the unity of the social sciences, which implies the promotion of work of an interdisciplinary and heterodox nature. This approach allows different research lines and projects, begun from different “disciplines”, approaches and motivations, to converge to form richer and broader scientific, analytical and knowledge units;
- Academic quality and rigour are relevant not only for academic production, but also to ensure the quality, rigour and relevance of IESE’s contribution to public debate, the formation of public opinion and influence on the analysis of public policies;
- The research networks, internal to IESE or those involving associate researchers and other Mozambican and foreign research institutions, are promoted, protected and prioritised in the research, publications, debate and staff training of IESE;
- The IESE publications and debates organised by the Institute are oriented to a variety of audiences and IESE uses different strategies of communication, sharing information and analysis, and distribution of publications, in line with the different audiences;
- The research interests and skills of each researcher are valued without prejudice to the scientific identity, institutional unity and priorities of IESE;

- IESE establishes and maintains an environment of open scientific activity and debate, which is attractive and interesting for researchers, provides opportunities for the full development of their capacities and skills, and allows their complete professional achievement.

Figure 2: Model of the links of the IESE scientific activities with various audiences

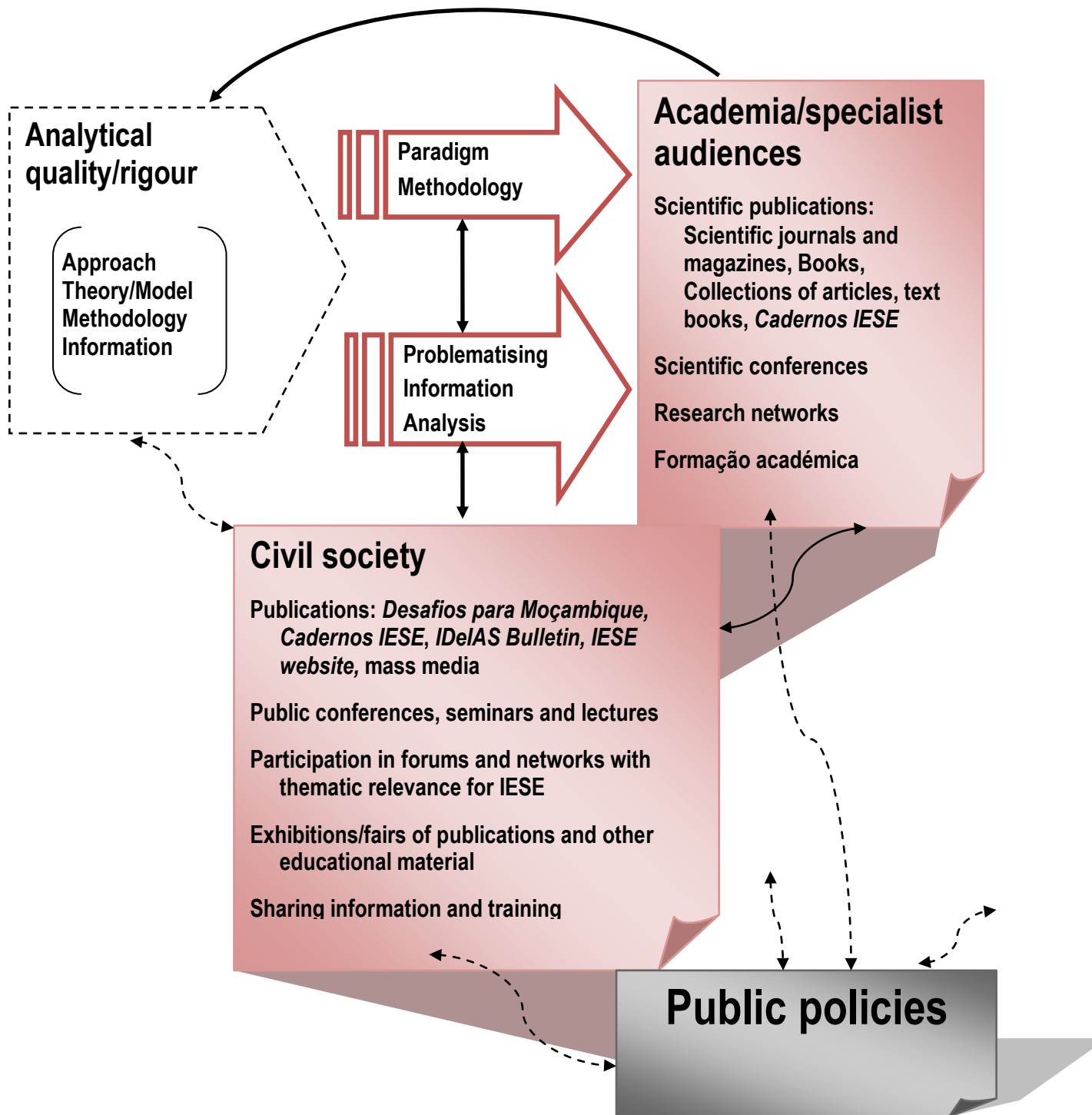


Figure 2 describes schematically the mechanism whereby the impact of IESE's work is transmitted. The model shows that: (i) academic rigour and quality are relevant for academic production and public debates; (ii) the publications and debates promoted by IESE are differentiated by audiences; (iii) the links between the parts of the model are sometimes direct and strong (shown as bold and straight lines) and sometimes indirect and weaker or ambiguous (curved and dotted lines). The shading that connects the boxes shows that the information flows between the parts and that the different parts of the model influence each other.

