



**MEDIUM TERM STRATEGIC PLAN
FOR 2008-2011**

MID-TERM EVALUATION

**MAPUTO AND CAPE TOWN
AUGUST-SEPTEMBER 2010**

THIS PAGE DELIBERATELY LEFT BLANK

Table of Contents

.....	1
1 Executive Summary.....	3
2 Introduction.....	6
2.1 The Purpose of This Report	6
2.2 The Structure of This Report.....	8
3 Institutional development.....	9
3.1 History and Background of IESE	9
3.2 The Vision, Mission and Principles of IESE	10
3.3 Structure and Function.....	11
3.4 IESE's Strategic Direction	12
3.5 Salaries and Staff	14
3.6 Recruitment of Staff.....	15
3.7 Section Summary.....	17
4 Research Activity.....	19
4.1 Introduction	19
4.2 Research	19
4.3 Research Collaboration.....	25
4.4 Sabbatical Leave.....	26
4.5 Conferences, Seminars and Publishing in Peer-reviewed Journals.....	26
4.6 Public Debate.....	28
4.7 IESE and Teaching.....	29
4.8 The Media and Social Communication.....	30
5 Planning and the Budget.....	32
5.1 The Planning and Budgetary Process	32
5.1.1 Administration.....	32
5.1.2 Planning.....	33
5.2 The Budget System and Financial Control.....	36
5.3 Human Resources	37

5.4	IEESE’s Funding.....	39
5.5	Financial Management	40
5.6	Section Summary: Analysis and Evaluation.....	41
6	The Role and Impact of IEESE.....	43
6.1	Research and Knowledge	43
6.2	Influencing Public Debate: the Public Policy Agenda	45
6.3	Training	46
6.4	Creating a Space for Others	48
7	The Challenges of Sustainability.....	50
7.1	Financial Sustainability	51
7.2	Organisational Sustainability	53
7.3	Intellectual and Academic Sustainability.....	53
7.4	Quality Control	55
7.5	The Challenges of Scholarly Communication	57
8	Conclusions and Recommendations.....	59

Appendices

Appendix I. Results of SWOT Analysis Exercise with Junior Staff Members

Appendix II. List of Interviewees

Appendix III. Participation in Conferences, Seminars and Debates, Senior Staff

Appendix IV. Participation in Conferences, Seminars and Debates, Junior Staff

Appendix V. Data on Visits to the IESE Website

1 EXECUTIVE SUMMARY

The *Instituto de Estudos Sociais e Económicos* (Institute for Social and Economic Studies or IESE) is an independent research institute based in Maputo. It conducts and publishes social and economic development research on Mozambique and southern Africa.

In two years, IESE has grown from two researchers to 15, and has published extensively. It has organized several international conferences. Its staff members teach and supervise at the Universidade Eduardo Mondlane, and they participate regularly in public debates and in media discussions.

IESE was established in September 2007 with funding from Ireland, Denmark, Norway, Switzerland, the British Department for International Development (DFID) and Finland, and with assistance from the Swedish Embassy. The group has agreed to finance IESE for an initial period of four years through a “Common Fund”. A condition of donor funding was that a mid-term review would be conducted half way through the funding cycle. This was carried out in July 2010 by Dr. Judith Head and Dr. Colin Darch from the University of Cape Town.

This review is organised around key themes and sub-themes, as defined in our Terms of Reference. We begin with a **short account of origins, foundation and structure**.

The business of IESE is managed by two committees, administrative and financial. The Research Committee (*Conselho Científico*) consists of staff members with doctorates, the office manager and a representative of the junior researchers. It acts as a consultative body, advising on matters related to research. The work of IESE rests to a large extent on the concept of *heterodoxy*, consisting of a pluralist challenge to what is seen as a dominant orthodox discourse.

The strategic objectives for the first four years have been to develop research and training; publish and distribute reports; build external links; establish a documentation centre; and set up an administrative system to direct the institute. The key objective was to consolidate sources of funding. The first years were devoted to founding a strong research institute and training researchers. These objectives have been achieved. Most importantly, IESE has consolidated its financial position through the establishment of the Common Fund.

The second section discusses **research activity**. IESE has published five books (two in English). Two more books were published in September, just after this review was completed. IESE has also produced seven discussion papers, 30 *IDeIAS*, and multiple conference papers. All interviewees attested to the importance of IESE’s contribution to policy debate and political life in Mozambique. The intellectual sustainability of this activity rests on IESE’s ability to attract young scholars for training.

Independent research means the ability to determine a research agenda free from external pressure. But IESE’s research is also informed by the concept of critical engagement. It focuses on challenges facing Mozambican society in order to solve problems

and help to create an equitable society. The research programme is therefore divided into three thematic areas. *Economy and Development, Citizenship and Governance and Poverty and Social Welfare*. We recommend that IESE researchers also publish research in international peer-reviewed journals, in English. We also recommend that IESE develop a strategic approach to building international institutional links.

The relationship with the university is complex and demanding. IESE must begin negotiating an institutional agreement to control demand for teaching support.

The third part of the report describes **planning and budgeting**. The concept of planning at IESE does not support a necessary *integrated* approach to research, administration, and budgeting.

We suggest that special attention is paid to the question of performance evaluation. We recognise that sophisticated and well organised planning methods are being adopted. Nevertheless, existing planning should be adapted to make allowance for all routine activities, including teaching and administrative tasks, and must be linked strongly to processes of budgeting and financial control. We suggest that a planning exercise take place at an IESE staff retreat.

Just over 80 percent of the IESE budget comes from the Common Fund, which requires two reports and one external audit per year. IESE practices budget transparency, and the accounts are available for scrutiny. They are audited externally once a year. New accounting software will allow for sophisticated budget analysis and forecasting. We recommend considering the separation of the research and administrative functions of the director into two posts.

The next theme, **monitoring and evaluation**, focuses on the distinction between quantitative and qualitative evaluation, and is followed by a discussion of human resource development, a responsibility that IESE evidently takes seriously.

The following part of the review discusses the **role and impact of IESE's activities** in the context of Mozambique and Southern Africa. It considers both mode of delivery and dissemination as well the intended audience, in three main areas, namely academic research, influencing the process of policy formulation, and impacting public opinion. Without exception, interviewees saw IESE as highly relevant to contemporary debates in Mozambique.

We present two tables in the appendices showing participation by staff members of IESE in conferences, seminars, public lectures and through interventions in mass media. IESE staff members are active in intellectual life. We also subjected the research output of Castel-Branco and de Brito to elementary bibliometric analysis. Castel-Branco's h-index number was 5, while Brito, with fewer publications scored 2, good scores for researchers working in a Portuguese-speaking less-developed country. We recommend that IESE continue to address itself primarily to a Mozambican and Portuguese-speaking audience, and that additionally, IESE staff members submit articles to specialised but high-impact journals, in English.

All indications are that the training model – producing researchers who develop lines of research and help train the next generation – is working successfully at IESE.

The fifth section of the report discusses the **challenges of sustainability**. Financial sustainability is the basic challenge, but we also examine political and intellectual sustainability, especially in the last two years of the first cycle. This section ends with a strong recommendation that the Common Fund be encouraged to continue its support through at least another four-year cycle, while IESE at the same time aggressively explore other funding options and models.

The last part of the report **draws our conclusions together** and **lists the 24 major recommendations**.

2 INTRODUCTION

2.1 The Purpose of This Report

The *Instituto de Estudos Sociais e Económicos* (Institute for Social and Economic Studies or IESE) is an independent research institute based in the Mozambican capital, Maputo. It aims to promote “high quality, interdisciplinary, pluralist and relevant social and economic development research on Mozambique and Southern Africa, publication and dissemination of research results and research-related training” (Mission statement, *Development Plan 2008-11*, p.4). IESE’s long-term goal is to become “a recognised centre of excellence” (p.3).¹ It was established three years ago by two of Mozambique’s leading public intellectuals, Dr. Carlos Nuno Castel-Branco and Dr. Luís de Brito.

A group of donor countries agreed to finance IESE for an initial period of three or four years through a Common Fund. Sweden only agreed to finance the process of creating IESE. A condition of the funding was that a mid-term review would be conducted half way through the funding cycle. The Terms of Reference for this review were jointly agreed between IESE’s directors and representatives of the donors. Dr. Judith Head and Dr. Colin Darch from the University of Cape Town [UCT] conducted the review.

They spent one week reading IESE’s documentation and published work, and two weeks in Maputo (Dr. Head from 7-23 July, Dr. Darch from 12-23 July 2010) working with IESE’s research staff and conducting interviews with the researchers, the office manager and the directors. The work at IESE included a session with the researchers doing a SWOT analysis and another session with the research staff and administrator on work planning. A range of external stakeholders were also interviewed. These included representatives of the funding agencies which are part of the Common Fund, staff in other civil society organisations, faculty members and researchers from the university sector, individuals from state structures and ministries, senior bank officials, donor and co-operation agencies, diplomats and the media. A list of interviewees is attached to this report as an appendix. The interviews ranged over a variety of subjects depending on the specific interest of the person being interviewed. However, in general, interviewees were asked about their relationship with IESE, whether its work is useful and if so how they use it, and what impact IESE is having on Mozambican society. The people who were interviewed were also asked for their ideas about how IESE might become financially sustainable.

Since its inception IESE has grown from a nucleus of two researchers to 15, with a support staff of seven. It has published 10 working papers (*cadernos*). Short reports on research findings or evidence-based polemical pieces on key social and economic questions are published under the series title *IdeIAS*. This is an acronym for “Informação sobre Desenvolvimento, Instituições e Análise Social”. *IDeIAS* are often used by the press

¹ This means that IESE “will become a national and regional reference research institution, a key component of the national and regional research network and a repository of experience, information and knowledge on social and economic issues for the academic and development relevance of its research and other scientific activities” (p.5).

as the basis for newspaper articles. They are used by the banks' research and statistical departments, by government analysts, by students and the public. The Institute has published six books, with another in the final stages of production. Its 2010 publication, *Desafios para Moçambique*, was sold out within a few days of publication.

IESE has organized two international conferences on broad development themes, at which over 100 research papers were presented, as well as five meetings on more specific research issues. These thematic conferences were on social welfare (called social protection in Portuguese), with the collaboration of the International Labour Organization (ILO); on China and Africa, jointly organized with the South African Institute of International Affairs (SAIIA); on democracy and electoral processes in Africa, jointly organized with CMI, a Norwegian research organization; the annual conference of the Comparative National Elections Project (CNEP), and a conference on Post-elections Scenarios with OSISA.

IESE is training 15 researchers, drawn from the small number of scholars with post-graduate degrees, as well as selected economics and political science graduates from Universidade Eduardo Mondlane (UEM). IESE's senior researchers give classes at UEM. They use much of their own research material in their teaching and make this available to students. IESE staff members regularly contribute to national debates in different fora; they advise government departments, participate in joint civil society and government for a such as the Extractive Industries Transparency Initiative (EITI) committee and the Fiscal and Public Expenditure Forum, attend conferences, seminars and round tables, give lectures and talks at other universities and make all their material (except the books) freely available on their website. It is safe to say that in two years IESE has burst on to the Mozambican scene. It is filling a void created by the absence of other socio-economic and political research institutions in the universities and outside them. It is encouraging public debate about key national concerns. It is opening a space for free and frank discussion and contributing to the development of civil society and the strengthening of the intellectual class. In the words of former Prime Minister Mario Machungo "the formation of IESE was opportune for our society because we did not have independent social and economic analyses ... It is a source of analysis and data" (interview with Mário da Graça Machungo, Chair of the Board of Directors of Millennium BIM, 19 July 2010).

IESE's existence was made possible by the financial support and backing of a group of donor organizations. These were Swiss Co-operation, DFID, the Royal Danish Embassy, the Royal Norwegian Embassy, the Embassy of the Republic of Ireland, the Swedish Embassy and from 2009 the Finnish Embassy. A Common (or basket) Fund was negotiated between IESE and the funders, and this was established in 2008, providing institutional finance for the IESE's budget. The financial resources are paid by donors to a bank account belonging to IESE, and are spent according to IESE's budget and managed by IESE according to agreed and common procedures and rules that apply to all funders. This funding has been used to find, rent, rehabilitate and redecorate a suitable building for the institute's work; to set up a sophisticated electronic network that gives researchers access to the world's specialist academic journals and enables it to run a website where its work is made available to anyone who wants to access it, to develop

the documentation centre (which has acquired more than two thousand books and approximately five thousand articles and reports, and connects to sixteen international networks of scientific journals), to buy a vehicle, to finance conferences, seminars and publications, to provide scholarships for training of IESE's staff and for supporting the production of the final dissertations of some of the best graduate students of the Eduardo Mondlane University, to equip and run the office and to pay IESE's staff salaries. The common fund has, therefore, played an indispensable role in IESE's creation, expansion and continued existence, enabling the Institute to develop in a balanced manner and to focus on its research agenda instead of being in the market for consultancies.

2.2 The Structure of This Report

The review is organised around key themes and sub-themes, broadly defined in the document *Terms of Reference for the Mid-Term Review of IESE's Medium Term Strategic Plan, 2008-2011*. We begin with a short account of the origins and foundation of IESE. This includes some contextual information that bears on our analysis. The second section discusses IESE's research activity. This is critically important given the contested nature of the term 'research', the relevance of IESE's own interpretation of the concept, and the competing understandings that dominate the various discourses of IESE's constituencies. This issue impacts on the content, work rhythm and productivity of IESE in fundamental ways. The section considers the relationship between empirical and theoretical research, and documentary support. The third part of the report describes the present planning and budgeting process. We make some recommendations about ways in which the articulation of research planning, resource allocation and budgeting might be sharpened. The next sub-theme, monitoring and evaluation, discusses the distinction between the quantitative and qualitative evaluation of research output. This is followed by a discussion of human resource development, a responsibility that IESE takes seriously. The fourth part of the review discusses the major challenges that IESE faces. It discusses the role and impact of IESE's activities in the context of Mozambique and Southern Africa. It considers both mode of delivery and dissemination as well the intended audience. The fifth section of the report discusses the challenges of sustainability. While recognising that financial sustainability is and will likely remain a fundamental challenge, we use this term in a broader sense than the merely financial. This part of the review focuses on the remaining two years of the first cycle. It also looks forward to the four year period starting in 2012. It discusses the options open to IESE as an independent centre located in the specific geographic, linguistic and political context of Mozambique. It offers some strategic suggestions while recognising real constraints. It closes with a discussion of the benefits of collaborating with other institutions. The last part of the report draws our conclusions together and makes a number of recommendations.

The stakeholders interviewed all believed that IESE is an important initiative, creating a space for independent critical thinking, research and policy interventions. The intention of the discussion that follows is, therefore, to evaluate this perception and to suggest ways in which the institute can be consolidated, and its resources used to maximum effect.

3 INSTITUTIONAL DEVELOPMENT

3.1 History and Background of IESE

At the end of 2006, IESE was rapidly changing from being only a concept into an embryonic organization with a strategic development plan. Less than four years later, it is a functioning institution employing 22 people, two-thirds of whom are active researchers. As documented above and discussed later in the report, it has organised two general and five thematic international conferences as well as smaller seminars on a range of issues. It has also brought to fruition an extensive publishing programme.

IESE was established to fill two major gaps in Mozambique's intellectual life. First, the higher education system is not producing researchers. As a result, there is a basic lack of fundamental socio-economic research on current Mozambican reality. Second, the quality research that is being produced, for example within government departments, feeds into a technicist conception of the policy process in which public opinion plays little part. It is research produced by the state for the state within a dominant neo-liberal framework. IESE therefore has two functions. The first is to produce basic research on socio-economic issues, and in so doing help to educate the next generation of Mozambican investigators. The second and equally important function is to use the media and other means of social communication to stimulate public policy debate that looks beyond the orthodoxy of neo-classical economic theory to solve the problems of inequality and poverty in Mozambican society. By influencing an emergent public opinion and promoting a culture of enquiry, a stronger link may eventually form between civil society and the process of policy development, the essence of democratic governance.

IESE is the product of a fusion of two initially separate initiatives. At the end of 2005, Dr. Carlos Nuno Castel-Branco (then Associate Professor in Economics at UEM) and Dr. José Sulemane (at the time National Director for Studies and Policy Analysis at the Ministry of Planning and Development) started discussions concerning the establishment of an independent research centre with a focus on economic development. Early in 2006, this group learned, from Marc de Tollenaere (a senior member of the staff of the Swiss Cooperation agency in Mozambique) that Dr. Luís de Brito (Associate Professor in Political Anthropology at UEM) was also thinking about starting a research centre with a focus on political science. Brought together by Marc de Tollenaere, these individuals decided to unite their efforts, and the basic platform of today's IESE was created. They adopted a working plan that included five elements: the conceptualisation of an institute, the mobilisation of other researchers and intellectuals, the establishment of a legal framework, fund-raising and logistics. The conceptualisation of IESE evolved in stages: the group met weekly to discuss ideas and draft documents. The vision, mission, institutional principles and definitions, areas of activities, and organization were quickly developed.

The group established contacts with other potential researchers: Dr. Rui Benfica, Dr. Constantino Gode, Carlos Vicente (M.Sc.) and Nelsa Massingue (Licenciada), who are all economists; Dr. Salvador Forquilha and Dr. João Pereira, who are political scientists;

and Virgílio Cambaza, a lawyer. However, soon after these initial contacts, José Sulemane was deployed to the International Monetary Fund (IMF) as an advisor to the vice-president for southern Africa, including Mozambique. Rui Benfica was appointed to the World Bank staff. Constantino Gode was employed by the think-tank of the Ministry of Finance. Salvador Forquilha was recruited by the Swiss Cooperation agency, and João Pereira became the executive director of the *Mecanismo de Apoio à Sociedade Civil* (MASC). The group thus lost almost all of IESE's potential senior researchers and had to initiate new contacts. Dr. António Francisco, a demographer, and Dr. Sérgio Chichava, a political scientist, joined the initiative at the end of 2006 and in 2007 respectively, to form the team together with Carlos Castel-Branco, Luís de Brito, Carlos Vicente (M.Sc., economist), Virgílio Cambaza (Master in Law) and Nelsa Massingue (*Licenciada*, economist). This was IESE's research team by the time the inaugural conference of the Institute took place in September 2007.

With the support of a number of like-minded intellectuals and activists the group established an Association for the Promotion of Development Studies (PROED), which provided the legal umbrella framework for the creation of IESE. This association was formed by approximately 60 founding members. The General Assembly was chaired by Dr. Mário Machungo (a leading Mozambican economist and a former Prime-Minister [1986-1994]). PROED was formed early in 2007. IESE was created as part of PROED. Later in that year, it became clear that in order to facilitate the function and decision making of the Institute and move IESE forward, the Institute had to acquire its own independent status. This decision was approved by PROED and at the end of 2007 IESE, association and research institute, received its statute from the government. Hence, IESE is both the name of the non-profit association that provides the legal framework, and of the professional research institute. The research institute is linked to the association, and theoretically subordinate to it, through the annual general meeting of the members of the association. This will be discussed in more detail below.

3.2 The Vision, Mission and Principles of IESE

The explicit objective of IESE was to promote a culture of debate based on enquiry and evidence; to do serious in-depth research on questions of key national importance; to contribute to the policy agenda; and to help set that agenda. It seeks to do research that “generates the alternatives that do not exist” and creates a space for the critically-engaged research work that is not possible now in the universities. IESE's work rests to a large extent on the concept of *heterodoxy*, consisting of a pluralist challenge to what is seen as a dominant orthodox discourse, and support for diverse paradigms and problematics.

All IESE researchers teach regularly at UEM. The link between research and teaching is fundamental to IESE's conception of its role. One of its objectives is to establish “a dynamic and mutually reinforcing link between research and teaching, thus contributing to dissemination of research results on a systematic basis, creating a culture of learning-by-research amongst students, and submitting research methodologies and results to continuous critical debate in the academy” (IESE 2007, *Development Plan 2008-2011*, p.4).

IESE staff members maintain a high public profile: they participate in seminars, conferences and workshops; they advise government; they write for the print media and appear on radio and television programmes. They have established an excellent development studies library, and have successfully applied for and been granted an academic internet domain name [*iese.ac.mz*] which is used both for e-mail addresses and, for example, in the uniform resource locator or URL for the IESE website. This also facilitates access to many online academic resources. IESE maintains a well-organised website with updated details of its current activities and personnel, and makes available downloadable PDF versions of virtually all its research papers, with the exception of full-length books.

Several interviewees and others suggested that IESE should consider funding at least some of its activities by accepting consultancy work; and in fact the series of “Mozambique Programme Aid Partners” or PAP performance reviews had the character of paid consultancy work. Nonetheless, the IESE leadership argues that the primary mission is to conduct in-depth, ground-breaking research, and that consultancy work, which by definition is determined by the needs of the commissioning agency, would interfere with that. IESE’s purpose is to explore ideas, policies, strategies, interventions, approaches and theories within the historical context of Mozambique’s political economy. By and large commissioned consultancy reports have strictly defined terms of reference, limited objectives and clearly defined short time-frames. They seldom deal with fundamental questions of policy and may or may not address key challenges the society faces. They therefore generally differ from in-depth research, the kind of analysis produced in universities and institutes like IESE. In these environments researchers have the responsibility to critically engage with the literature, to challenge prevailing orthodoxies, to engage with theory and to promote robust debate through seminars, conferences and publications. IESE research – in its heterodoxy – typically digs beneath the surface, and challenges the conventional wisdom. It is iterative and uneven. Even though it involves clearly-defined stages – a preliminary and ongoing problematisation, a literature review, interviews or other field work, the analysis of results, writing up and preparation for publication – the duration of these stages is unpredictable. Much of the effort expended may, as Hobsbawm and Rudé have eloquently pointed out in *Captain Swing*, appear in only a sentence or a footnote in the final publication:

... There is a real difference between the attitude of the researcher, whose reward is the sheer rock-climber’s entertainment of ascending what has hitherto been regarded as impassable, and the attitude of both historian and reader which is to ask: where have we got? From their point of view several days’ or even weeks’ intensive work on some *particularly* tricky problem ... may be worth no more than a line or two, especially if, as is so often the case, these questions cannot be satisfactorily answered.

3.3 Structure and Function

When the idea of IESE was mooted there were three possible legal routes to create a non-profit making research institute. One was to apply for the status of a Foundation, the second was to try and become a social enterprise (*empresa social*). The third was to

set up an association. Becoming a foundation was not possible without an endowment and substantial reserves. Although ‘social enterprises’ exist *de jure* one has never been created. To attempt to do so would have involved establishing legal precedents, which was likely to be a lengthy and costly process. It was decided, therefore, to found an association which would govern a professional research institute.

By law an association such as IESE has to have at least ten members. It must hold an annual general meeting (AGM) and it must have an administrative board (*conselho de direcção*) and an oversight or monitoring committee (*conselho fiscal*). The AGM approves the reports, plans and budgets, as well as the statutes and internal regulations of IESE. The administrative committee, chaired by the Executive-Director, is responsible for planning, budgeting, reporting, the recruitment and training of staff, and the day-to-day running of the Institute. The monitoring committee is effectively an internal auditing mechanism, checking that the internal financial and administrative procedures are followed. For example, after IESE's accounts are externally audited every year, the monitoring committee reports its own analysis and recommendations to the AGM. At the AGM, the annual report, future plans and the financial report are presented by the research institute's director for discussion and approval. The members of the *Conselho de Direcção* and the *Conselho Fiscal* are members of the AGM. The current members of the *Conselho de Direcção* are Carlos Nuno Castel-Branco (Executive Director), Luís de Brito (Chair of the Research Committee and Deputy Executive-Director), Ângela da Cunha (responsible for administration and financial management), Virgílio Cambaza and Nelsa Massingue. The members of the *Conselho Fiscal* are Fátima Lara, Ester Matsinhe and João Pereira (the first two are trained in business administration). Whereas the members of the *Conselho de Direcção* are full-time paid staff of IESE, the members of the *Conselho Fiscal* are also members of the Association and, therefore, are full members of the AGM, but are not staff members of IESE. This separation of functions is required as part fulfilment of the guarantees of independence that the *Conselho Fiscal* needs to have from the administration of IESE.

The on-going business of IESE is managed by the Director, the Conselho de Direcção and the Research Committee or *Conselho Científico*. This last, the Scientific or Research Committee (*Conselho Científico*) comprises the four permanent staff members with Ph.D. degrees, Carlos Nuno Castel-Branco, Luís de Brito, Sérgio Chichava and António Francisco. The Research Committee coordinates research and acts as a consultative body, advising the Director and the *Conselho de Direcção* on matters related to research activity. Members of the permanent research staff without doctorates but whose work is respected and who coordinate research projects or key sub-projects may also become members of the council.

3.4 IESE's Strategic Direction

IESE defines itself as a social and economic research centre that researches key aspects of Mozambique's political economy, its political, social and economic policy and their consequences. Its strategic objectives for the first four years of its existence were to develop its research and training function; publicise and make available its materials; to build links with similar institutes and universities in Mozambique and abroad; to devel-

op links with government, civil society and private organizations of relevance to its work; to establish a virtual library and a physical documentation centre specialising in development issues; to set up an efficient administrative system to support its work and establish a management system to direct the institute. Its final objective was to consolidate its existing sources of funding and start to think about diversifying funding in the future. Essentially, then, IESE saw the first four years of its existence as the years in which the foundations for a strong research institute, committed to training future researchers, would be laid, intellectually, administratively and financially.

Most of these objectives have been achieved. IESE has produced a significant body of high quality, evidence-based research in a number of areas critical to Mozambique's future growth and development. It has established strong links with a range of other research institutes and universities. These include UEM, the universities of Oxford, London (specifically SOAS, the Centre for Development Policy and Research, and the Centre for African Studies), Bordeaux and Manchester and the Institute of Social Studies in the Hague. It has collaborated with the Graduate Centre of the City University of New York, the Centre for African Studies of the University of Porto, the Centre for Chinese Studies at Stellenbosch University, the University of Pretoria, the ILO, CODESRIA, SAIIA and the CMI. The Board and membership of IESE include key role players in Mozambican intellectual and political life, policy-makers and like-minded NGOs with whom it collaborates in numbers of ways. It has established an impressive library and has a virtual library that allows researchers access to a vast range of research material. Its administrative system has been set up and protocols and manuals of good practice are being written so that there is an institutional memory that can be drawn on to deal with new challenges or assist new staff members, and establish a rules-based organization. IESE has also managed to consolidate its finances through the establishment of the Common Fund, supported by the donor agencies, and has increased the number of donors involved.

It is clear from the outline of IESE's strategic objectives for the four years from 2012-2015, as set out in the document "*Outline of IESE's Main Strategic Directions from 2012-2015; 1st Draft Notes for Discussion*" [version 3 dated 21 June 2010] that the focus has shifted from setting up the institute and all that that entails in terms of legal requirements, staffing, administrative routines and management norms. In this four-year plan the leadership of IESE focuses on its core activities: research, training and developing its role as a key player in Mozambican policy debates. It must also be said that the activities that are defined below have already, many of them, been successfully launched.

"IESE will maintain its thematic focus on academic and public policy issues of key relevance for Mozambique's social, economic and political development.

IESE will consolidate its interdisciplinary and heterodox approach, with emphasis on independence, quality, rigour, relevance and accessibility for different audiences.

IESE will continue to support through research, publication and promotion of debate, education and training, the development of an active, dynamic, informed and relevant civil society in Mozambique ...

IESE will aim at contributing to the development of the policy debate in the country and to increase the influence and relevance of progressive and democratic practices, ideas and social groups in policy analysis, decision and implementation.

IESE will consolidate its role as a producer and repository of knowledge resulting from research, from research networks and from informed debate.”

3.5 Salaries and Staff

IESE is in many ways a model employer. It provides good working conditions. It encourages its staff to continue their education and training and facilitates this wherever possible. It promotes promising people. Sr. Mário Uamusse is a case in point. He started working as a cleaner at IESE when it was first established. He was subsequently promoted to receptionist. Currently he is studying towards a degree in information technology (IT) by attending evening classes. IESE allows him to leave work early to attend these. It also pays all the costs of his studies. Indeed, it is probably true to say that all IESE staff members are studying with the support of IESE.²

Some of the interviewees suggested that the relatively high salaries IESE pays its researchers may be a problem for the donor organisations. For example, the Ambassador of Sweden, Mr. Torvald Åkesson, raised this issue. He felt that the salaries may be justified but also wondered whether it is necessary to pay these salaries to attract the quality of researchers that IESE employs.

The review team took this question seriously. IESE’s directors argue that the institute has to compete in a labour market in which there is a high demand for people with Masters degrees. Economists in particular are in short supply and command high salaries in the banking sector and in international organisations. IESE salaries are significantly higher than the salaries paid to Mozambican academics, but these are low. Elsewhere in Africa low salaries have contributed to the ‘brain drain’ to the north and to ‘moonlighting’ by many university teachers who remain in their posts. This is not because they lack commitment or are opportunistic. On the contrary – as Mahmood Mamdani has shown – they do more than one job in order to make ends meet. This is also the case in Mozambique. Prof. Luís Filipe Pereira, general coordinator of the research and advocacy NGO *Cruzeiro do Sul* mentioned the ‘*professor turbo*’. This is the university lecturer who cannot secure (well-paid) consultancies or research money and is forced to rely on teaching

² Bruno Darsam is studying for an honours degree in information technology, Ângela da Cunha is doing an honours degree in financial administration, others are studying English and all the researchers have recently taken a course on a statistical package for social scientists (SPSS). Sofia Amarcy is the first IESE researcher to earn a master’s degree (development economics) from the University of London, fully paid by IESE. There are several young researchers in line for scholarships from IESE for master’s degrees. Three of them are women. Rogério Ossemame may become the first IESE researcher to be fully funded in a doctoral programme.

to make a living. She or he accumulates a heavy teaching load running between classes at different universities. Dr. António Francisco mentioned the same phenomenon: “*professores turbos*” who have a master’s degree and teach at various universities.

Dr. João Pereira of MASC described IESE salaries as ‘unprecedented’ but doubted whether the researchers would remain if the salaries were lower. He asked how it would be possible to keep people when the income from consultancy work is so much higher? Dr. Domingos de Rosário, Head of the Department of Political Science at UEM, also talked about IESE salaries in the context of working conditions and salaries offered by UEM.

“IESE is an example of what a university should be. If good working conditions existed here what IESE is doing could be done here. IESE is aggressive about its research. It pays its people so that they are dedicated to research. I have to think first about food and then about my teaching. It’s depressing.”

IESE salaries are lower than private sector salaries. For example, a senior consultant at any of the large consultancy firms in Mozambique may earn 30 percent more than any of IESE’s researchers, most of whom would easily qualify as senior consultants. Managers of such consultancy firms and international consultants (with whom the more senior researchers of IESE would favourably compare), may earn up to twice as much as the top researchers of IESE. Before joining IESE, the senior researchers were involved in consultancies paid, on average, at rates nearly a third higher than their current salaries. Some donors continue to invite IESE researchers for consultancies paid at those rates, but IESE’s rules forbid engaging in individual consultancies.⁴ IESE salaries compare favourably with academic salaries in South Africa, where the cost of living is lower. The rates of pay do not seem excessive, nor do we see how IESE will be able to retain first-class researchers without paying decent salaries. IESE does not allow its permanent staff to do individual consultancies or accept additional forms of payment. By contrast, in other civil society institutions in Mozambique, such as CIP, *Cruzeiro do Sul* and WLSA, research staff are allowed to act as consultants for payment. At IESE, staff members are required to work exclusively for IESE. This approach has paid off both in terms of the quality of the staff recruited and the quality of the work produced.

Recommendation: Salaries at IESE should be pegged to those paid by consultancy firms, international organisations and the banking sector, who are the main competitors for IESE’s researchers.