The efficiency of the links between the parts of the model depends not only on the quality and relevance of the research, publications and debates, but also, and above all, on the capacity to express politically the interests, ideas and other factors that affect the choices and decisions, both of civil society groups and of the institutions of public policy, and to transform them into themes and agendas for pressure and practical influence on public opinion and the choice of policy options. Hence the impact of IESE's activity is better analysed by its academic contribution and its contribution to public debate rather than on its direct final impact on public policy (influenced by many other factors not specified in the model and outside of IESE's control).

That is, although one of the final goals of IESE is to influence public policies, these are not necessarily directly affected merely by research. In this context, **the social contribution of IESE is centred on two vectors: (i) problematising research questions, developing paradigms and approaches, producing information and analysis; and (ii) influence exercised on public debate through the publications, debate and communication systems and training activities.** Hence assessment of the results of IESE should be centred on the results concerning these two vectors.

From the organisational point of view, the research and other scientific activities of IESE are coordinated within research groups, developed in a network – with other research groups within IESE, with associate researchers and/or with other scientific institutions inside or outside Mozambique – and planned by research project, by event (for example, by conference) or by publication (a book, for example), according to the specific circumstances.

Lines of research and specific activities

IESE will consolidate its scientific activity and lines of research in three areas of work: economy and development; citizenship, political participation and governance; and population, poverty and social security. Each of these consists of research groups, with the intention of contributing to academia, the development of an informed and relevant civil society and the dynamics and debates on public policy options.

These research lines, clearly inter-related, will be expressed through the formulation of specific individual or group research projects. Some of the research projects may surpass the boundaries of the research groups and constitute themes of common work of IESE and its networks.

From the methodological point of view, each line of research will be developed based on a political economy approach, with a deep historical foundation, and with reference to the regional context in Southern Africa, within which Mozambique is developing.

All the research groups will work to strengthen their teams, developing and taking advantage of the research networks within IESE or with research institutions or individual researchers associated with IESE.

The research groups, in accordance with the specific nature of their research lines and projects, may function as clusters of projects within one area of work or discipline, or as a unit with a common research line and approach. Whatever may be the case, the research group should function as the basic unit for research, training and assessment of the IESE researchers. Over the next four years, the Scientific Council will regularly analyse and will systematise the working experiences of the research groups in order to generalise best practices.

With regard to the area of **economy and development**, which is the responsibility of the Economy and Development Research Group (GdI-E&D), the overall focus will remain on the social patterns of production, reproduction and accumulation, and the transition from an extractive and rent-seeking economy to industrialisation with a broadened, diversified and articulated base. This analysis will provide the macro-economic and political economy framework within which specific research projects will be undertaken. Four lines of research will be undertaken by this group, namely:

- The macro-economy of the patterns of production, investment, accumulation and social reproduction so as to explain, rigorously and in a political economy framework, the dynamics of extractive growth and accumulation, their economic and social consequences, and the challenges they pose for industrialisation with a broadened, diversified and articulated base;
- Rural development, industrial policy and natural resources in the transition from an extractive and rent-seeking economy to industrialisation with a broadened and articulated base, involving the theoretical construction of models of transition and macro-economic matrices of industrial policy, the analysis of patterns of investment, production, competition for resources and skills, trade and links with the financial sector, and local case studies;
- Flows of resources and dynamics of the financing of the state and of the economy, their relation with and implications for the dominant social patterns of accumulation and transition processes, based on the construction of the necessary macro-economic and statistical models and case studies (of financial institutions and at territorial level);
- Southern Africa and emerging economies. This line of research is new and, in the next four years, its priority will be to build data bases on bibliography, studies, statistics, scholars and institutions which deal with these matters. These data bases will be the starting points for analysing the type of information and analysis produced by the various sources, and to begin defining the study questions and identifying potential partners and networks.

The research projects will be designed and carried out in a network with academics and doctoral students from the Universities of London (*School of Oriental and African Studies*), Manchester (*School of Environment and Development*), Edinburgh (INNOGEN), and Witwatersrand (*Centre for Corporate and Industrial Strategy*) and the Eduardo Mondlane University; with networks of social organisations focused on natural resources [civil society platform for natural resources, GARP (*Governance of Africa's Resources Programme*, coordinated by SAIIA)] and on questions of state financing (budget monitoring forum) and with associate senior researchers.

The GdI-E&D should produce a text book on the Economy of Mozambique for teaching use on licentiate and masters degree courses at Mozambican universities.

As for the area of ***citizenship, political participation and governance***, which is the responsibility of the Citizenship and Governance Research Group (GdI-C&G), the research activity will remain focused on three fundamental lines of research:

- Elections, political parties and political participation, including mapping election results and citizens' participation, analysis of electoral systems, analysis of the role and limitations of elections as a means of guaranteeing the democratic political participation of citizens, studies of the forms and experiences of organisation and political participation of citizens, the mass media and political participation;
- Analysis of the culture and civic education among various social groups, stressing the role of the education system in producing civic culture among students;
- Local governance and the dynamics of decentralisation and municipalisation.

In addition to the main lines of research, the GdI-C&G will continue producing and/or processing electoral data, and supporting the production of public opinion surveys into questions of governance, political participation of citizens and citizenship that are methodologically adequate.

With regard to the area of ***population, poverty and social protection***, which is the responsibility of the Poverty and Social Protection Research Group (GdI-PPS), the research activity will be focused on four main areas:

- Consolidation and analysis of statistical information and studies on population, poverty and vulnerability, including feeding a data base of studies and statistics on poverty that will be made freely available on the IESE website;
- Consolidation and analysis of information and experiences on social protection systems in Mozambique, or that are relevant to Mozambique, including study of the literature and of the debates, of the historical conditions under which the debates and experience took place, as well as the use of case studies in order to undertake impact analysis;
- Consolidation of a line of research on employment and working conditions, which will undertake case studies and help produce and analyse information on employment, unemployment, under-employment and working conditions in Mozambique;
- Start a line of research into population and social health.

The GdI-PPS will collect, produce, process and make accessible the statistical information on this specific area of work.

To pursue these objectives, IESE will establish working agreements with the Mozambique Tax Authority, the Bank of Mozambique and the National Statistics Institute, among other institutions, to guarantee inter-institutional collaboration in various spheres, including exchange of and access to information, and the joint holding of studies of mutual interest.

The research groups will continue to produce and consolidate statistical information on the Mozambican Economy. Together with the Documentation Centre and with the Information Technology sector they will organise this information into operational data bases that can be used inside IESE by all the researchers.

IESE will maintain and develop its system of academic and public publications and debates. In this context, IESE:

- Will continue the annual publication of the series "*Desafios para Moçambique*", which has become the most direct and systematic link between IESE research and the national public debate. Between 2012 and 2015, four new issues of the series should be published. For each issue in this series, IESE should hold three or four thematic seminars in the provinces.
- Will maintain and develop its various types and series of publications. However, it will specialise each type and series for specific audiences (see figure 1).
- Will hold two general scientific conferences and at least six specific thematic conferences linked to the activity of the research groups. In principle, each of these conferences should produce collections of specialist articles.

All the research groups and researchers shall be responsible for gathering and delivering to the Documentation Centre the research notes and records, the primary statistical information, reports, data bases and literature reviewed, questionnaires (with the respective answers) and other relevant material, in digital or printed form. This collection of data, records and assorted literature forms one of the main results of the research work, without which the research cannot be replicated, tested or confirmed. The Documentation Centre shall regulate this practice.

As part of developing the research networks and partnerships, IESE will maintain and, if possible, expand collaboration with Mozambican and foreign post-graduate students, particularly those on doctoral programmes.

IESE will maintain and consolidate the links of its researchers with Mozambican universities in order to relate research with teaching and with supervision of theses, to encourage the best students to take up research, and to guarantee the main source of the recruitment of young graduates and post-graduates to the IESE staff.

IESE will pursue its policy of promoting and financing the training of its staff in postgraduate and professional improvement programmes. It will also promote and finance sabbatical programmes for its senior academic staff, for purposes of research and publication. Thus, between 2012 and 2015, eight research assistants should conclude their masters' degrees, at least one (from the GdI-E&D) should begin his doctorate and at least two should undertake sabbatical programmes.

A system for assessing the performance of the researchers will be introduced. This system will be a basis for identifying gaps and how to overcome them, and for taking management decisions about academic staff (training, promotions, counselling, dismissals etc.) based on systematic assessment of their performance. The system will be adjusted to the specific professional profile of IESE and its indicators will be adjusted to the academic training and experience of each researcher.

The IESE Editorial Council will be made operational in order to help raise the academic quality of the publications and the reputation of IESE in the international academic world. The texts of the IESE academic publications (books resulting from the conferences, and the series *Cadernos IESE*, among others) will be submitted to the Editorial Council for peer review before they are published.

Performance indicators

The main overall performance indicators for research, publication and debate are:

- Research projects successfully designed and undertaken, in networks and with partnerships, and in line with the scientific approach, the methodology and focus of work of IESE, to be defined in bi-annual work plans;
- Number of academic publications and publications for the wider public, number of public events (conferences, seminars, lectures, book launches, etc.) by type, by kind of audience (namely academic and/or oriented to national public debate) and by geographical location, to be defined in bi-annual work plans;
- Participation, with papers, in conferences, seminars and lectures, by theme, type of audience, and geographical location;
- Number of post-graduates trained and kept in the permanent core group of IESE researchers, by degree and area of training, gender and age group;
- Number of graduates and post-graduates supervised or co-supervised by IESE researchers, by degree and area of training and research, and by gender;
- Construction of a store of research materials (bibliography, research notes, digital records, questionnaires, data, etc.) deriving from research projects;
- Development of statistical data bases and data bases of studies and publications, both for use in IESE research and for dissemination;
- Popularity of the IESE website with regard to access to publication and other links that are useful for purposes of research and study;
- Positive average results from the regular assessment of the researchers;
- Partnership agreements established and operational with other institutions (research institutions or bodies that generate statistical information)

- Impact of the publications, namely: citation in other academic publications, citation in the mass media, relevance, timeliness and depth in the treatment of the IESE research themes, influence on public opinion;

Link research, teaching and training in order to develop scientific skills and the capacity to intervene in the public debate

Approach, main foci and activities

The IESE contribution to training will be structured around six strands, namely:

- Linking research to formal university teaching for the graduate and post-graduate levels undertaken by Mozambican universities, both in specific social science disciplines and in programmes on methods of research and analysis. This link makes it possible to enrich teaching and research and to encourage curiosity and interests in research among the students;
- Linking research to the training of target professional groups and social activists, particularly those involved in the formation and analysis of public policies (public institutions and civil society pressure groups) and the formation of opinion and the agenda for public debate (civil society pressure groups, trade unions and the mass media);
- Linking research to training in the collection, treatment, analysis and sharing of information intended for selected groups of civil society involved in social research and monitoring public policies;
- Linking research to collaborative programmes of intensive training on themes of economic and social development and political governance, to be undertaken with other academic institutions (such as, for example, the model of the residential school of "APORDE" or of the "Governance for Development in Africa" of SOAS);
- Linking research with the supervision of graduate and post-graduate university students, promoting their interest in research and research skills, helping to raise the academic quality and social relevance of theses and dissertations and generating a source for the recruitment for IESE of high quality and motivated graduates and post-graduates;
- Linking research to the production of text books for university teaching, at graduate and post-graduate level.