3.6 Recruitment of Staff

At the time of the institute’s Inaugural Conference in September 2007, IESE research

³ As we report in the section on the *History and Background of IESE*, five of the seven potential senior researchers of IESE were recruited, between 2006 and 2007, for international organizations (including three for international financial organisations) and for the Ministry of Finance (with a salary paid by an international financial organisation). For the next two and a half years (2008 to present) IESE has only lost one of its researchers, Carlos Vicente (M.Sc. Development Economics) to an international financial organization, while the number of high quality researchers may well expand.

staff consisted of the following seven individuals:

- **Dr. Carlos Nuno Castel-Branco**, educated at the Centro de Estudos Africanos [UEM]; M.A. in Industrial Development (University of East Anglia, School of Development Studies); M.Sc. in Development Economics (University of Oxford, Queen Elizabeth House); Ph.D. (School of Oriental and African Studies[SOAS]);
- **Dr. Luís de Brito**, educated at the Faculty of Arts and the Centro de Estudos Africanos [UEM]; Ph.D. in Political Anthropology and Sociology (Université de Paris VIII);
- **Dr. António Francisco**, educated as an economist; Ph.D. in Demography (Australian National University, Canberra);
- **Dr. Sérgio Chichava**, studied in the *Unidade de Formação e Investigação em Ciências Sociais* [the Social Science Training and Research Unit, UFICS] at UEM; *licenciado* in public administration; M.A. (Université de Bordeaux); Ph.D. on political identity in Zambézia province (Université de Bordeaux);
- **Carlos Vicente**; M.Sc. in Economics (Australian National University);
- **Nelsa Massingue**; *Licenciada* in Economics (UEM);
- **Sofia Amarcy**; *Licenciada* in Economics (UEM).

The first four, all with doctorates, constituted the original Conselho Científico. Carlos Castel-Branco became the Director of IESE and Luís de Brito the chair of the Conselho Científico. Sr. Fernando Califórnia (Licenciado in Management, UEM) was appointed as the administrator. Tragically, he died in September 2009, and was replaced by Ângela da Cunha. Virgílio Cambaza (Master of Law, University of Warwick) who is one of the founder members of IESE and sits on its Board, became the legal advisor and a part-time research associate.

Carlos Vicente left IESE at the end of 2008 and was replaced by Rogério Ossemane, who holds an M.Sc. in Development Economics (SOAS, 2008). Rosimina Ali (*Licenciada* in Economics, UEM) joined IESE in 2008 when Sofia Amarcy left to study for an M.Sc. in Economics (SOAS, 2008-2009, fully paid by IESE). Zaqueo Sande (M.Sc. in Economics, Stellenbosch University, 2008), joined IESE in February 2009. In 2010 four graduates from UEM: Fernanda Massarongo (*Licenciada*, Economics 2010); Yasfir Ibraímo (*Licenciado*, Economics, 2010); Carlos Muianga (*Licenciado*, Economics, 2010); and Egídio Chaimite (*Licenciado*, Political Sciences, 2010) were employed as assistant researchers on one year contracts, with a view, after assessment at the end of 2010, to join IESE on a permanent basis.⁴

There is a pleasant atmosphere in IESE's offices; a congenial atmosphere of hard work among a group of committed and like-minded people. The senior staff members are all experienced and highly qualified researchers who hold Ph.D. degrees from prestigious

⁴ These four young assistant researchers were the students with the best honours dissertations at their faculties at UEM. Their dissertations were supervised by IESE's senior researchers. The three economists of this group were offered jobs in commercial banks in Maputo with better starting salaries and benefits than at IESE, but opted to join IESE. Together with Nelsa Massingue and Rosimina Ali, they are lining up to study for master's degrees abroad, after satisfying IESE work time requirements and achieving the required standard in English language examinations.

international universities. The junior researchers have been carefully selected from the best Social Science graduates at UEM. The IESE approach seems to have paid off. It has managed to attract and retain some of the best young social scientists in Mozambique and in two years has produced a substantial corpus of work. This has been produced at the same time as the institute has been being set up, which is in our view an extraordinary achievement.

The research work is facilitated by the well-organised documentation centre and virtual library run by Oksana Mandlate (currently writing a dissertation for a master's in social economics) with the assistance of Felismina Ricardo. Dr. Amélia Souto – who holds a history doctorate and has three decades of experience in library work at UEM – gives specialist support once a week. The core work of the institute is facilitated by an office manager, Ângela da Cunha, who is responsible for accounts and financial management. In theory she is supported by the Director's secretary and personal assistant. We were told that the person in this post was unsatisfactory, and she has since been replaced by a new secretary with better experience and training. IESE has also recruited a part-time professional accountant to support Ângela da Cunha. IESE also employs a full time IT manager, a receptionist, a driver-messenger, a cleaner and several full-time security guards.

The physical space that IESE occupies was more than adequate for its needs two years ago. However, IESE's rapid growth and expansion have meant that the current offices are no longer adequate. Three junior researchers work in a small room next to the kitchen. This office also houses one of the communal printers which means that the researchers are constantly disturbed by other people coming in and out to do their printing. There is only one meeting room, which doubles up as the tea room. Space for associate researchers in the documentation centre is limited. There are no spare offices available for associate researchers or visiting scholars and collaborators. While IESE staff can cope at the moment and do so cheerfully, the situation will become intolerable as the institute expands. In fact the limitations of space will curb its future expansion.

Recommendation. IESE urgently needs new premises that will allow each researcher and the office manager to have an office. The new building should also provide an additional meeting room and allow for future expansion of the space for IT, the documentation centre, space for visiting researchers and students, and for the general future needs of the institute. As construction and housing costs in Maputo are high, this will require considerable additional donor support.

3.7 Section Summary

IESE's directors have pulled together a team of well-qualified, talented, dynamic young researchers. They have also carefully selected the support staff who provide administrative and logistical back-up for the institute's core activities. Ângela da Cunha, who is in charge of administration and finances and also oversees the work of the receptionist, driver, cleaner and guards, is hard-working, enthusiastic, committed, imaginative and well-organized. Bruno Darsam keeps abreast of developments in the IT world and makes sure that IESE's systems are running smoothly; no small task in the lamentable

situation of frequent internet interruptions in Mozambique. It is important to note that he has set up and maintains a much better system than that of UEM. Bruno Darsam also keeps abreast of developments in the rapidly changing world of IT by attending short courses in his field. The team of documentalists, Oksana Mandlate and Felismina Ricardo supported by Dr. Amelia Souto, are, like everybody else at IESE, hard-working, talented and committed.

The rapid expansion of IESE means that the space that it occupies is already too small. This will impact on the productivity of the researchers if the problem is not addressed soon. Intellectual work that demands fierce concentration over long hours requires peace, quiet and private space. A basic requirement is that each researcher should have her or his own office. Additionally, more space is also needed in order to strengthen the administration and IT functions with more staff, to allow for the expansion of the documentation centre and to create an appropriate environment for visiting students and researchers.

4 RESEARCH ACTIVITY

4.1 Introduction

IESE defines itself as a research centre that investigates key aspects of Mozambique's political economy, its political, social and economic policy and their consequences. Relevant in-depth social, economic and political research lies at the heart of IESE's work. In the first two years of its existence IESE's research output has been large. It has published six books (two of which have also been translated into and published in English). Another book is to be published in October this year. IESE has also produced ten discussion papers, 30 short summaries of research projects and their findings (*IDeIAS*), besides conference papers, book chapters, research reports, other presentations and commentary. These have had a significant impact on Mozambican society.

Everybody interviewed, attested to the importance of IESE's contribution to policy debate and political life in Mozambique. Each of the constituents interviewed, whether linked to UEM and the academic sector, other research NGOs, government, the private sector, the media or the donor community, were unanimous in their view that IESE's contribution has already been ground-breaking. For example, Mohamed Murargy (Project Officer of the Royal Embassy of Denmark) commented that IESE's work is valuable. Its research and published material are both good. Dr. Luís Filipe Pereira (*Cruzeiro do Sul*), Professor Narciso Matos and the television personality Venâncio Mondlane all talked about the success of *Desafios para Moçambique, 2010*; how the first print run of 1,500 copies, which was large for Mozambique, was sold out in a few days; how the conference room where the book was launched was packed with people. Venâncio Mondlane referred to the book as a best-seller. It is important to note here that the publishing industry in Mozambique is flourishing and there is no longer a shortage of good books. However, for a book that is explicitly devoted to analysing Mozambique's social, economic and political problems to become a best-seller is a great achievement and shows how people respect IESE's interventions.

The intellectual sustainability of IESE's conception of in-depth research on social and economic questions depends largely on its continuing ability to attract the best young scholars to the institute. These scholars receive systematic training as researchers, and are likely to constitute the core of Mozambique's next generation of academics and intellectuals.

4.2 Research

We understand independent research to mean the right to decide without pressure from government or organisations which support a research institution financially (if not government-supported) to determine its research agenda and priorities and in extreme cases the kind of research it does, for example, consultancies, and how it conducts its research. This understanding boils down to the right to conduct and publish research without pressure, threat or intimidation from politically, institutionally or financially powerful players. It does not mean that researchers should be cavalier or irresponsible in their choice of projects and use of resources; far from it. Elsewhere in this report we

have suggested that there are a series of well-tried mechanisms by which the quality and relevance (and hence the seriousness) of research is judged; not least of these in IESE's case is the eagerness with which people wait for its publications and what it will say about key issues.

IESE's research is informed by the concept of critical engagement. It directs its work at key challenges facing Mozambican society but it does so in a way that tackles orthodoxy where the orthodox view is not solving problems or putting in place policies that will lead to the creation of a more equal and equitable society.

Research at IESE is organized into three thematic areas. *Economy and Development*, directed by Carlos Nuno Castel-Branco *Citizenship and Governance*, directed by Luis de Brito and *Poverty and Social Welfare*, directed by António Francisco. Several research projects fall under these three broad rubrics. Those planned for the period 2010 to 2012 are described below.

Economy and Development.⁵ (group leader: Carlos Nuno Castel-Branco)

The local, social and economic impact of natural resource mega-projects

This project has two main objectives: to compare actual direct private investment in natural resource mega-projects with the investment planned, and to look at the social and economic impact of these projects, the tensions they create and their impact on the ownership and use of natural resources. This study is being carried out in Tete, Inhambane and Nampula.

Researchers: Nelsa Massingue, Carlos Muianga, Virgílio Cambaza, Thomas Selemane (CIP) and Dr. Philip Woodhouse (University of Manchester)

Natural resources and foreign direct investment in agriculture in Southern Mozambique

The aim of this project is to look at the dynamics around access to natural resources, particularly land and water, and the tensions created by the growth of foreign direct investment in agriculture in Southern Mozambique.

Researchers: Nelsa Massingue, Carlos Muianga, Virgílio Cambaza, Dr. Mário Falcão (Faculty of Agriculture and Forestry, UEM) and Dr. Philip Woodhouse (University of Manchester)

The political economy of the fiscal system and public expenditure

This project analyses the dynamics, tendencies, tensions and challenges of the mobilization and allocation of resources and their macroeconomic impact on the fiscal system and public expenditure. It will investigate the relationship between public revenue and expenditure and economic growth and the relationship

⁵ The information for this section is taken from the IESE website at <http://www.iese.ac.mz/> (accessed 9 July 2010).

between fiscal policy, public expenditure and patterns of accumulation. In addition it will look at the dynamics, challenges and tendencies around the financing of public expenditure with alternative sources of financing, such as public-private partnerships, concessionary and non-concessionary credit arrangements, and the impact of these alternative sources of finance at the macroeconomic level and on the State's political options and choices about the role of public expenditure.

Researchers: Rogério Ossemame, Zaqueo Sande, Fernanda Massarongo, with the collaboration of Jonathan Di John and Chris Cramer (University of London: SOAS and the Instituto de Estudios Fiscales, Spain).

Decentralization and the fiscal system

This project discusses the access of local municipalities and districts to and control of local resources as a source of finance for the local administrative system (administração pública). It will also look at the impact of the 'local initiative fund' as an emerging financial institution financed by non-local public funds.

Researchers: Rogério Ossemame, Zaqueo Sande (with support from the University of London: SOAS and the Instituto de Estudios Fiscales, Spain).

The dynamics of the growth of financial institutions in the rural areas

This project will look at the dynamics and growth of public and private financial institutions in the rural zones. It will also study the characteristics of this growth, and its articulation with regional economies and links with different financial institutions.

Researchers: Sofia Amarcy and Fernanda Massaronga.

These projects fall into two main groups. The first two look at the impact of direct private foreign investment on two types of projects: very large projects in the natural resources sector and agricultural projects in Southern Mozambique. This is a critically important area of research.

Direct foreign investment in productive activities is seen as a panacea by many governments in southern Africa. It is assumed that investment will create additional demand and employment and result in 'development' understood as a reduction in inequality and poverty and an improvement in the human condition. Yet the history of many of these projects in various countries reveals a different picture. Often the investment promised does not materialize. When it does the projects benefit the investors, through the export of profits, but not the national and still less the local economy. The Mozal project in Matola is a case in point. The social consequences of many of these projects are also not those anticipated. Few jobs are created. Those that are are usually low-paid jobs for unskilled labour. The coming together of contracted skilled workers and technicians, usually men without their wives and partners, with money in their pockets and spare time on their hands, leads to the growth of prostitution; the Lesotho Highlands Dam is an example. Direct investment in agriculture is also often seen as a solution to social and economic problems. It is assumed that the investment will increase produc-

tion, create employment and demand in the local economy. Too often this does not happen. Investors are attracted by financial incentives such as tax breaks and extremely cheap labour. They often compete for critical resources such as land itself, and water. Water is a critical resource in Southern Mozambique. The reduction in the flow of river water, or even the drying up of rivers, is one of the consequences of its use by industry and agriculture further upstream in South Africa. These projects will explore some of these themes and through the evidence produced by the studies will engage the theoretical and policy implications of this development path.

The other three projects are all concerned with aspects of the financial dimensions of the same problematic; the assumption that private sector intervention in the fiscal system will stimulate economic growth and with it development. Assumptions about the beneficial role of private investment are driving Mozambique's current economic policies. Empirical studies that look at the consequences of these policies are therefore of great importance.

Four of these projects are collaborative projects with other universities; UEM, the University of Manchester, SOAS (London University) and the Spanish *Instituto de Estudios Fiscales*. They will be directed by highly experienced researchers. They provide a great opportunity for the junior researchers at IESE to learn from these experts; and learn in the best way possible which is by doing.

Citizenship and Governance (group leader: Luís de Brito)

This research group is concerned with the process of building the state and democratic governance. The projects that fall within its remit deal with participation in elections, the media, the political culture of political parties and citizens, and the relationship between citizens and their public representatives with special emphasis on the local level.

Researchers: Egídio Chaimite and Sérgio Chichava. A number of associate researchers are also involved in the work: Carlos Shenga, Domingos do Rosário, João Pereira, Jonas Pohlman, Marc de Tollenaere, Salvador Forquilha and Virgílio Cambaza.

The projects for the period 2010-2012 are:

Citizen participation in elections

The aim of this project is to understand the role and limitations of elections in the building of political representation.

Civic culture and values in schools

Different public opinion surveys show that Mozambique's democratic political culture is weaker than that of several other African countries. This is the result of Mozambique's history: the nature of the colonial system, the revolutionary experience immediately after independence and the civil war that followed. The school

curriculum ought to prepare future citizens to participate in civic life. The project asks whether it does or not. It will analyse a number of school projects and the results of a questionnaire-based survey of pre-university students. The questionnaire will include questions on gender and HIV/AIDS.

These two projects look at some of the political dimensions of democratisation in Mozambique. The first will investigate the claim that the election of members of parliament increases popular participation and the representation of people at base level in the political life and decisions of the country. The second project asks whether 'civic education' in schools is preparing young people for their future role as active citizens in a democracy. It includes a questionnaire survey. Designing a questionnaire, drawing up a representative survey, piloting, revising and administering the questionnaire and then analysing the results of the survey using statistical software are central to the training of researchers in political science and sociology. Exposure to the challenges that the researcher faces is an education in itself. This project then, takes a critically important question for the future of democracy in Mozambique, the fact that its democratic political culture seems weaker than that of some other African countries, and through an empirical study guided by a theorization of democracy, develops a methodology to investigate one of its key components. It is a beautifully crafted project which is a huge opportunity for the junior researchers involved to develop their practical research skills.

Poverty and Social Welfare (group leader: António Francisco)

This research group looks at living conditions, poverty and prosperity in the context of the social welfare system which aims to make possible a life of dignity, free from want for all citizens.

Researchers: Rosimina Ali, Yasfir Ibraímo. Some associate researchers are involved in the work: Nuno Cunha, Noémia Nhatsave.

This research group currently has four projects:

The demographics and economics of social welfare

This project looks at the demographic transition, the economy, poverty, vulnerability and human development in Mozambique.

Equity and inequality in access to social welfare benefits

This project investigates the role of the social services in promoting equity and narrowing inequalities between citizens. It focuses on the health and education systems.

The labour market, employment and social welfare

This project maps the main sorts of work and employment and looks at their articulation with the social welfare system and whether together they make life more secure and less precarious for ordinary people.