The training activities and programmes will be developed from the Research Groups, counting on the direct involvement of the Documentation Centre, of the Information Technologies team and, if necessary and possible, of the research networks and partnerships. Programmes linking research and training will form part of the annual and multi-year programmes of these IESE units, and they will also be an integral part of the individual assessment of the IESE researchers.

IESE will work for the formal establishment of working partnerships with universities in Mozambique, particularly with the Eduardo Mondlane University, in the field of training and producing text books.

Performance indicators

The main overall performance indicators in the link between research and training are:

- Researchers involved in graduate and post-graduate university teaching, by teaching category and subject;
- Graduate and post-graduate text books, by subject;
- Students supervised by IESE researchers, by theme, by the academic quality and relevance of the thesis and by gender;
- Training programmes in analysing public policy, analysing and sharing information and treatment of the public debate in the media on matters of social, political and economic development, by type of programme, audience, and subject dealt with.

Develop the link between research, documentation, publication and dissemination

Approach, foci and activities

The IESE Documentation Centre (CD), as an organic part of the research team, is designed as a dynamic store of knowledge and analysis, and as a direct and dynamic support of the research, publication, training and dissemination activities. The CD is the link that establishes the connection between research, documentation for research, the record of research, publication and dissemination of research results, and is therefore a vital unity for the core scientific activity of IESE.

In the strategy of IESE, the activity of the CD will be focused on the following areas:

- Consolidating the academic support for research, based on developing electronic networks and physical archives in the continual improvement of the records and the mechanisms for using the bibliographical material;
- Setting up the consolidated body of research work (notes, cassettes, bibliography consulted, grey literature, research reports, data bases, etc.) based on the research groups being obliged to provide the materials to the CD in good time, and properly organised;
- Establish electronic dissemination of the books published by IESE;

- Support development of the distribution system through the review, expansion and continual improvement of the existing free distribution networks and regular review of the commercial distribution contracts. The CD will also analyse the viability, and, if viable, will implement. A pilot experiment in the creation of not-for-profit bookshops, managed by local clusters of universities, research centres and/or the existing provincial libraries;
- Establish a feedback system on the opinion of readers about the IESE publications;
- Continue and expand the organisation of book fairs and exhibitions of the publications and other educational materials produced by IESE;
- Review, improve and institutionalise the system for publishing the IESE publications in order to guarantee quality, reduce transaction and financial costs, increase, if possible, the national component in printing, and improve planning, control and respect for deadlines in the production cycle. In this, it is important to take into account the introduction of the peer review of texts by the Editorial Council. This will improve the quality of the texts but it will also lengthen the time needed to send the texts for publication;
- Organise, in coordination with the Research Groups and the Information Technologies team, the system to manage and ensure access to the statistical data bases and other data bases that support the research.
- Contribute, together with the research groups and the communication and image team, towards making operational a system, to be managed by communication and image, of registering the events organised by IESE, the events where IESE researchers present papers, the working visits received at IESE and the record of the coverage by the mass media of the themes of the IESE work;
- Guarantee, jointly with the communication and image and information technologies teams, publicity for the IESE website and its potential to support research and advocacy;
- Guarantee, jointly with the research groups, the collection, registration, organisation and availability of the material resulting from research (bibliography, grey literature, statistics, questionnaires, interviews, etc.).

To better support and participate in research activity, each of the CD members will be responsible for accompanying directly one of the research groups.

As far as possible, the members of the CD working group should undertake their own research projects, preferably in the framework of the research groups to which each of them is linked.

The CD will also develop its working team, within the needs and possibilities of IESE. Apart from considering the possibility of recruiting apprentices among students in programmes relevant for the CD, it will be increasingly necessary to improve the focus of the technical assistance system and to invest in the continual professional training of the CD staff.

Performance indicators

The main performance indicators for the CD will be:

- Effectiveness of the interaction with the research groups, particularly with regard to bibliographical support, management of data bases and the construction of a consolidated body of material resulting from the activity of the research groups and the researchers;
- Effectiveness of the system of editing, producing, disseminating and distributing the publications of IESE;
- Thematic and territorial coverage of the fairs and exhibitions of publications and other educational materials of IESE;
- Professional development of the CD team, including their continual professional training and their participation in research projects.

Ensure communication of the IESE message and image

Approach, foci and activities

The relevance, social impact and scientific and institutional sustainability of IESE are closely linked to the effectiveness of its system for communicating the messages that result from the research, and the effectiveness of the Institute's image. Between 2008 and 2011, the image of IESE and its reputation were launched and developed mainly through the intensity, relevance and quality of its publications and events, and of the frequent and prominent presence of IESE in the mass media. The communication and image area supported this on a discrete base, mostly focused on events.