Financial space for social welfare

This project studies national and international experience in creating “fiscal space” (a concept that has emerged from the theory of economic aid) in the economically active population. At the same time it looks at financial space in relation to forms of saving, financial systems and social welfare in Mozambique.

These four projects address a set of critical social questions in Mozambique, and indeed Southern Africa as a whole. They are centrally concerned, in different ways, with the role of the state, through the taxation system and welfare policy, in addressing problems of poverty, inequality and unemployment. They look at these questions in the context of Mozambique’s demographic profile. There is a large theoretical and empirical literature on the impact of the demographic, health, or epidemiological transition on conditions of life. Investigating where Mozambique lies in the transition and hence what the shape of its population is has important implications for planning and the delivery of services.

Each of the projects outlined above addresses critical aspects of Mozambique’s political economy, but they also speak to the problems that researchers elsewhere in the region are studying. Thus, the direction that economic policy takes is a matter of acute struggle in South Africa, where many of the same kinds of challenges exist. What is conceptualized as the land question there poses many of the same challenges as in southern Mozambique. What kinds of policy interventions are needed in former labour reserve areas to increase production, productivity and employment? What policies should be followed with regard to marginalized and deeply impoverished small family producers? How should these articulate with policies towards commercial agriculture? How does small-scale peasant production itself articulate with commercial farming?

Ubiquitous poverty and high levels of unemployment in South Africa present challenges for the taxation system on the one hand – how to finance development policies from a small tax base – and the welfare system on the other. Seekings and Natrass have shown for South Africa that while the welfare system has been massively expanded since 1994, such that 13 million people currently depend on state support for their survival, it has not been transformed. The pre-1994 welfare system was established to provide temporary support for a small (white) population in a period of full employment. This is different from the situation today, where long term structural unemployment is affecting many millions of people. The dove-tailing of these fields of studies in the two countries and their common concerns, make the need for publishing the Mozambican work in English all the more urgent.

Recommendation. IESE researchers should be encouraged where appropriate to publish their research in the best possible “international” peer-reviewed journals, in English. This is not instead of addressing a Mozambican audience in Portuguese, which is clearly important, but as an additional strategy.

The same is true of IESE’s books. These include chapters by a range of respected Mozambican and international scholars on key development issues not only for Mozambique but for the whole Southern African region. They should be required reading for all

students of Development Studies. It is heartening to learn that *Desafios para Moçambique* is on sale in Portugal through one of the country's largest distributors. It is desirable that these books also be available in English, in English-language bookshops. Perhaps, at some stage when its directors believe it is feasible IESE could ask a collaborator such as Joseph Hanlon, who has worked extensively with development studies publishers, for his advice.

While admiring the breadth of IESE's research portfolio we wonder if the junior researchers might not be overstretched. We note that several of them are participating in more than one project. Perhaps these projects are themselves indicative of the work that will be done sequentially over the next two or three years, in which case this comment falls away.

4.3 Research Collaboration

IESE already collaborates with a range of institutions and has a number of research partnerships in Europe (see above). We think it should also look to South Africa. Travel to and from South Africa is much cheaper than travel to Europe. South Africa has a number of good universities with excellent resources. It has a well-established research community which receives some government funding. There is also an extensive network of donors who support academic research in different fields. For example, the Vice Chancellor of UCT, Dr. Max Price, has established a fund to support South-South co-operation in research. Establishing links with like-minded research centres, or more formally, agreements with one or more South African universities, will offer advantages such as access to a wealth of short courses of different types for researchers, short-term fellowships for senior researchers to focus on their own research and writing without other demands on their time, opportunities to attend conferences and eventually, perhaps, joint research projects or exchanges of senior staff. Some South African universities offer excellent post-graduate courses at much lower costs than those in Europe or North America. For instance, at UCT, students from SADCC countries pay South African fees rather than the higher fees charged to other international students. Hence, it seems to us that there are many advantages for creating closer links with South African universities.

We also believe that it is important to develop links with Brazil and Portugal. Brazil offers high quality masters' programmes. Its social scientific research is a world leader and there is a historical precedent for higher education collaboration between Mozambique and Brazil.⁶ *However, as with all our suggestions these possibilities will require careful thought and planning and may or may not be feasible over the next six years.* This point is fundamental. It is relatively easy to parachute into a project and make suggestions about how it might be strengthened. What the reviewers do typically is work with an idealised vision of what might be possible, rather than a real, historically rooted understanding of what *was* possible at the time and how the past – the formative two or three years of IESE's life in this case – has shaped the present. It is also easy to fail to grasp the immense amount of thought, planning, dealing with unexpected pitfalls and

⁶ E.g. the Ford Foundation funded project that ran from 1990 to 1997 to train social science graduates at UFRJ-IFCS.

‘making a plan’ as well as the sheer hard work that has gone into the extraordinary achievement that IESE is.

Recommendation. IESE should strategically develop broader links with institutions in such countries as Brazil, Portugal and South Africa.

4.4 Sabbatical Leave

We believe that a system of sabbatical leave should be considered for all researchers, senior and junior. At UCT, academic staff members accumulate sabbatical leave at the rate of two months per year of service, and can apply to take six months leave every three years. We suggest that sabbatical leave might be taken away from the IESE environment, to allow researchers a continuous block of uninterrupted time, free from other responsibilities, to write up their work. There is no reason that we can see that this should not be introduced for junior researchers as soon as possible. A significant block of time away from IESE is much more problematic for the directors. However, we believe that this is something that the directors should at least consider *for the future* even if it will not be possible immediately. A simple evaluation scheme should ensure that the privilege is taken seriously. Regular sabbatical leave would also support the systematic production of articles for prestigious international journals; a suggestion that we make elsewhere in this report as a way of increasing IESE’s international reputation and guaranteeing research quality.

Recommendation. A formal system of sabbatical leave should be implemented administratively for researchers.

4.5 Conferences, Seminars and Publishing in Peer-reviewed Journals

From its inception, IESE has committed significant amounts of time and resources to the organisation of public events, including general and thematic international conferences, as well as public lectures and seminars. Such efforts make sense strategically, and bring large benefits both intellectually and in terms of IESE’s public standing in Mozambique and abroad. We recognise and acknowledge the significant intellectual and organisational achievement of IESE in successfully hosting these events so early in its development as an institution, and we hope that IESE will continue to follow this strategy.

Among the multiple benefits of organising and hosting international conferences, are the exposure of the work of IESE’s younger researchers to a critical audience, building their confidence in presenting work in public fora and handling difficult and perhaps unsympathetic questions, and allowing them to listen to experienced presenters from different backgrounds. IESE’s public presence is established and consolidated by the conferences, both among invitees who have a chance to meet Mozambican researchers and in the eyes of the Mozambican general public. A well-organised conference – and the IESE conferences have run smoothly – boosts confidence in institutional capacity and competence generally.

At the time of writing this mid-term evaluation, IESE had already organised two general

international conferences, and four thematic international conferences; it was busy organising a fifth thematic conference. The first of the general conferences, marking the inauguration of IESE, was held in September 2007 under the rubric “Challenges for Social and Economic Research in Mozambique”. It was attended by more than 100 Mozambican and foreign researchers, and 44 papers were presented. The conference was organised around several thematic areas of future interest to IESE, including macro-economic issues, socio-economic development and poverty, and citizenship and governance. The papers from this conference are available on the IESE website, and in addition three volumes of papers, revised by the authors and the Research Committee, have been published as books, in English and Portuguese: they are *Reflecting on economic questions*; *Southern Africa and challenges for Mozambique*; and *Cidadania e governação em Moçambique*.

The second general international conference was held in April 2009 in Maputo, and 51 communications were presented on the general theme of the dynamics of poverty and patterns of economic accumulation. The keynote was delivered by the distinguished Tanzanian academic and lawyer Issa Shivji. The conference was organised into four broad thematic groups – patterns of economic accumulation and the extractive industries; social protection; the state, society and governance; and employment, gender and political discourse. A total of 16 panels were held, and at the closing celebrations the socially-committed Mozambican musicians Stewart Sukuma and Azagaia played. The papers from this conference are also available on the IESE website for downloading, and three books of contributions have already been published, namely *Economia extractiva e desafios de industrialização em Moçambique*, *Protecção social: abordagens, desafios e experiências para Moçambique* and *Pobreza, desigualdade e vulnerabilidade em Moçambique*.

The four thematic conferences organised and hosted by IESE have dealt with the topics of *Processos Eleitorais, Movimentos de Libertação e Mudança Democrática em África*; and *Ação Social Produtiva em Moçambique: Que Possibilidades e Opções*; *Comparative studies on elections and political systems*; and *China and Africa*. The papers presented at these meetings are available on the IESE website. Most recently, as this report was being drafted, IESE was busy co-organising – together with the South African Institute for International Affairs – a third thematic conference on China in Africa, dealing with the challenges and opportunities that Africa faces as a result of increasing Chinese investment.

In addition to these major international events, IESE has also organised and hosted several smaller seminars on issues such as the political economy of aid, extractive industries in Mozambique, critique of monetary policy, impact of the global economic and financial crisis and the comparative analysis of political and electoral processes. We believe that the quality of the presentations, the funds and effort invested, the effectiveness of the organisation and administration, and the rapidity with which IESE has been able to produce published volumes based on the deliberations at these conferences are all testimony to the seriousness with which IESE and its leadership see their role as an organisation dedicated to opening public space for debating the key issues facing contemporary Mozambique.

4.6 Public Debate

The context in which IESE's commitment to opening a space for public debate in Mozambique is complex legally, socially and culturally. The Frelimo Party, which has been in power since independence in 1975, was originally a liberation movement at war with a ruthless colonial power, and the qualities that were required of its cadres were discipline and commitment to the cause of liberation. But democratic behaviours in a multi-party system require different qualities, not least of which is the recognition that to criticise government policy is not necessarily an unpatriotic or hostile act. It must be said that the Mozambican state apparatus has made the transition to open, transparent and democratic behaviours unevenly and imperfectly, as struggles around issues such as press freedom or the citizen's right to access state information clearly show. The fact that a key research area in the IESE programme is precisely citizenship and governance is also strongly indicative.

The citizenship and governance study group focuses on the processes of state-building and democratic governance, looking especially at electoral participation, the media, the political culture of the parties and of citizens, the relationship between voters and their representatives, and mechanisms of participation at the local level. There is a real sense, then, in which public debate and participation is *both the subject and the object* of IESE's activities.

The existence of IESE as an independent institute represents an intervention in and of itself, raising the possibility of a multiplicity of think-tanks, research institutes and civil society organisations addressing key social and developmental issues. In this way, any publication from IESE, any paper posted on its website and any interview given by a staff member to a newspaper, radio or television station is an intervention in the public debate.

That said, IESE does make regular interventions in Mozambique's public debates understood in a narrower sense. This happens at various levels and in different environments. IESE researchers are involved in the national policy debate at various levels including the Presidency of the Republic, the Forum on Fiscal and Public Expenditure Monitoring, the Forum for the Extractive Industries Transparency Initiative, and the civil society working group on electoral reform.

Luís Filipe Pereira told us that IESE has a great impact at national level. Castel-Branco appears on TV. He is sharp, quick, well-trained. He has a lot of influence. This sentiment was echoed by the other respondents. Narciso Matos said that Carlos Nuno Castel-Branco is respected for his interventions because they are supported by evidence. João Pereira likened society to a cemetery "everything is silent. There is no open debate about critical things. IESE has created a new dynamic. The government, the World Bank, the IMF are questioned from within. It is good for society. For the politicians it is bad."

All members of the research staff participate in seminars, round tables, panel discussions and conferences both in Mozambique and abroad. Researchers hold seminars and give lectures in universities in Maputo itself, Beira, Inhambane, Nampula and Pemba.

As we have already stated, IESE maintains links with other universities and research institutes abroad, including CODESRIA in Dakar, SOAS in London, the University of Manchester, the *Instituto de Estudios Fiscales* in Madrid, and the Institute for Social Studies in the Hague amongst others. IESE's research focus and funding have facilitated a three-way partnership between IESE, the Faculty of Agriculture and Forestry at UEM and the University of Manchester to develop a research project to assess local and global impacts on foreign direct investment and tensions and competition about alternative uses of natural resources.

Most of the young researchers of IESE have been publicly active. Rogério Ossemame and Sérgio Chichava have presented papers at conferences, written book chapters, delivered presentations in seminars and given interviews to national newspapers and national television and radio stations. Chichava has attended international conferences in South Africa, France, England and Norway. Ossemame has participated in a conference in South Africa and has co-authored a paper on Mozambique for an international project on the global economic and financial crisis (coordinated by the ODI in the United Kingdom). Sofia Amarcy and Fernanda Massarongo have given seminars on monetary policy, and Amarcy has been interviewed by national newspapers and television stations. Nelsa Massingue and Rosimina Ali have made presentations to conferences and have written book chapters. Egídio Chaimite and Yasfir Ibraímo have made presentations at conferences; Ibraímo has represented IESE at a regional conference about decent employment, in which he presented a paper.

But, as in most academic institutions junior researchers do not get the same international exposure as their senior colleagues. One way of ensuring their participation is to affiliate to the professional bodies. Political scientists, sociologists and political economists all have annual conferences in South Africa, to which post-graduate students and junior researchers are invited. These national conferences attract top international key note speakers and provide an opportunity for establishing contacts and building networks. IESE could explore the possibility of affiliating as an institution to one or other of these associations. Through the national associations academics have access to the work and conferences of the international associations in their fields.

Recommendation. IESE should send its senior staff to visit South African universities and funding foundations. We suggest that the first visit could be to Cape Town. They should also offer seminars on their work.

4.7 IESE and Teaching

All members of the research staff of IESE teach and supervise students at UEM. In principle this is clearly a good thing, and this relationship between IESE and UEM offers clear benefits for both parties. However, the IESE leadership explicitly acknowledged to us that it needs to be more clearly defined, especially in terms of delimiting the amount of time that IESE staff members may dedicate to UEM tasks. Whether or not IESE should become an institutional partner of UEM remains an open question – at present IESE researchers have the status of part-time professors at the university and are effectively staff members.

UEM is a university which faces severe problems of teaching capacity, which are unlikely to be ameliorated in the immediate future. The contribution that IESE makes by teaching courses in the Faculties of Economics, Humanities and Social Sciences is therefore significant in terms of UEM's own objectives, but most importantly it puts senior IESE staff in touch with one of the country's main sources of young economic and social science talent, and allows them to nurture it.

The supervision of dissertations is also advantageous to IESE in that it is a serious contribution to human resources development. Nevertheless, IESE cannot and does not want to take on more supervisory responsibility, outside the framework of its own lines of research and its own recruitment and fund-raising policies – factors that make its contribution both effective and useful. UEM is currently pressing for junior IESE staff members to teach more, an activity that IESE will have to regulate carefully.

Recommendation. IESE must begin negotiating an *institutional* agreement with UEM with the object of establishing different forms of cooperation.

4.8 The Media and Social Communication

IESE has been broadly successful in its relations with the mass media (newspapers, radio and television), and a large file of press clippings that we were shown, reporting on a wide range of IESE activities, including conferences, seminars, interventions and book launches all testify to that. It is probably worth pointing to the different role of newspapers in the Portuguese- (and French-) speaking worlds, since serious academic interventions on history, economics and social sciences are often published in the daily press, something relatively rare in English-speaking countries. It is not surprising, therefore, to find that an entire issue of one of the *IDeIAS* bulletins may be reproduced on the open pages of one of the Maputo weeklies. In point of fact, of the 30 published *IDeIAS* bulletins, 27 have been reprinted in full in several newspapers and fax newsletters.

The significant public presence that IESE presently enjoys is therefore to some extent the result of an already successful strategy of social communication. It is also attributable to the quality of its research work and the presentation of that work in its publications.

That said, we believe that IESE might consider ways to target its social communication activity for even greater impact but with relatively little additional effort. At the local level, IESE addresses three main and overlapping audiences, namely its academic peers, the political-bureaucratic stratum, and civil society in general. By recognising that some of its products are aimed mainly – even if not exclusively – at subsections of these publics, social communication might be improved and sharpened. For example, if IESE were to decide that as a matter of policy it actively supports the re-publications of the *IDeIAS* bulletins in the pages of weekly newspapers, then the format and language of the publications would have to be adjusted accordingly. Given the limited capacity of the journalists at some local publications to represent complex arguments accurately, re-publication might, in fact, be a preferable outcome.