In the next four years, 2012-2015, IESE will invest in the more systematic development of this area. Although the production of IESE will continue to be the vital aspect in communicating the message and image of the institution, it will be necessary to professionalise and expand the specialist communication and image activity, with the following fundamental foci:

- Disseminate, in a systematic and strategic way, the message resulting from the scientific activity of IESE, taking account of the need to adjust it to different audiences and to explore the various means of communication available in Moçambique, thus establishing systematic communication between the scientific activity of IESE and the audiences for which the various messages are intended;
- Guarantee coverage, registration and full use of the events (conferences, seminars, lectures, and exhibitions, among others) organised by IESE and where IESE researchers participate with papers, for purposes of disseminating the message and image of IESE;
- Guarantee the digital record, listing and dissemination of the activities that involve the IESE researchers, from research to publications, from teaching to debates (conferences, seminars

and lectures), from the working visits received to the partnerships developed, from the exhibitions held to the posters and the media coverage, thus creating, protecting and divulging the historical body of activities and the academic and social contribution of IESE;

- Guarantee the continual improvement of the IESE website from the point of view of communication effectiveness and, with the support of the CD and the information technologies team. Improve the system of managing and feeding the site;
- Contribute to developing the capacity and quality of communication of the IESE researchers and to improving their interaction with the media;
- Develop the means, systems, packages and plans to communicate the image and relevance of IESE as a fundamental part of the strategy to mobilise resources and partnerships;
- Contribute to training journalists from the media about the themes of IESE's work.

To make its foci and its activities operational, IESE will set up a permanent communication and image team, able to interact with the various units of IESE, to design and implement the communication and image strategy, to create and exploit the communication and image opportunities creatively, and develop a systematic, strategic and tactical interaction with the mass media. The development of the communication and image team and strategy will benefit from partnerships under development, among which there stand out that which is underway with the communication and image team of SOAS and the Centre of African Studies (both of the University of London).

Performance indicators

The main performance indicators for the communication and image team are:

- Assembling the team and the partnerships needed for developing institutional capacity and making them operational;
- Making the detailed and articulated plan for communicating the message and image of IESE operational, by exploring partnerships, links, opportunities and various means of communication;
- Making operational the system for the digital registration and the systematic listing of IESE activities;
- Developing pilot experiments in strategic and tactical work with the mass media for disseminating and debating the key messages resulting from the IESE research, and for training their journalists;
- Establishing a system for the digital dissemination, in film, of lectures and selected papers presented by IESE researchers, exploiting the capacities of *You Tube*, of the IESE website and similar media;

- Developing and making operational the information strategy and packages to disseminate the image of IESE, and mobilising resources and partnerships;
- Continual improvement of the IESE website for purposes of communicating the messages and image of the institution.

PART III – ORGANISATION AND INSTITUTIONAL DEVELOPMENT

Organisation and institutional development – including systems of planning and assessing work, mobilising, organising and managing resources, infra-structures and information – are designed as support for the scientific activity of IESE. The measure of the institutional quality of IESE is its effectiveness and efficiency in supporting research, documentation and publication, debate, training and communication.

In the 2008-2011 period, IESE chose to pay greater attention to developing the capacity to work in its core scientific activities (research, publication, debate, etc.). Institutional development and management systems were instituted bit by bit, but at a much slower and less intensive pace than the scientific activities. This situation must be corrected so that IESE can make a new leap forward in the quality and intensity of its scientific activity. The mid term review report (IESE, 2010) drew special attention to four areas, namely: separating the functions of scientific and administrative management, strengthening the planning system, developing the infrastructure, and the question of financial sustainability. Thus, in 2012-2015, special attention will be paid to the governance and planning systems, to infrastructures (with the focus on acquiring a building), to the financial strategy and to managing IESE resources.

Management system

Set up less than four years ago, IESE naturally has a management system that reflects its relatively small scale, its stage of formation, the need to prioritise quality intellectual production and a strong media presence in order to make the institution known in the national public debate, but it is at a limited stage of institutionalising processes and procedures. The qualitative advance and increased scale of IESE's scientific activity impose new demands which challenge the limits of the existing governance system. Hence it is necessary for this system to evolve.

In this context, and considering the recommendations of the mid term review report (IESE, 2010), under the 2012-2015 strategy IESE should:

- Separate the functions of scientific management from those of organisation and institutional management, but while keeping the latter subordinate to the objectives and needs of the former;
- Undertake greater institutionalisation of management processes and procedures, in all areas, and improve the planning, organisation and management of the scientific activities;
- Strengthen the administrative capacity of IESE;

The following actions will be carried out to guarantee implementation of these objectives:

- The IESE Board of Directors will be reorganised. It will have five members, namely: the Director of IESE, who will chair the Board; the Director for the scientific area of IESE, who will be the Chairperson of the Scientific Council, and the first deputy director; the Director of