In general, however, it is clear that IESE has a successful and effective social communication policy and generally good relations with the media, to which, of course, they regularly supply “good copy”. In general, we recommend that this activity should continue along already established lines.

5 PLANNING AND THE BUDGET

5.1 The Planning and Budgetary Process

In discussing the planning process at IESE, it is important to take contextual factors into account. IESE is an institution that has “hit the ground running”, which is to say that the period from conceptualisation to realisation and production has been extremely short. Demand and expectation have been high. IESE has a “presence” in Mozambican society and amongst academics, policy-makers and donors that is the direct result of its ability to respond to that demand and expectation. The planning process that is presently in use was thus developed under pressure, in a relatively *ad hoc* way as the institution evolved. What we have to say about planning is not, therefore, intended prescriptively, or as a criticism of what has been achieved so far, but rather as a set of suggestions that may, if adopted, strengthen the link between the setting of objectives and the analysis of IESE’s financial and budgetary needs.

5.1.1 Administration

IESE’s core business – producing in-depth, evidence-based analyses of key social, economic and political challenges facing Mozambique and through this process training a cadre of young researchers – requires administrative and logistical support. Understanding the need and importance of an efficient and effective administrative system IESE early in its existence appointed a senior, highly qualified and experienced administrator – Fernando Califórnia – to develop a functional support system. As we noted above, Mr Califórnia died suddenly. IESE found itself with an administrative system in creation and without its principle “operator”. The work could not stop until somebody else was hired so Ângela da Cunha, assisted by Nelsa Massingue, stepped into the breach. They kept things going and gradually went through everything learning how the various administrative and financial systems worked.

Ângela da Cunha was subsequently promoted to office manager and administrator. This appointment was made in part in order to reward her dedication and willingness to learn, although she had less experience and was less qualified than Califórnia. Since her appointment she has made significant progress and takes more initiative. She runs the office, manages the work of the receptionist, driver, cleaner, and guards. She manages the finances, from donor grants through the Common Fund to petty cash. She does all the ordering and purchasing. She coordinates the logistical aspect of visits such as ours (buying plane tickets, hiring a car, and making hotel bookings), contracts translators, coordinates the preparation of contracts by Virgílio Cambazo, and makes payments. She is part of the Administrative Committee of IESE and works closely with the director. As mentioned above Ângela da Cunha is currently completing an honours degree in Financial Administration at UNISA and is learning a new accounting programme. This programme will substantially reduce the time spent making entries and controlling and analysing data, instead providing tools for analytical accounting. It will allow IESE to analyse its budget allocations by comparing and computing spending and costs in different areas.

Some administrative tasks are being outsourced to experts, such as the writing of the human resources manual. We suggest that special attention is paid to the question of performance evaluation. Numbers of researchers feel anxious as the time for evaluations approaches. They are not sure by what criteria they are assessed and what they are expected to have done. Criteria have been drawn up but they seem rather complicated and not altogether clear. We suggest that this is something that might be handed over to an expert to draft.

Ângela da Cunha is supposed to be helped by Castel-Branco's personal assistant. The person originally occupying this post from January to July 2010 was not competent, which increased Ângela da Cunha's workload. This meant that she not infrequently worked outside normal working hours to complete everything. While we were at IESE the personal assistant's post was being re-conceptualised. Since then, the former secretary has been dismissed and a new staff member has been hired who is already making a significant difference to the office manager's workload.

Nevertheless, working more than the prescribed eight hour day seems to be the norm at IESE, and accepted as part of the work ethic. Indeed, working beyond the prescribed eight hour day is integral to IESE's functioning. Exhaustion reduces efficiency and productivity. "Burn-out" is a likely consequence. This implies disruption to the rhythm of work and hence disruption to the work itself. This will certainly upset the congenial and cooperative atmosphere at IESE as people become increasingly exhausted and stressed. Days work lost because of illness will likely also increase. There is a saying in Portuguese "*quem não sabe descansar não sabe trabalhar*" that we think should be taken seriously by IESE's directors. We shall return to this point below.

5.1.2 Planning

The conception of the planning process that presently holds sway at IESE does not, in our view, fully support an *integrated* approach to research planning, administration, budgeting and financial control and analysis. We consider such an approach to be necessary if the institute is to achieve long-term sustainability. At the same time, we believe that certain recommendations, outlined below, should be implemented as soon as possible. A non-integrated understanding of the planning process is far from being unique to IESE. In such a process, a collective meets and decides on a set of goals or objectives (sometimes mistakenly called "priorities") for the year, often without sufficiently serious interrogation of the time resources, especially, needed to fulfil them.

Concretely, in IESE planning begins with a series of meetings to identify those issues that must be addressed, including new ones. The research groups and other units then draw up draft plans. The first discussions take place in the Research Committee and the Administrative Committee. A general discussion meeting is then held, followed by submission of the plan to the general assembly. Throughout, the Director oversees the process and guarantees its coherence and practicality.

Inevitably unanticipated obstacles will be encountered, or the overall workload may be increased as the planned work year unfolds. It is important to note that at the end of

2009 IESE produced its second plan and its directors have been able to use the experience of the first plan, both positive and negative, in the formulation of the second plan. It is a given, for instance, that it is essential to be able to identify the tasks and resources needed for an envisaged research project before starting to implement it. Nevertheless, in 2008 and 2009, the focus was more or less on the *production* of publications as a measure of plan fulfilment. From 2010, more sophisticated and organised planning methods are beginning to be adopted.

What seemed to have happened at IESE in 2008-2009 is common elsewhere. What are called plans are really much more like “to-do lists” with only a weak relationship to an analysis of the resources needed (temporal, human, financial). There is often no realistic attempt to draw up deadlines, time-frames or dependency relationships – e.g. *this* task must be completed before *that* one can begin. Such plans often fail to build in support for junior researchers (i.e. the large amount of time that has to be spent in one-on-one consultation or reading and commenting on written work). When these elements of the plan are not included the plan cannot be used routinely to check and reorganise tasks.

One of our concerns in this regard is the need for much stricter time-planning and management. One of the exercises we undertook with IESE’s research staff was on time planning. We first discussed the various tasks and responsibilities that are part of the research staff’s work. We asked the researchers to include everything they did in the working day, thinking back over the previous week. This included administrative work, meetings, interviews, conference preparation, editing, revising, proof-reading and checking translations; teaching and the activities associated with it (preparation and marking) and other courses such as English language classes. We also asked the researchers to estimate how much time they lost through unforeseen circumstances, such as a sick child, a doctor’s appointment, a bereavement and so on. We then asked them to calculate, based on a working week of forty hours, how much time these non-core activities took and what time remained for research. The staff member with most time available for research calculated 18 hours a week. The person with the least time had a deficit of six hours. This researcher appears to work about 80 hours a week on average. The nine junior researchers at IESE spend nine hours a week out of forty on research on average. To make up for the time lost in other activities they seem to work 65 hours a week, or 25 hours overtime on average.⁷ Even if we allow for exaggeration and the possible bias of taking just one week from a year’s work to estimate the time allocation and use of the research staff, there seems no doubt that researchers are working extremely hard. Overtime, even if not the amount of time they suggest, is part of the job.

When we spoke to the director about this he informed us that most researchers do not do administrative work. The teaching overload is something that IESE is addressing. By the end of the year they will have drawn up specific guidelines to regulate teaching. As for proof-reading, he pointed out that this is part of the job and he is correct. The work of an editor or proof-reader always has to be checked by the author which is time-consuming. He said that researchers are involved in conference administration but not for

⁷ Seen in this light salaries at IESE are not as high as they seem at first sight. The researchers are being paid for forty hours work a week but are actually working an average of sixty-five hours (62 percent more time than they paid for).

long. Nelsa Massingue's involvement in the administration after Sr. California's death was a specific and isolated response to a crisis which had to be managed. It is true, he pointed out that all researchers are studying. He said that their work is to research and write. Notwithstanding, it seems to us that attention to time planning, which includes all the interruptions in the day's work, is something that would benefit IESE.

In the last 25 years the amount of time that professionals work across the world has increased substantially. What is true elsewhere is also the case in the academy. There is an unstated assumption in academia that regular overtime is part of the job. Indeed, for those seeking promotion, working overtime is a *sine qua non*. However, it is counter-productive because stress levels and illness associated with stress are also high in universities and other academic institutions. Without proper rest and time to relax and do other things productivity gradually falls, people become depressed and eventually 'burn out.' It seems to us, then, that there needs to be a radical review and probably an overhaul of the division of labour and distribution of tasks and responsibilities at IESE.

Recommendation. IESE researchers routinely work longer hours than those stipulated by Mozambican law. There is a commonly-held but erroneous view that such a level of commitment is virtuous and therefore cannot be identified as weakness. The existing planning process should be adapted to make appropriate allowance for all routine activities of all staff members, including teaching and administrative tasks, and must be linked strongly to processes of budgeting and financial control.

Research planning as we understand it is a process in which a strategic analysis of the *context* (major economic, social and political challenges facing Mozambique) shapes the *broad direction* of future work. What is then required is detailed planning, at the level of each individual researcher, of the allocation of human, financial and time resources in such a way as to support the achievement of individual and collective goals, and to allow for flexible responses when obstacles – or unexpected opportunities – are encountered.

This detailed process takes account of all intellectual work (attending conferences, preparing publications, giving seminars, teaching and supervision), something which IESE in fact already does. However, what we are recommending also involves estimating, as realistically as possible, how much time such concrete and specific activities typically take. In this model, indicative year plans are drawn up for each staff member, with blocks of time (hours, mornings, days, weeks) marked off for their activities, and with appropriate budget lines and amounts attached to each one. Within the overall strategy of each research group, individual researchers then indicate what they are most interested in pursuing. Using the year plans already drawn up, they can block out the remaining time so as to get a realistic idea of how long their proposed research is likely to take and what resources are needed to complete it.

These individual work plans would then be presented to the collective at a meeting of the research group. The group discusses each proposal, evaluates it in terms of how it fits into the strategic analysis, and analyses its feasibility in terms of time, logistics, skills and funds. The blocks of time required are filled in on a year planner. Research group leaders should then take their joint plan to the Administrative Committee to assess in

detail the administrative resources and the time needed. The Committee will verify that there are no bottlenecks in the year plan, and that it is administratively feasible. Finally, the Research Committee would convene to discuss the plans in light of the annual calendar of activities, the time available, the administrative work involved and costs.

This highly reiterative and participatory concept of planning is likely to take time initially, but time saved later in the year will more than compensate for this. It is important to understand that our concept of planning does not see it as an administrative exercise. Far from it. We understand this kind of planning to be an intellectual process. Discussing the socio-economic and political context of Mozambique and hence the lines of investigation that seem appropriate is the starting point. Discussing the interests of the researchers and research groups is the next step. Estimating, as accurately as possible (and working on the assumption that things take twice as long as we think they do) the numbers of researchers, the time and material resources needed to complete the plan will force its revision. Two recommendations follow.

Recommendation: All staff should routinely keep a record of what they do and how long it takes. Only if these records are kept will time management become a reality.

Recommendation: We suggest that these planning exercises take place outside Maputo and that IESE research staff ‘retreat’ for two days to a place where they will be able to work without interruption.

Our concept of planning is shaped by a number of explicit assumptions which may be used to measure feasibility. These include:

- Prioritizing means deciding *which single activity* is most important (and should come first), and which activities are of secondary importance. This in turn implies that the plan will develop around the priority and only include other activities if time and resources allow.
- All activities need time-frames which have been budgeted on the basis of the official working day, week and year.
- All activities need concrete and measurable targets that have to be met by designated dates.
- Responsibilities must be attributed and lines of accountability established.
- A one year time-frame is too short for most of the activities of a research institute. Researchers at universities are typically expected to account for their time over a three-year planning period.
- Annually throughout each three-year planning cycle progress reviews should be conducted by research groups and the administrator. This may involve revising the plan.

5.2 The Budget System and Financial Control

Just over 80 percent of the IESE budget comes from the Common Fund, which requires two reports and one external audit per year. Salaries, subsidies and taxes make up over

half the budget. From 2008 until March 2010, IESE outsourced the accounting process to an independent company, because it thought that this would prove to be an efficient and time-saving measure, rather than doing the accounts itself. This has not been the case. The accountancy firm made mistakes which IESE staff had to deal with, and did not respond to criticism; something that took a great deal of time. IESE then decided to keep the accounts itself, and has employed a part-time accountant to help assist Ms. da Cunha. This accountant started work immediately after our visit, from mid-August 2010.

IESE has recently invested in new accounting software, which is expected both to reduce the time spent on such tasks as making journal entries, and to increase the capacity for predictive financial analysis. Through data mining techniques, for example, IESE staff members will be able to calculate real unit costs for a specific project, without having to undertake any budget restructuring. This competency will increase IESE's capacity to integrate financial analysis into research planning and the preparation of future budgets, as well as to identify areas with potential efficiencies of scale.

5.3 Human Resources

Carlos Castel-Branco, Luís de Brito, António Francisco and all academic staff members hold appointments at UEM. They give lectures and supervise post-graduate students there. This is a principled decision and is part of their mission to help strengthen the social sciences at UEM through their research and teaching. However, the burden of this work is heavy. We cite the case of Carlos Nuno Castel-Branco as an example. The academic year is divided into two semesters of 16 weeks each. In the first semester, Carlos Nuno Castel-Branco is responsible for the course «Economia Industrial» for about 40 undergraduates (*licenciatura*) students in the Faculty of Economics. He has six contact hours per week (lectures and seminars), and spends perhaps 6-8 hours per week on preparation. Each student writes two essays during the semester, which take about 20 hours to correct and mark (an average of 1 hour 15 minutes per week). We can see, therefore, that Carlos Nuno Castel-Branco's teaching responsibilities occupy between 13 and 15 hours per week, or about 43 percent of a normal working week.

In the second semester Carlos Nuno Castel-Branco supervises students who are preparing their final-year dissertations. He also directs research projects and supervises the work of junior researchers. This in addition to the administrative work associated with running a new centre, making public appearances, promoting IESE, seeking funding and doing his own research and writing. This workload is unsustainable, and IESE recognises that the teaching role will have to be fully reformulated. We shall return to this point below.

It is standard practice at universities to bring academics from other institutions for periods of time to teach, run research projects or mentor postgraduate students. This is something that IESE is beginning to explore with Professor Marc Wuyts at the Institute of Social Studies (ISS) in the Hague, and his former colleague Professor Bridget O'Laughlin. It also has a relationship with the University of Manchester and a joint project on natural resources and extractive industries coordinated with Dr. Philip Wood-

house. IESE currently has a research relationship with SOAS in London on fiscal and monetary issues, and is also developing a working relationship with the *Instituto de Estudios Fiscales* in Madrid. These collaborative relationships open the possibility of *routinely* contracting at least one academic each year to offer a more structured research intervention with the assistant researchers in particular. This could take a variety of forms. One approach would be structured reading programmes, small research exercises, and detailed preparation for seminars given by visiting scholars. The seminar we attended at IESE – on research methodology – provided a golden opportunity to offer some preparatory classes and readings so that the junior researchers could gain more from the actual discussion.

IESE is beginning to think about the possibility of sending junior researchers on intensive English language immersion courses in South Africa. We think this is an important development. Unless they study in France, in which case they will attend a French course in France before they start their master's studies, IESE students need a good command of English. English is the language of the international academy. The respected journals are written in English. Mozambique is surrounded by English-speaking countries. At present junior researchers take English classes in Maputo. This is important and should continue, but by itself is unlikely to equip them to study in English.

At present, the projects that individual researchers are involved in are negotiated with team leaders and colleagues. Some of the research staff expressed a desire to have “more freedom” to choose their own fields of interest and projects. At the present early stage of development of IESE, with inexperienced junior researchers – six have four-year degrees and only three have masters – this is a difficult question to resolve without running the risk of fragmentation of effort, or an even greater expansion of the overall workload. The integrated and reiterative planning process we suggest above gives greater scope for researchers to make their individual contribution to, and imprint on, IESE's thinking, without destabilising the collective direction of research.

In addition, we want to emphasise that IESE has been flexible about new areas of interest. Sérgio Chichava, for example, has been developing an interest in China's role in Africa, and has been strongly supported to pursue this question. Together with Rogério Ossemane, he attended a conference in South Africa on this important cross-disciplinary topic on behalf of IESE. In September 2010, IESE and SAIIA are jointly hosting another conference, on China. This conference was not included in either the plan or budget for 2010, but was an important opportunity which arose and which IESE used funds from its budget to hold. This will be the third international *thematic* conference organised by IESE. However, there is as yet no dedicated research group within IESE devoted to China-Africa relations, although the new strategy currently under development anticipates the creation of an interest group in 2012.