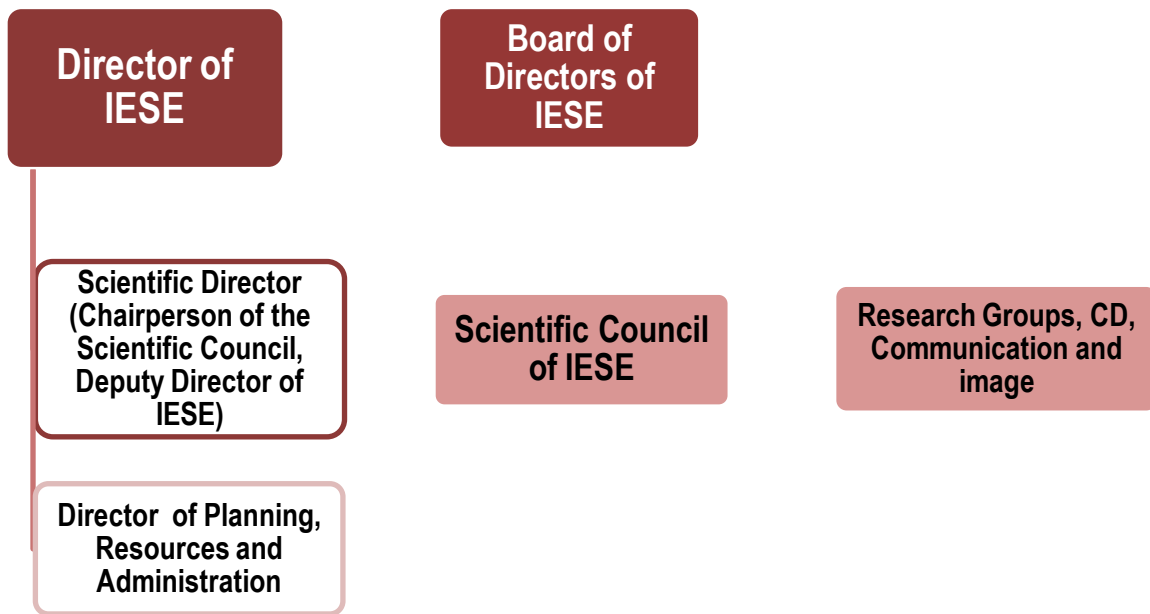
Planning, Resources and Administration; and two members elected by the IESE workers. The main functions of the Board of Directors will be: drawing up the IESE plans and budgets to be submitted to the General Meeting; approval and coordination of the main acts of scientific and administrative management; and coordinating implementation and assessment of the plans and budgets. The Board of Directors will meet at least four times a year.

- The current functions of scientific and administrative management, which are concentrated in the person of the IESE Director, will be delegated to the Scientific Director and to the Director of Planning, Resources and Administration. In this context, the executive functions of the IESE Director will be substantially reduced and he/she will concentrate on general coordination, on supervising the two area directors, on strategic issues and on the public representation of IESE.
- The Scientific Director will hold executive responsibilities in managing and coordinating the scientific activities of IESE, as well as chairing meetings of the Scientific Council. In addition to standing in for the director of IESE when delegated to do so or when the Director is unavailable, the Scientific Director will supervise the development and activities of the research groups, of the Documentation Centre and of Communication, he/she will initiate the planning process and coordinate it with the Director of Planning, Resources and Administration, and will ensure implementation of decisions taken by the Director of IESE, by the Board of Directors and by the Scientific Council about the scientific activities of IESE.
- A Director will be appointed for Planning, Resources and Administration which, in addition to managing these areas of work, will represent IESE in its administrative acts. He/she will be responsible for managing planning, budgeting and mobilising resources (including fund raising), managing human resources, accounts, financial management, logistics and general administration (including the secretariat, reception, security of the premises and transport), and the infrastructures (including the management, maintenance and development of the building, equipment, networks and information and communication technologies).
- The Editorial Council will be made operational with the task of raising the quality and academic reputation of the IESE publications;
- The administration and finance team will be strengthened to cover the various areas of activity;
- Management, administrative and financial procedures and processes will be institutionalised in all areas of IESE work.

The Statutes, Regulations and other norms in force in IESE will be changed to accommodate the new system of governance, to institutionalise and simplify best practices, processes and procedures, and professionalise the functioning of IESE.

Figure 3 gives a schematic summary of the IESE structure of governance, referring to a structure of functions, and not necessarily to an organic structure of departments.

Figure 3: Structure of the IESE management



Planning and budgeting

The core activity of IESE is scientific – research, publication and documentation, training and debate – and this type of activity is notoriously difficult to plan with rigour. IESE’s experience of planning shows this difficulty, as do the various attempts to create structural pillars around which plans of work can be developed. The most common planning approach in IESE consists of defining research projects and their products – publications, seminars, conferences, and training programmes, among others. This approach derives from the cause-effect logic of academic work, in which academic products result from research. In practice, what this approach implies is that the pillars of IESE’s planning are its processes and inputs, but not its products. This problem is worsened by the difficulty of defining viable research projects – that is, questions that are not only relevant but can be investigated – and of planning them, and by the fact that IESE has to reach simultaneously several audiences and objectives, namely academia, open public debate and the analysis, and the process of analysis, construction and implementation of public policies.

Thus the work plans of IESE have been reference points, among many others, to guide the activity of IESE but they have not been rigorous working instruments. The insertion and training of young researchers and the more disciplined and rigorous management of time and of other IESE resources requires a more effective planning system, that is more adjusted to the nature of IESE’s work.

The planning defects of the core activity of IESE have a direct impact on administrative and financial management. The effects of these defects have been minimised, at the same time as the intellectual production of IESE and its dissemination have expanded and improved in quality. This has been possible due to the flexible working system, to the common fund, with disbursements that are predictable in the medium term, and to the personal commitment of IESE staff. But it is necessary and