Linked to commitment and passion, which are the foundations for good quality work and high productivity, is the need to protect researchers as far as possible from demands on time that should be dedicated to research itself. At IESE, junior researchers teach, help to prepare conferences, edit and proof-read. We are pleased to note that the IESE directors are already taking steps to review the situation and improve time-planning as

an integral part of an integrated planning process, especially with regard to teaching activity, which is largely driven by strong demand from UEM. Some of the junior researchers hold UEM assistantships – Nelsa Massingue, Zaqueo Sande, Sofia Amarcy, Rosimina Ali – but others such as Fernanda Massarongo, Carlos Muianga, Rogério Ossemame, and Yasfir Ibraímo are teaching entirely as a result of demand from UEM.

It is certainly important for researchers to teach, consolidating their understanding and knowledge and exposing areas of weakness, but the burden needs to be reduced. While acknowledging that UEM class sizes – of as many as 250 students in a course – are outside IESE's control, we recommend that ways be found to give recent graduates teaching experience, perhaps by acting as consultants for students seeking assistance, with *some* marking rather than as teaching assistants with a full tutorial and marking load. We understand that IESE will in any event not allow the teaching of evening classes in future, and is planning to put in place a system to regulate teaching activity. Nevertheless, we recognise that IESE's room for manoeuvre may be limited, as demand from UEM emerges from a highly specific Mozambican pedagogical and political context. Also it must be recognized that IESE's directors and staff reflect on their experience and make the necessary and *possible* changes based on it when and where they can. Once again we must emphasise that reviewing a project is different from being involved in it. Just as social researchers have to work in the real world and adapt their methodologies to reality rather than try to impose the ideal, but often unworkable, template discussed in methodology classes, so IESE's directors make the best decisions they can, in the circumstances and at the time. With hindsight they may decide that better decisions might have been made. Retrospective reflection, particularly by reviewers who were not involved and did not face the immediate challenges, tends to abstract from the real constraints of a lived reality. It tends to idealize the past, assume a straightforward march to a goal, rather than to see that progress much more often takes the form of one step forward two steps back.

5.4 IESE's Funding

IESE was formally established in September 2007 and signed a Memorandum of Understanding [MoU 2008] for the Common Fund in April 2008. Ireland, Denmark and Norway signed the MoU in March 2008; Switzerland signed in June (but only financed 2008); the British Department for International Development (DFID) signed in July of 2008. Finland joined the group and signed the MoU in July 2009. The Swedish Embassy supported the first IESE conference in 2007, but have not joined the Common Fund. Switzerland is planning to finance IESE for two to three years starting in 2011 and Spain has committed some funds, although the exact allocation and disbursement procedures are still being discussed.

IESE has also received some occasional funding for specific events or for cooperative projects with other local groups. IESE is providing research capacity for an ongoing project on transparency in the extractive industries which is based at the Centro de Integridade Pública (CIP) and funded by Norway. The Mozambican organisation Fundação para o Desenvolvimento da Comunidade (FDC) contributed a small amount for the 2007 conference, and in 2008 IESE and the FDC cooperated in organizing a conference

on the “green revolution”. CMI financed the conference on liberation movements and multi-party democracy, and SAIIA provided a small grant for the China and Africa conference. Japan financed a report on private sector development in Nampula and the donors have funded the Mozambique programme aid partners evaluations for 2008, 2009 and 2010. MASC is also financing the information-sharing project for two years.

To summarise: Denmark, Ireland, Norway, Sweden and Switzerland funded the initial phase in 2007, including the first conference, and the three books that were subsequently published from it. The MoU, the basic document of the Common Fund, has had six signatories for the period 2008-2011, of which three – Denmark, Ireland and Norway – joined for three years [2008-2010], one – the United Kingdom through DFID – for the full four year period, and another – Finland – for two years. Switzerland, although it is a signatory, has so far financed only one year’s activities. In addition, there is some collaborative and direct project funding. MASC has a two-year agreement with IESE for a project on information sharing, and IESE provides research capacity for the CIP’s project on the Extractive Industries Transparency Initiative (EITI), funded by Norway. There have been four occasional projects, with funding, in just under three years.

Institutionally, IESE practices budget transparency, and documentation is readily available for scrutiny. The accounts are externally audited annually, and have been given a clean bill of health. The new accounting software – already mentioned – will provide capacity for sophisticated budget analysis and forecasting.

5.5 Financial Management

IESE employs a full-time office manager, Ms. Ângela da Cunha, who is bilingual in Portuguese and English. As we noted above she took over the role after the sudden fatal illness of the first incumbent in 2008. She is a member of the Administrative Council and works closely with the director; she is also supported by Nelsa Massingue. Her work falls into three main areas, namely day-to-day office administration, financial control, and conference organisation when required.

Ms. da Cunha is also responsible for the integrity of the IESE system of financial control, including major donor grants through the Common Fund, IESE’s main income stream, as well as the petty cash. She controls purchasing, prepares contracts and makes payments. This is a critically important role within IESE, as mentioned above. Ms. da Cunha is studying for a degree in financial administration at UNISA, in order to strengthen her ability to carry out her tasks. She is supported by a qualified accountant once a week.

The old saying that “life is what happens while we are busy making plans” applies to IESE, and so room must also be made for flexibility, improvisation and adjustment to reality. For example, as mentioned above, recently IESE had the opportunity to co-host an international conference on China-Africa relations that was not planned for but was important at this juncture. We are not, therefore suggesting that the plan should become a straitjacket. IESE must continue to find ways to benefit *tactically* from such op-

portunities while at the same time planning its overall direction both strategically and purposefully.

5.6 Section Summary: Analysis and Evaluation

In just over two years IESE has set up an office, established a budgeting, accounts and financial reporting system, has built a well-run administrative system to support the Institute's intellectual work, has recruited a total staff of twenty two and is beginning to build manuals of administrative procedures, human resource principles and practices and legal and taxation practices besides producing a large volume of high quality work. This is a considerable achievement. There are, notwithstanding, a number of weaknesses in these systems that need to be addressed. The first is the question of overwork. Excessive overtime is a fundamental requirement for IESE's success. The director has a phenomenal capacity for concentrated hard work and his example is followed by his staff. The director believes that IESE has had to justify its existence by producing a significant opus of high quality relevant work fast. While we understand his reasoning we disagree. In our view an institution built of excessive work is not sustainable in the long term. This is a discussion that IESE urgently needs to have in the Research Committee. It reinforces the need for serious attention to be paid to time planning, the division of labour within the institute, particularly among the directors, and the establishment of productivity norms against which performance is measured.

This question is linked to the type of planning which IESE has adopted. This is extremely common in many institutions and organisations, but is nevertheless not useful. Planning involves matching desired outcomes against real resources, including time. We have suggested that the pace of work needs to slow down at IESE. The institute has already proved that it can produce high quality work that makes a difference. It is now important to look through plans for the remaining one and a half years of the current funding cycle and substantially reduce the work. The starting point for this process should be a working week of forty hours. We recognise that there are times in the year, for example in preparing and holding a conference, when everybody will be working overtime. We also understand that there will be times, particularly when research staff are writing, when they will not want to interrupt the flow of ideas. This is different, however, from an implicit assumption that time will somehow be found to complete the work "planned".

In this connection and for the same reasons we also believe that the work and workload of the Director needs to be revised. We recognise that while the institute was being set up everything was being done for the first time and therefore that not only major but many minor decisions needed to be taken by the director. This is no longer the case. We think there are strong reasons for thinking in future about separating the intellectual and administrative functions of the director and creating two posts rather than one. This is something the directors have thought about seriously. The difficulty is attracting an appropriate person. Nevertheless, if it was possible to recruit a respected Mozambican administrative director s/he would be an asset to IESE. Such a person could take responsibility for the administration, budgeting and some of the public relations functions. This would allow the director to spend more time on his research projects, free

time to participate in international conferences, write papers for publication in English and establish and strengthen links with university departments and research institutes abroad. Paradoxically achieving these goals will increase IESE's status in Mozambique.

Recommendation. IESE should consider the possibility of separating the administrative and management functions of the Director from the role of research leadership, with the potential for creating two distinct positions.

Recommendation. IESE's director contact Professor David Sanders, Director of the School of Public Health (SoPH) at UWC in Cape Town. The school was in a similar position to IESE a few years ago. Responsibilities were divided between an Administrative Director and Director of Research. We are aware that IESE is actively searching for an administrative director and that some restructuring is in fact likely soon, so knowledge of SoPH's experience might be useful for IESE as it begins to think about dividing the work of the director.

6 THE ROLE AND IMPACT OF IESE

6.1 Research and Knowledge

The analysis of the impact of IESE's work must be carried out in three main areas, namely on academic research, on the process of policy formulation, and on general public opinion.

Let us look at the last of these areas first. In Appendix III, we present two tables showing the level of participation (including simple attendance) by senior and junior staff members of IESE in ordinary conferences, in policy-oriented conferences and seminars, at public lectures (*palestras*), and through interventions in the local mass media (television programmes, radio, and newspapers and magazines). These tables were compiled from memory, in response to our request, by the individuals concerned, and it is clear that in some cases (that of Dr. Luís de Brito is an obvious example), the listing is extremely selective, as particular events have been forgotten with the passage of time.

Two conclusions are inescapable. First, IESE staff members are active in the intellectual life of Maputo, and to some extent, as circumstances permit, of other Mozambican cities, and even in the Southern African region and the wider world. The second conclusion, arising from the first observation, is a recommendation.

Recommendation. The IESE administration should keep careful records of the participation by IESE staff in public or policy events and meetings, and should also analyse coverage of IESE activities in the print and broadcast media.

Taking the question of the impact of IESE's work on academic analysis, several bibliometric measures exist which can provide some indication. These measures probably underestimate the local academic impact, however, as they tend to favour publication in English, as well as publication in so-called "international" – that is to say, US or British published – academic journals.

The "h-index" – one of the most popular bibliometric standards – tries to measure the productivity as well as the impact of an individual researcher. It analyses a set made up of the *most-often* cited papers and the *number of times* they have been cited in other publications – self-citation is excluded. A moderately-productive researcher's h-index should roughly equal his or her years of activity, although this varies between disciplines. The number rises as citations accumulate. The index tries to measure the quality, diversity and sustainability of research output. The g-index is similar to the h-index, addressing some of its shortcomings.

Using the open source software package "Publish or Perish" from Tarma Software Research, we subjected the research output of both Dr. Carlos Nuno Castel-Branco and Dr. Luís de Brito to analysis. Castel-Branco's h-index number was 5 (see screen-shot below), while Brito, with fewer publications scored 2 (below). These are good scores for researchers working in a Portuguese-speaking less-developed country.

Harzing's Publish or Perish

File Edit View Help

Citation analysis
 Author impact analysis
 Journal impact analysis
 General citation search
 Multi-query center

Program maintenance
 Check for updates

Help resources
 Help contents
 What's new
 Version information
 Publish or Perish home page
 Publish or Perish FAQ

A h-index for journals
 Anne-Wil introduces a Google Scholar based h-index for journals as an alternative to the ISI journal impact factor.
 Open article in browser...

Publish or Perish sponsors
TARMA
 SOFTWARE RESEARCH

3.0.3813 segunda-feira, 9 de agosto de 2010

Author impact analysis
 Perform a citation analysis for one or more authors

Query
 Author's name: "Carlos Nuno Castel Branco"
 Exclude these names:
 Year of publication between: 0 and: 0

Biology, Life Sciences, Environmental Science
 Business, Administration, Finance, Economics
 Chemistry and Materials Science
 Engineering, Computer Science, Mathematics
 Medicine, Pharmacology, Veterinary Science
 Physics, Astronomy, Planetary Science
 Social Sciences, Arts, Humanities

Lookup
 Lookup Direct
 Help

Results

Papers:	9	Cites/paper:	7.33	h-index:	5	AWCR:	9.23
Citations:	66	Cites/author:	62.00	g-index:	8	AW-index:	3.04
Years:	14	Papers/author:	8.50	hc-index:	4	AWCRpA:	8.73
Cites/year:	4.71	Authors/paper:	1.11	hi-index:	4.17	e-index:	6.08
				hi,norm:	4	hm-index:	4.50

Copy >
 Copy results
 Check all
 Check selection
 Uncheck all
 Uncheck 0 cites
 Uncheck selection
 Help

Cites	Per year	Rank	Authors	Title
6	2.00	5	CN Castel-Branco	Aid Dependency and Development: a Question of Ownership? A Critical View
15	1.67	2	CN Castel-Branco	An investigation into the political economy of industrial policy: The case of Mozambique
3	0.43	6	CN Castel-Branco	Business and productive capacity development in economic growth and industrialization
21	2.33	1	CN Castel-Branco	Economic linkages between South Africa and Mozambique
8	1.00	4	CN Castel-Branco, N Goldin	Impacts of the Mozal aluminium smelter on the Mozambican economy
0	0.00	9	CN Castel-Branco	STRENGTHS AND WEAKNESSES OF THE ANALYSIS OF THE RELATIONSHIP BETWEEN
1	0.08	7	CN Castel-Branco	The HIPC Initiative in Mozambique: A Missed Opportunity?
0	0.00	8	CN Castel-Branco	The Limits of Trade Liberalisation for Export Promotion in Sub-Saharan Africa
12	1.71	3	CN Castel-Branco	What is the Experience and Impact of South African Trade and Investment on Growth

Analysis of H-Factor, Carlos Nuno Castel-Branco

Harzing's Publish or Perish

File Edit View Help

Citation analysis
 Author impact analysis
 Journal impact analysis
 General citation search
 Multi-query center

Program maintenance
 Check for updates

Help resources
 Help contents
 What's new
 Version information
 Publish or Perish home page
 Publish or Perish FAQ

Citations across disciplines
 Anne-Wil discusses the impact of different data sources and metrics on comparisons of research impact across disciplines.
 Open article in browser...

Publish or Perish sponsors
TARMA
 SOFTWARE RESEARCH

3.0.3813 segunda-feira, 9 de agosto de 2010

Author impact analysis
 Perform a citation analysis for one or more authors

Query
 Author's name: "Luis de Brito"
 Exclude these names:
 Year of publication between: 0 and: 0

Biology, Life Sciences, Environmental Science
 Business, Administration, Finance, Economics
 Chemistry and Materials Science
 Engineering, Computer Science, Mathematics
 Medicine, Pharmacology, Veterinary Science
 Physics, Astronomy, Planetary Science
 Social Sciences, Arts, Humanities

Lookup
 Lookup Direct
 Help

Results

Papers:	4	Cites/paper:	2.25	h-index:	2	AWCR:	0.33
Citations:	9	Cites/author:	9.00	g-index:	3	AW-index:	0.58
Years:	15	Papers/author:	4.00	hc-index:	2	AWCRpA:	0.33
Cites/year:	0.60	Authors/paper:	1.00	hi-index:	2.00	e-index:	1.73
				hi,norm:	2	hm-index:	2.00

Copy >
 Copy results
 Check all
 Check selection
 Uncheck all
 Uncheck 0 cites
 Uncheck selection
 Help

Cites	Per year	Rank	Authors	Title
5	0.33	1	L Brito	Voting behaviour in Mozambique's first multiparty elections'
2	0.00	3	L BRITO	Alimentação dos Comerciantes no Distrito Federal
2	0.00	2	L de Brito	State and Multi-Party Democracy in Mozambique'
0	0.00	4	L de Brito	Discurso político e pobreza em Moçambique: análise de três discursos presidenciais

Analysis of H-Factor, Luís de Brito

This data strongly supports our argument that IESE should consider a two-stringed policy with regard to the publication of its research results. On the one hand, IESE must continue to address itself primarily to a Mozambican and Portuguese-speaking audience. However, if IESE staff members routinely submit articles to specialised but high-impact journals, in English and published in the United States and Britain, their research will be validated by the checks and balances – such as peer review – of that process, and their global and regional impact will increase, as measured by such bibliometric devices as the h-index and the g-index. In turn, a growing international reputation for solid and well-founded research will cement IESE’s reputation within Mozambique and contribute to protecting it from interference.