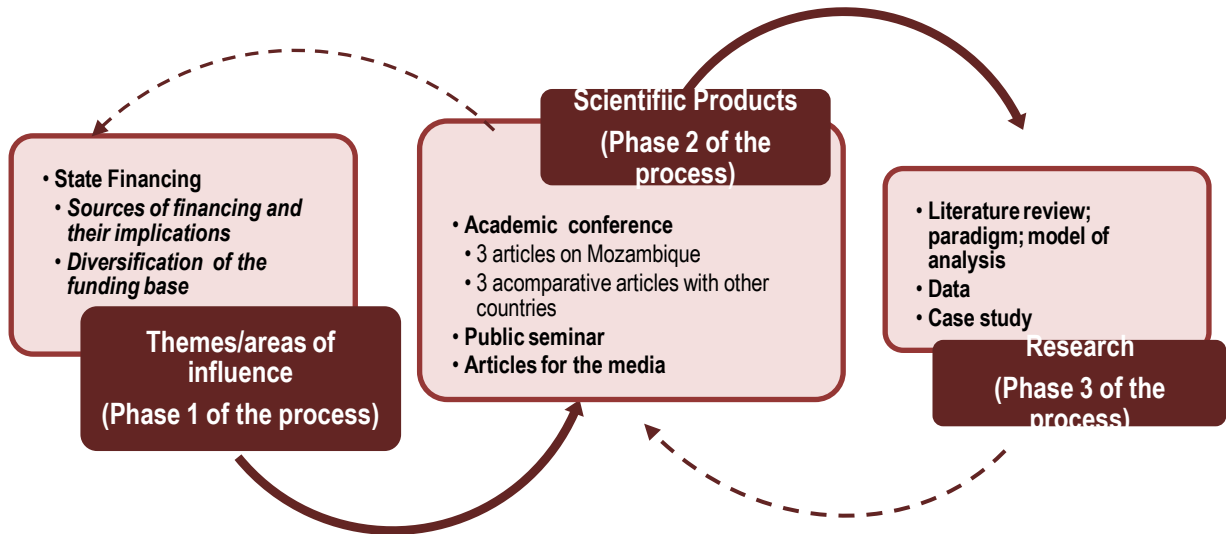
possible to improve substantially the planning and management system, and the accumulated experience is a useful starting point for this.

In this context,

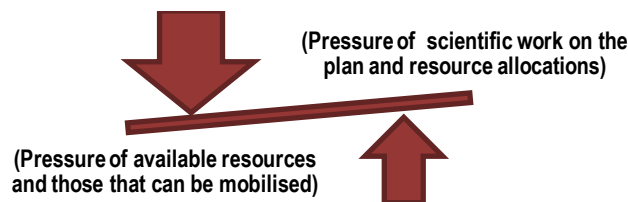
- The IESE work plans will continue to take scientific activity as their starting point, but just like a productive business plan, they will have as their pillars: the areas (themes or aspects) on which it is intended to exercise influence (this is the equivalent of “the market” in business plans); the products through which this influence will be exercised (the publications, conferences, training courses, etc.); and the resources with which these products will be produced. The research projects will be the processes of producing, information, knowledge and analysis. In the planning sequence, research projects will be derived from the products and these will be derived from the themes/areas (“markets”). The scientific work plans will include reserves of time for subsidiary activities (such as, for example, contact with the media and/or participation in unplanned conference to which IESE researchers are invited as speakers or in which they have a particular interest). The scientific work plans will be bi-annual, given the time required to develop the work process (research), but with annual products.
- The scientific work plans are drawn up prior to drafting the component of human, material and financial support, but take as their limits the packages of resources available and which can be mobilised. The component of human, material and financial support (budget) for the scientific work plans will be planned annually and from this will be derived the annual budgets of IESE.
- Combining the scientific work plans with their human, material and financial support (budget) requires introducing the system of analytical accounting (cost centres) which makes it possible to link products with the resources needed, disciplining the models of scientific production from the point of view of resource management;
- The regulations for planning, budgeting, cost analysis and control will be established by the Board of Directors.

Figure 4: Model of the planning process (with a simplified example for illustration)

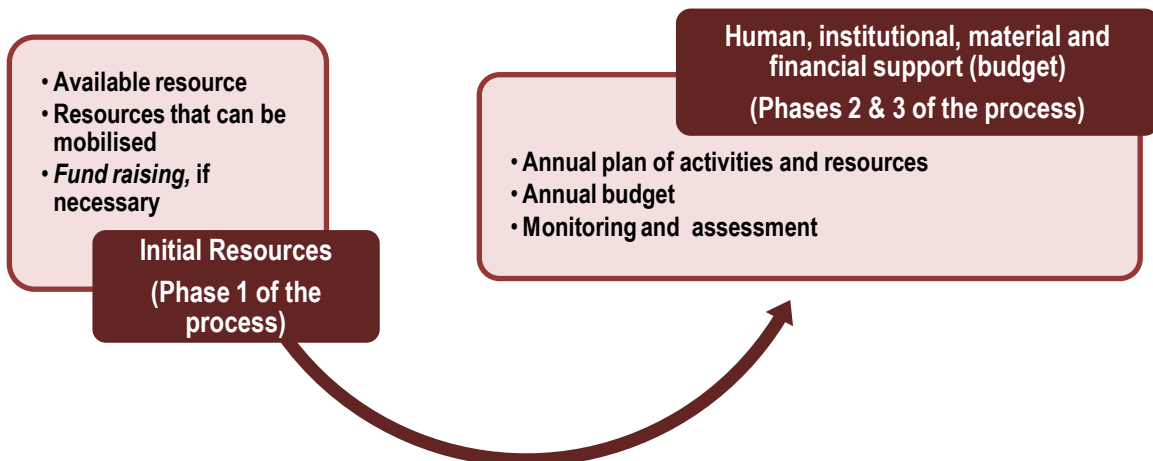
**Start of the planning process: scientific production (simplified example)
– Scientific Management**



**Continual adjustment between scientific production and resources –
Board of Directors**



**Resources available and that can be mobilised: adjustment process leads to plan and budget –
Planning and Administration Directorate**



The basic documents for planning are the medium term strategic lines, the intermediate and final reviews of each period, the reports and plans of the previous periods, relevant decision of the IESE management bodies, relevant minutes of the six monthly meetings with the partners of IESE, partnership agreements and the packages of available resources.