6.2 Influencing Public Debate: the Public Policy Agenda

Without exception, our interviewees expressed the view that IESE as an institution is highly relevant to contemporary debates in Mozambique. For instance, Sidónio dos Santos from the *Direcção Nacional da Indústria* (DNI) said “My minister speaks to Carlos Nuno Castel-Branco” and added that Castel-Branco has worked directly with DNI on strategy and industrial policy. “Our current policies were influenced by him.” He went on to say that the minister’s advisor also worked with Castel-Branco and that he himself wants to go on working with him. “He makes constructive criticisms; through these we evaluate our work and improve it ... I see him as a constructive critic which is important for growth.” Mário Machungo, the former Prime Minister and currently a leading banker, told us that he has followed all IESE’s publications. In his view they focus on priority areas, although more work is needed on the rural economy. He thinks IESE needs to do more but also needs more time to build a base. The Banco Internacional de Moçambique (Millennium BIM) asks Carlos Nuno Castel-Branco to speak at the bank’s annual conference. Venâncio Mondlane mentioned an internet site, *Mozambique Online*, where two to three thousand young people regularly debate: “The day after the discussion about fiscal policy and a mention of *Desafios para Moçambique* on my television show, this was the debate on *Mozambique Online*.” Bridget Walker Muiambo from the Irish Embassy added that

“IESE has made a key contribution to the policy debate. It is involved in some of the big policy debates. For example, IESE’s intervention in the welfare (*protecção social*) debate was good. Carlos Nuno Castel-Branco participated in the Namaacha seminar that brought together senior government thinkers, the IMF and the World Bank and the Ministry of Finance and key government figures, as well as universities and civil society. The workshop was looking at financing development. There were excellent panellists of whom Carlos Nuno Castel-Branco was one ... It was rare to see such a range of people coming together.”

The Swedish ambassador, Torvald Åkesson, said “there is an enormous need for this reflection. Political decisions should be driven by analysis.” Mahomed Murargy from the Norwegian Embassy felt that one of IESE’s challenges is to open up the debate and create a culture of debate: “IESE’s function is to start the conversation. There are few institutions that will stick their necks out ... IESE can shake things up.” He added that “IESE’s independence is important. If it was linked to the university things would be dif-

ferent.” Dr. Salvador Forquilha from Swiss Cooperation commented on IESE’s heterodoxy. He told us that António Francisco had given a presentation that morning at a dialogue between civil society and the government on “*Estado fallido e não falhado*” [not a failed state but a bankrupt one]. There was a vice-minister at the seminar.

There are several distinguishable potential audiences for IESE’s work within Mozambique. These include academics and students; ministers and deputy ministers as well as civil servants, who are interested in policy analysis in an immediate and political sense; members of opposition political parties; trade unionists and members of activist groups and civil society organisations; journalists and newspaper readers.

Expectations for future output are high, but IESE cannot satisfy all constituencies. It is evident that different audiences will find IESE’s work relevant in different ways, and there is perhaps a risk that if IESE *consciously* tries to address *all* its potential publics as far as the focus and content of its work is concerned, it will end up satisfying none of them. The best guide for relevance is therefore not so much external demand but rather to continue IESE’s current practice of developing its own lines of research as a function of existing competencies and interests, informed but not determined by the nature of ongoing public debates.

We suggest that IESE implement the collection of some simple analytics to determine at least indicatively the relevance of its work to local debates.

Recommendation. When researchers go to speak at public or academic fora, make sure IESE is mentioned by the chairperson, give business cards to all the journalists media people present, mention IESE at the beginning and the end of the intervention, make sure it is clearly mentioned in any Powerpoint slides, and so on.

6.3 Training

IESE sees research and teaching activities as two sides of the same coin: good teaching elucidates thinking around research questions, and attracts students who wish to develop their research skills. An important part of IESE’s mission is, therefore, to continue to teach at UEM and to supervise the theses of selected fourth-year undergraduates. These students are offered internships at IESE, with full access to existing research facilities and a small stipend for six months to complete their theses. These students are integrated into the research groups and, in addition to formal one-on-one supervision at IESE, they regularly present seminars focused on their thesis work (challenges, progress and the way forward as well as the topic). When the theses have been successfully completed, some of the new graduates are offered a one-year contract to continue their research apprenticeship at IESE. Of the six graduates who completed their theses in 2009, four have been offered one-year contracts at IESE. These contracts may be extended to full staff contracts, depending on performance and the interest of both parties.

During this time, junior researchers are expected to produce a publication (an *IDeIA* or *Caderno*) from their theses. They attend English classes in preparation for studying

abroad. They are encouraged to take relevant courses at UEM, for example, in research methodology, and IESE organises training itself. As we have already mentioned, all research staff members are learning SPSS (a statistical package for social scientists). On completion of their masters' degrees they return to IESE as researchers, and begin applying for scholarships to pursue doctoral studies, a part of developing a line of research within IESE. Most, if not all such programmes will therefore have a "sandwich" character in which the student is based at an international university but does fieldwork in Mozambique.

The process of producing good researchers is a lengthy and time-consuming one. Masters graduates still often need substantial mentoring before their work can be considered to have reached a professional standard. The process of learning and development continues throughout an academic researcher's career. Her or his work is regularly exposed to criticism in seminars and through peer review. Publication involves revisions based on the comments received and criticisms made, and often requires substantial re-writing. What IESE provides for its researchers is essentially an apprenticeship interspersed with periods of formal study, as is normal at a university. It is our view however, that more formal training could be provided for junior researchers at IESE. Since senior IESE staff members are already overworked we are not suggesting that this training be undertaken by them.

Recommendation. We propose that respected researchers from other institutions be contracted on a regular basis for short periods of up to a semester, to provide additional training.

Once the researchers have completed their master's degrees, IESE actively encourages them to study for a Ph.D. at overseas universities – part of the process of developing lines of research at IESE. On completion, IESE-sponsored doctoral students return to IESE and, importantly, continue to assume teaching responsibilities at UEM. In this way IESE acts as a stimulus for the improvement of teaching and research capacity by feeding capacity back into the higher education system. The institute acts as a conduit, attracting the best students from UEM, providing them with in-service training as researchers and preparing them for postgraduate studies of an international standard. These researchers continue to practice when they return to a research milieu, and additionally they bolster the small number of university lecturers holding doctorates.

All indications are that this model – producing researchers who both develop lines of research and help to train the next generation – is working successfully. Sofia Amarcy is the first IESE researcher whose master's degree (in Development Economics at SOAS, 2008-2009) was fully financed by IESE. Her current research on financial institutions evolved from her thesis. The three assistant researchers preparing for master's degrees are Nelsa Massingue, Rosimina Ali and Fernanda Massarongo. Massarongo (financing of the state and monetary policy), Ali (poverty and vulnerability) and Yasfir Ibraímo (rural employment and decent employment) are all developing research from the topics of their *licenciatura* dissertations. Rogério Ossemame (M.Sc. in Development Economics, SOAS) is in the early stages of preparation for a Ph.D. on fiscal policy, his specialization at IESE. The careful selection process, and the support and facilities made available

to the graduates of the four-year programme, including supervision by IESE staff, have had excellent outcomes. From six students working at IESE in 2009, four received awards for best theses and/or best students in their faculties at UEM, and all six were awarded distinctions for their theses.

We note that IESE is training several women researchers. One of these young women, Sofia Amarcy, already has a master's degree and is planning to do a Ph.D. after gaining more research experience and developing her areas of interest. Nelsa Massingue and Fernanda Massarongo will begin studying for masters' degrees shortly, provided that they acquire the necessary proficiency in English. We are concerned about the workload of these women as well as of Ângela da Cunha and Oksana Mandlate. Like most women, they carry multiple responsibilities, including paid employment, household management and child-care, and if they work the same hours as male colleagues, they are in fact working harder. There is therefore a risk that the productivity of women researchers will be lower. In our view this is a compelling reason for IESE to take time management more seriously, without formalistically controlling or limiting the enthusiasm and commitment of its junior staff members.

Recommendation. Staff performance assessment should focus on work done within normal working hours, and make allowance where necessary for a gendered understanding of social and intellectual roles so that women researchers are not disadvantaged.

6.4 Creating a Space for Others

One of the intangible, but much appreciated spin-offs of IESE's success is that it has created a space for other organisations to grow and flourish. There are a number of such advocacy and research organisations. Their interests range from human rights and gender issues to monitoring the openness of society. These civil society organisations strengthen the democratic process. IESE is not in competition and in fact collaborates with them. For example, Amélia Souto, who gives expert advice to IESE's documentalists, is part of the group which has benefited from IESE's experience and is currently in the process of setting up the *Centro de Estudos Sociais Aquino de Bragança* (CESAB). IESE is helping WLSA to find a Portuguese publisher for its books, and Terezinha de Silva, the coordinator of WLSA, is the chair of the general assembly of IESE. At the two major conferences that IESE has hosted, other organisations were formally invited to participate in the exhibition of Mozambican research. At the first conference, only one of these organisations participated, but at the second in 2009, there were 12 institutions represented, of which two (the Arquivo Histórico and the Direcção Nacional de Estudos e Análise de Política from the Ministry of Planning and Development) are public bodies.

However, one of the challenges of occupying a unique space in the policy and political arena is that IESE's success, in the absence of other research and lobbying organisations, leads to great pressure on it to grow (much faster than it can or should) and to do everything. IESE is pulled in many different directions at once. For some, such as Inocência Macuacua (Project Officer, Irish Aid), it should be producing materials in sim-

plified language for local NGOs and it should be doing much more work outside Maputo. João Pereira, on the other hand felt that IESE needs to establish a regional presence. It organises many things in Mozambique but is not well-known outside, in the United States, the United Kingdom or South Africa. He also suggested that IESE should enter the great international debates. What happens at present is that IESE does the work and others appropriate it and present it as their own. It should be doing much more research into political economy and socio-cultural matters. Silvina de Abreu found one of the IDEIAS interesting but would like to see longer fuller articles on some of the themes that interest the banking sector. Mário Machungo believed that IESE should develop new models of development that are more appropriate for the Mozambican situation such as econometric and mathematical models. He thinks it would be useful if they analysed and reflected on input-output matrix analysis of the Mozambican economy. Machungo's idea has been developed further in the context of a recent paper from IESE on Mozambique's political economy. This paper discusses, *inter alia*, the issue of articulation, the related porosity of the economy, and how this links structures of production to chronic macro-economic imbalances.

These pressures can be resisted to a certain extent when they come from individuals and other organisations. When they come from funders it is of course much more difficult. It is greatly to the credit of the donor organisations that they have not tried to influence IESE's agenda but left it to develop as it sees fit.

7 THE CHALLENGES OF SUSTAINABILITY

It is common practice for development-oriented donor agencies to support projects with the understanding that they will eventually become self-sustaining. However, IESE is not and never will be a development project: social and economic research does not usually generate revenue and is almost never self-supporting in financial terms. But basic research is of inestimable *social value*, and all the interviewees to whom we spoke recognised the contribution that IESE is making to such desirable but intangible benefits as better governance, more open public debate, a better-informed electorate, and the training of future academics and intellectuals. We therefore advise caution in the measurement of the “impact” of IESE research, not because such measurement is not useful, but because it by no means tells the whole story. Indeed, impact measurement is a contested instrument in academies all over the world, including our own institution: we quote from a review of performance criteria for academics by the Academics Union at UCT:

“... it is claimed that the ... criteria for research will emphasise ‘impact and quality’. Without proper qualification the term ‘impact’ is worrying ... ‘impact’ can too easily come to be measured purely in terms of the commercial value of a piece of research or its popular influence. Many disciplines would be handicapped by such measures and the research enterprise would ... be distorted by their implementation.”

We believe that it is important to recognise the conceptual difficulties involved in assessing the intellectual and social impact of research. Self-evidently, not all excellent research has an immediate or short-term impact, and even when it does, that impact may be felt in different ways – a government may be more or less directly influenced to change a policy, or public opinion may shift significantly even though a policy remains in place, or a research publication may stimulate more research that refutes original conclusions.

The measurement of research impact *within* the academy often avoids this kind of difficulty by simply counting the number of times a particular paper or articles is cited in the literature during a given time period. This method remains hotly contested among academics as well as between academics and [government] funding agencies. Recent proposals for reforms in the funding of research in English universities, formulated by the Higher Education Funding Council for England (Hefce) have been subjected to fierce criticism in that country, South Africa’s National Research Foundation, which has a similar system for rating researchers and rewarding their productivity with funding has also been attacked both for over-simplification and for taking a short-term view of impact. Consequently, it is necessary for readers of this review to recognise that while we argue that IESE is a valuable – indeed, irreplaceable – research organisation, and is worthy of continued financial and intellectual support, our evaluation of its impact on the policy debate, on civil society, and on academic research on Mozambique is subject to the above caveats.

7.1 Financial Sustainability

The securing of a stable income flow remains perhaps the central and most complex challenge that IESE faces, *and the application of appropriate budgeting tools and techniques is essential* in achieving financial sustainability. Around the world, autonomous and self-sustaining independent research institutes are few and far between, and are almost always linked directly or indirectly to universities or are fortunate enough to have received a substantial endowment. The University of Cape Town, for instance, is home to 62 research institutes, and although many rely on donor funding, a substantial part of their running costs is covered by the university. This may include such benefits as office space, utilities such as electricity and water, access to library facilities – including electronic resources – and auxiliary services such as security. Even in the United States, to quote a recent survey, “only a few of the older [think tanks] are lucky enough to have endowments ... funding can also affect the question of who decides what is to be researched.” The Brookings Institution, which is substantially endowed, allows individual scholars to decide what they want to research, while at the Rand Corporation, which is funded mainly by government, “officials decide ... research priorities.”

Neither of these options is likely to be viable for IESE in Mozambique; nevertheless, the option of obtaining an endowment should be vigorously explored. UEM, despite some early research activity in the 1970s and early 1980s, is now mainly a teaching university. Most academic staff members do not hold doctorates, and there are few doctoral students. We interviewed three senior UEM academic staff and several former academics, including Dr. Narciso Matos, a former rector of UEM. All agreed that in many other countries IESE’s work would take place within and would be supported by a university structure. They believed that such an arrangement is impossible within the current intellectual and administrative climate of UEM. With the exception of Dr. Matos, they believed that it was even less practical in any of the private universities, which two of them described as mere diploma mills.

Recommendation. As part of fund-raising strategy, options for obtaining an endowment should be widely explored.

Some potential problems emerge from an examination of the funding model. The agencies conduct regular programme reviews every few years, which can result in policy shifts. Individual agency representatives change regularly, and new appointees might also wish to change funding priorities, or to influence IESE policy.

While recognising that over the longer term the interests of the essentially project-oriented development agencies on the one hand and of IESE as a fundamental research institute on the other may diverge, we strongly believe that this funding model should continue to operate through at least another cycle, from 2012-2015. The model supports transparent financial accountability and has been shown – through IESE’s successes – to be both effective and efficient.

In conclusion, the crux of the matter is this: IESE will require ongoing support for the foreseeable future, but some donor agencies may not be able to *guarantee* in an open-

ended way the kind of longer-term, strategic core funding that is needed to underpin IESE's sustainability. There is little doubt that the "return on investment" socially and intellectually for Common Fund donors has so far been high. The question becomes: are there other strategies that can be developed in the next years to secure the survival of IESE both financially and intellectually – in other words, so that it can continue to produce high-quality independent research?

Recommendation. In the interim, we believe strongly that present and potential members of the Common Fund should agree to continue financial support for a second cycle from 2012 to 2015. The second cycle will see a consolidation, with IESE's local and international reputation firmly established. This may, we believe, make it possible for IESE to begin trying to attract additional funding from large philanthropies such as Ford, Mellon or Carnegie.

If IESE is to become established in Mozambican society it will need to secure funding to carry it through not only the remaining two years of current cycle but *for another four years at the least*, during which it will be able to streamline its management and administrative systems. With time procedures and processes will be established and become routine as an institutional memory is developed. IESE will be able to consolidate its work and start to routinely translate *Cadernos* for publication in English language journals. As its reputation grows IESE will be in a stronger position to diversify its funding sources. We see the next five years as critical for IESE's long-term survival. It will be a period of consolidation of its work, its internal organisation, its reputation and its place in Mozambican society.

Recommendation. Ideally, and we think that this would be the best outcome for IESE, donors would agree to provide it with a substantial one-off donation which would allow it to purchase or build bigger offices, consolidate and fund its core activities until 2016. Monies intended for the later period could be invested to generate an income.