Infrastructures

The IESE infrastructure consists of the building, the equipment, furniture, communication and information technology (IT) systems and equipment. The IESE building, which is rented, has become too small. This has become the main infrastructural problem.

In this context, in the field of infrastructures, IESE will give priority to acquiring a new building with space to expand so that it can receive visiting researchers (a necessary condition for the development of research networks and partnerships) and students, to have space to accommodate the growth of the Documentation Centre and to set up a reading room (a condition for making the archive accessible to more users), to improve the working conditions of the researchers, and to accommodate expansion of the administrative and service structure. Acquiring a building, instead of renting one, could help rationalise expenditure and open options for more stable institutional organisation, such as, for example, setting up a Foundation.

As for the other areas of infrastructure, the strategy consists of adjusting them to the pace of IESE's expansion and to the qualitative requirements of the scientific work, and guarantee that they are maintained and updated.

Staff recruitment and training

For any organisation, particularly for a small academic organisation, such as IESE, the quality and reliability of the recruitment system is vital. The relative success of IESE has, to a large extent, been influenced by careful recruitment and by the later investment in training.

Thus, IESE will:

- Prioritise the advanced training of its staff;
- Restrict recruitment to keep the institution sustainable, but without neglecting the needs for indispensable strengthening of the areas of communication and image, administration, resources and infrastructures'
- Keep the eventual recruitment that may occur for scientific areas based on the links with higher education (graduation and post-graduation), since this link provides vital information about the

potential of future IESE researchers, and awakes in them the curiosity, interest in study, and scientific skills needed for them to become excellent researchers.

- Maintain its system of financing the post-graduate training of its researchers, both through its own funds, and through mobilising scholarships and partnerships with scientific institutions, in accordance with a transparent and rigorous institutional training plan.
- Maintain its system of on the job professional training and updating to guarantee the continual professional improvement of its staff.
- Continue to take advantage of more informal and short duration training systems (such as, for example, *APORDE*, based in South African universities and facilitated by development economists of high international reputation; or the Governance for Development in Africa programme managed by the University of London).
- Develop the system of associate researchers to expand and improve the research capacities and networks at low cost. This system should also work as a filter for the eventual recruitment of permanent IESE researchers.

Financial strategy and sustainability

One of the reasons for the relative success of IESE in the first four years was the establishment of the common fund, with medium term predictability, financed by IESE's partners with multi-year programmes, and managed on the basis of a memorandum of understanding common to all the partners, which establishes the rules of engagement between IESE and the partners. In addition to minimising transaction costs and strengthening the accountability and transparency of all the parties, the common fund allows IESE to develop itself institutionally and in accordance with its agenda of work, and to focus on scientific production without the pressure of having to be present on the consultancy market. Some of the IESE activities of greatest impact and visibility – such as the subsidised publications, the free distribution of publications to academic institutions, public institutions, civil society organisations and the mass media, the extension of the logistic lines for distributing the publications in all the country's provinces, the countless seminars and conferences, both in Maputo and in the other provinces – are only possible because there is a system of medium term financing not earmarked for specific projects.

As was identified by the intermediate assessment report (IESE, 2010), given that IESE is a research institution, it is unrealistic to believe that it can ever become financially self-sufficient while at the same time maintaining its impartiality and intellectual independence and work agenda. In order to be socially relevant and freely accessible, economic and social research must acquire the characteristics of public and merit goods, in which its social value is significantly higher than its market value and the research results are made available as freely and as widely as possible. Indeed one of the great risks for the future is that IESE would be forced to become deeply involved in the consultancy market. Although this activity would generate income, it would do so at the cost of diverting IESE's focus away from research and eliminating its social relevance.

But it is also unrealistic and risky to imagine that a small group of donors will forever guarantee the funding of IESE.

In this context, IESE will:

- Continue to prioritise financing via the common fund, with common management and accountability procedures;
- Work, in the short and medium terms, to guarantee continued involvement of its current partners in predictable, multi-year funding based on the common fund;
- In the medium and long terms, diversify the sources of finance of the common fund, namely:
 - Increasing the number of development partners;
 - Initiating partnerships with foundations that have the vocation for the stable funding of social and economic research.
- In the short and medium terms, continue scientific partnerships with other research institutions, also using them to raise funds;
- In the long term, work to set up an endowment fund that makes it possible to generate a permanent source of revenue;
- In the short term, identify internal sources of revenue and sources of saving resources which do not endanger the focus of IESE on quality and socially relevant research.
- In the short term, establish professional and permanent fund raising skills, and link this activity with promoting communication of the message and image of IESE.

IESE will maintain and develop careful and transparent management of resources, infrastructures and budgets so as to ensure that good management and reduction in the unit costs of production (or continual improvement of the efficiency of the work system) are an integral part of the strategy for achieving financial sustainability.

Immediate tasks of organisation and institutional development

Although these strategic lines are not a detailed work plan, there are organisation and institutional development activities which should be undertaken in the short term so that the strategy can be implemented.

Thus:

- By the end of October 2011, the plan of scientific activities for the next two years should be drawn up;
- By the end of October 2011, negotiating and putting into operation the financing of the common fund for the next four years should be completed, with the current partners of IESE;
- By the end of April 2012, the new system of governance should be established with the respective directors and other key staff appointed;
- By the end of April 2012, the planning system should be standardised and normalised, and associated with the individual and collective performance assessment system;
- By the end of March 2012, there should be a clear decision, for the medium and long term, about the IESE building;
- By the end of 2012, the IESE financial strategy should be established and its implementation should have begun, including a final decision on the forms of professionalising fund raising;
- By the end of May 2012, a basic Communication and Image team should be operational.