One of the key tasks facing IESE, then, in the next period, is to extend its fund-raising activities. This will probably require that a researcher be hired to investigate other sources of funding so that is possible for IESE to shift from dependency on aid agencies to the foundations, e.g. Atlantic Philanthropies. They are little known in Maputo. However, a journal such as the *Chronicle of Philanthropy* or an institution such as the Institute for Advancement (Inyathelo), in Cape Town might have useful information and advice for IESE:

"Inyathelo assists institutions and organisations to develop a professional approach to raising the donor investment required to advance their objectives. While assisting in building skills to access giving, the institute also promotes social responsibility and personal philanthropy."

Recommendation. IESE must hire a bilingual specialist to investigate regional and international funding opportunities, e.g. with foundations or groups of foundations such as Atlantic Philanthropies. Such a person could be hired on a short term contract. The actual work of fund-raising is one that will need to be done by the Research Director.

Recommendation. The South African organisation Inyathelo (the South African Institute for Advancement), in Cape Town, specialises in helping civil society organisations to develop appropriate fund-raising strategies. We recommend that IESE explore the possibility of establishing a relationship with Inyathelo.

7.2 Organisational Sustainability

It seemed to us initially that exceeding the eight-hour working day was an accepted norm in most areas of IESE including the administration. However, it is important to understand the causes of this particular problem, which arises from a *short term* structural imbalance between administrative and intellectual work driven largely by the rapid increase in the institute's size in two years, and an expansion of activity into such areas as publication and project management. The sudden death of the original administrator and his replacement by Ms. da Cunha who had to "pick up the pieces" and "learn on the job" created additional pressures. Nevertheless, the fact that the crisis is circumstantial and short-term does not mean that it does not require a remedy.

7.3 Intellectual and Academic Sustainability

It is important to recognise the possibility – but not the certainty – that during the period of consolidation costs may well go up. IESE is currently at the stage where institutional development takes a lot of time. The volume of research IESE produces generates ancillary work, such as reading and editing papers, re-reading and proof-reading. This is a lengthy process but it is also an integral part of a researcher's training. Publishing requires translation, which means finding good and reliable translators, checking the translation, correcting, proof-reading, finding and liaising with designers, and checking completed work.

Running conferences is a time-consuming process. Employing staff involves understanding and applying labour law; developing human resource management principles and writing administration manuals; learning about tax law and applying it; setting up a financial control system. Even finding a new building is not just a case of looking, deciding, signing a lease and taking the keys. It involves negotiating with the complex state administrative system.

Once through this stage, administration can be streamlined. Decisions will be taken by line managers rather than the Director, because there will be precedent to guide them. As this begins to happen research activity will properly take over as the main activity – whether measured by time spent or by resources deployed – within the institution.

The implication of the need to consolidate administrative systems is two-fold. First it may well increase the costs of running the institute in the short term. For example, it would make sense to contract a conference organizer or competent secretary-administrator to assist the office manager, when conferences are planned. She or he could look after every aspect and detail of preparation of the conference. This would release the research staff from this time-consuming administrative task. IESE employs one of its as-

sociates, Virgílio Cambaza on a part time basis to deal with legal matters. IESE is already outsourcing the development and production of staff manuals. It may be worth thinking about employing another full-time secretary or personal assistant for the director. Such a person could both take over much of the routine administrative work that Castel-Branco's own job generates, as well as shielding him from all but the most important queries that are a constant interruption to his work. The second implication is that research productivity may decelerate, at least until the end of 2011. This is why identifying priority activity is so important. IESE has 10 papers in the pipeline for *Cadernos*, as well as the book *Desafios para Moçambique 2011*, some new issues of *IDeIAS* and the *Boletim Bibliográfico*. This is enough work for the next year and a half, particularly if a start is made on translating research output for eventual publication in English.

IESE has grown rapidly, and has outstripped its own administrative system, not so much in terms of capacity as in terms of structure. What is required is careful functional redefinition, a strengthening of support services such as administration, information technology and the secretariat, a closer integration of documentation services into academic structures, and better planning and budgeting with systems attached. As funding sources change, accounting requirements will increase. It may be that when this happens it will be necessary to employ a full time financial manager as well as an office manager. Above all, the administrative system must be able to support institutional development.

The question of the role of the director is delicate. Some of the people we interviewed believed that Carlos Nuno Castel-Branco is IESE. Certainly his personality, intellectual energy and capacity for hard work have been the driving force behind IESE. Castel-Branco is a respected public intellectual; respected because what he says is based on careful reflection, backed by argument and evidence. He is also respected for his courage. The assistant director, Luís de Brito is a respected public intellectual. Both he and Carlos Nuno Castel-Branco have a following among local students, who eagerly await their next publication or public appearance. Because of Castel-Branco's central role in the organisation, his lobbying and advocacy for support, and his drive, personality and larger than life presence, he tends to be seen as the public face of IESE.

Nevertheless, younger IESE staff members have begun to assume public profiles. Rogério Ossemame has been interviewed in the mass media and has made seminars and conference presentations. Sofia Amarcy, who is still in her twenties, has given a seminar and has been interviewed in the newspapers since returning from her studies at SOAS. Fernanda Massarongo attended a important conference of directors of central banks. Similar achievements can be listed for Yasfir Ibraímo, and Zaqueo Sande. Nevertheless, it may be inevitable that the senior figures have the greater public presence, at least for the time being. Most civil society initiatives arise because of the passion, enthusiasm and boundless energy of gifted individuals. Notwithstanding, there is a need actively to maintain a balance between the driving force of the director and the contributions of other staff members. It is important to groom the younger generation of researchers to take over the leadership of IESE when the current directors retire. This means giving them responsibility and allowing them to make and learn from their own mistakes.

It is encouraging to know that IESE's institutional policy supports this, in the sense that nobody speaks "in the name of IESE" on academic or intellectual matters, but each researcher is expected to be able to defend an argument and to deploy data accurately in public discussion. That is an individual responsibility, and it is correct that it should be so. A heterodox institution does not and cannot speak with one voice. Public debate between colleagues is healthy because it models the character of democratic discourse and helps to dispel the idea that a critic is not just an adversary, but is actually an enemy. With regard to institutional or policy issues, on the other hand, discussion is internal.

Recommendation. The role of the director is over-defined, and more systemic support is needed. We therefore make two suggestions, which may not necessarily be mutually exclusive. The first is that the director should have a full-time personal assistant, who would be a person with both academic *gravitas* and management experience – in other words a person able to take the initiative. The second is to split the role, and to employ an executive or administrative director to run IESE, direct fund-raising and manage social communication, while turning the chair of the Research Committee into a Research Director, empowered to make final decisions about research matters.

IESE's director is elected for a maximum of two four-year mandates. Time will show the extent to which the character of the first incumbent, Carlos Nuno Castel-Branco, has defined the role for his successors, both in terms of his work capacity and his intellectual presence in Mozambican society.

7.4 Quality Control

The plan, in the sense we understand it, will also become a tool for monitoring output and progress. Targets, time-frames and accountability are the tools of monitoring. Evaluation of IESE's work is a more difficult challenge. The obvious method: counting publications, inputs to key debates, exposure to the press and other media prompts the question against what yardstick are they measured? IESE is a unique institution. There is no base line for comparison. Moreover, as discussed above, the *rhythm* of research as an activity over time is inherently uneven. Some years a number of projects may be completed. This will push up output. In other years there will not be much to show for the hard work being done and the number of publications will drop.

Since IESE is an academic institution, aimed at producing high quality research and training researchers who will be able to work in the wider academy when they have completed their training, the yardstick for output should be that of university-based researchers. At UCT they are evaluated on performance as teachers, researchers, in leadership, management and administration, social responsiveness and professional activities. The directorate at IESE fulfils all these functions. An Associate Professor (Carlos Nuno Castel-Branco, Luís de Brito, António Francisco) is considered a good researcher if she or he is:

“... beginning to be recognized internationally. Has published *regularly* in high quality journals OR *has made satisfactory progress in a major research project (e.g. Ph.D. or monograph) and has produced at least one high-quality peer reviewed output over the past 4 years*, has produced peer-reviewed journals, creative and/or professional work projects in his or her field which have demonstrated impact of a scholarly nature, regularly presents research at conferences, including international conferences [emphasis added].”

By these criteria IESE’s leadership is over-producing.

IESE’s output has been high in the first two years of its life. It is unlikely to continue to produce at this pace a) because it takes time to produce new research and b) its output so far has been achieved by working long hours of overtime. This is not sustainable. The setting of productivity norms is part of the planning process. These should take explicit account of other responsibilities, such as teaching, administrative tasks, attendance at seminars and conferences. The output of the researchers themselves will need to be discussed during the planning process we described above. This goal will have many other spin-offs. It will provide the research staff with a clear idea of what is expected from them. It will generate contributions to internal Mozambican debates. It will provide the impetus for organising further international conferences. It will enable IESE researchers to increase their participation at international conferences. At the moment, some of the young research associates feel uncertain about the expectations of them.

Recommendation. The institute’s work productivity be evaluated according to criteria that IESE should develop itself, perhaps with reference to those used in independent South African research institutions. Such criteria should be carefully defined both qualitatively and quantitatively.

As a new institution in an unfriendly environment – and we have pointed this out before in this text – IESE has had to produce a lot of research publications quickly and under pressure. There is little doubt – and the content of the various interviews that we conducted supports this – that IESE’s research is generally considered to address important contemporary issues and to be of high quality by fellow academics, the political class, the donor community and Mozambican business-people. However, we believe that IESE should take another step to validate the writing that it produces and to establish the reputations of its researchers internationally.

As discussed above, the standard measure of research rigour and quality is publication in international peer-reviewed journals, and the subsequent measurement of impact by means of citation analysis, or the breakdown of how the rest of the research community refers to or ignores such articles. Most “international” journals are published in English and are available on-line, making semi-automatic citation analysis and the production of “impact factors” easily available.

It is important that this recommendation should not be seen as ‘careerist.’ The greater the impact that IESE can make outside Mozambique, the greater the impact will be domestically. Mozambican case studies often have wider policy implications, and some country-specific analysis may be applicable either methodologically or analytically to

other countries at similar levels of economic and social development. Developing an international readership is crucial for the achievement of IESE's strategic goals.

Measuring quality is, as we suggested above, difficult. The fact that IESE's work is snapped up as soon as it is published speaks for itself. The fact that researchers from IESE are constantly being asked to make presentations at conferences or attend workshops, policy meetings and the like, also indicates the respect that exists for their work. Everyone we spoke to in Maputo, without exception, spoke of the high quality of IESE's work.

Recommendation. Publishing regularly in prestigious English-language journals in such fields as economics, political sociology and development studies should be a key IESE objective. Around the world, academic career advancement depends on regular publication and developing national and international reputation. At UEM, promotion to full professor [*professor catedrático*] also depends on publication in international journals.

7.5 The Challenges of Scholarly Communication

All members of the Research Committee have published in international journals or attended international conferences. Moreover, their own conferences have attracted respected international researchers and activists. Notwithstanding, Mozambique's marginalisation, both linguistically and intellectually from the international research community means that it is also important to introduce quality controls on its Portuguese-language publications for the internal market. We suggest that the common practice of creating an editorial board is one that IESE should adopt. Potential editors would be drawn from the small circle of Mozambican scholars and intellectuals as well as from the wider research community. Collectively they would offer a large field of expertise. Material identified for publication such as *cadernos*, book chapters and journal articles, would be sent to the editorial board for consideration. Each draft paper would be carefully read by two members of the board. In this way IESE will receive valuable feedback on its work and make sure that it continues to produce high quality work.

Recommendation. IESE should consider constituting a small, select board of patrons, eminent scholars who would be willing for their names to be listed inside the covers of monographic publications as a general endorsement. IESE should also consider setting up a system of peer review for monographic publications, enlisting the help of external scholars.

Producing work of international standard implies time to devote to it. This is, as we have argued throughout, a major challenge for IESE. Not only the directors but the researchers undertake a variety of tasks besides research. The question of the directors is a difficult one because the concept of 'director' implies oversight over all the activities of an institution as well as publicity, fund-raising and representational work. However, perhaps higher productivity might be achieved if each researcher was given a period of time that she or he can devote solely to research and writing.

We propose that they be given a month each year in which they do nothing but their

writing and research. There is no reason why this time should not be spent working at home, or even abroad if they can secure funding, because the proof of their work will be in their output. Nevertheless, it should go without saying that nobody should be allowed to absent themselves from work without the director's knowledge (and permission if it involves being away for more than a day unless previously authorised). IESE's administration and director should know where the researchers are at any given moment. We imagine, although this is not something that was discussed, that this might be a problem at the level of the directors. It is possible that one or other feels that he does not have to account for his time. This is something that needs to be thrashed out; norms need to be established and an institutional culture built around knowledge of staff members' whereabouts. In the event of a director or other researcher being absent doing fieldwork, lecturing elsewhere in the country or attending conferences and so on, adequate arrangements should have been made for their other responsibilities to be covered.

In the same vein, IESE encourages researchers to work in its premises. This is not the norm in a university environment, although we recognise that IESE needs to build a minimal culture of discipline, as addressed above. However, if it is to remain a requirement researchers must have the conditions that make this possible: the space available at IESE has clearly been affected by its rapid growth. In principle every researcher should have her or his own office, even if this is no bigger than a carrel. Unlike many other types of work, research and writing requires deep concentration and deep thought. It is an inefficient use of valuable human resources not to provide the back-up that will allow them to produce efficiently and effectively.

We have argued that IESE's continued success will depend in part on streamlining the current system of administration, employing a full time personal assistant and possibly an administrative director. It will also depend on being able to contract short-term expertise as and when needed: to run conferences, to develop Human resource policies and manuals and to edit and translate. This will all cost money. Paradoxically, in the next two years, IESE's financing needs will grow as its output appears to decline. However, as we have argued this is an inevitable part of institutional development on the one hand and intellectual work on the other. The pace of intellectual work is uneven. Sometimes it is fast, sometimes slower, sometimes long periods are spent apparently producing little, but actually doing a lot.

8 CONCLUSIONS AND RECOMMENDATIONS

In July 2010 Dr. Judith Head and Dr. Colin Darch undertook a mid-term review of the work of the Institute for Social and Economic Studies (IESE) in Maputo. Our review took the form of reading IESE's extensive documentation and publications. It involved two morning workshops with the institute's research staff; one a SWOT analysis, the other a time-planning exercise, holding lengthy interviews with IESE's directors and individual and groups of researchers. We also interviewed key stakeholders. These included academics, business people, staff from other civil society organisations, representatives of donor organisations and government officials.

We found that the institute, founded just over two years ago, has more than fulfilled its promise. It has organized international conferences, undertaken primary research in a number of critically important fields (macro-economic policy, monetary policy, the impact of Mozambique's parliamentary democracy for representation and political involvement at local level, unemployment and the role of the welfare system in addressing poverty). It is training a cadre of talented young researchers and preparing them for further postgraduate studies. It plays an important role in providing primary material for UEM and teaching undergraduates. It has had a catalytic effect on public debate about policy issues and politics. IESE's response to key developments in Mozambican society is eagerly awaited. IESE staff members are frequent participants in conferences, seminars, meetings and briefing sessions. IESE researchers appear on TV and are heard on radio. Its series of *IDeIAS* is often used by journalists as the basis of their articles. IESE has attracted a large following among various social groups in Mozambique. It has opened up a space which other research, activist and advocacy NGOs can occupy. It has stimulated a culture of critical thinking and open debate on contentious issues. In all these ways then IESE is contributing to the building of a solid democracy in Mozambique.

The key question that preoccupied us in our research was the question of sustainability. We thought about this in two ways. There is the critical question of how IESE is to survive in the longer run without state support or an endowment. The second aspect was the institute's internal stability. Its directors have had to establish an administrative and management system as the institute evolves and at the same time as it was producing a huge volume of high quality work. Its research output places increasing demands on the administrative system. We believe that IESE needs to achieve a better balance between its core business of producing critical researchers and critical research, and the administrative and management support system this requires. Paradoxically this will involve more funding for the support system and a slowing down of the pace of intellectual work. In the next two years then we envisage that IESE's costs will increase but its production decrease. This, in our view, is critically important for the institute's future. It is unavoidable if the institute is to achieve an equilibrium that can be maintained over time.

The question of financial stability is of central importance to IESE's future. Without continued financial support it cannot survive. In providing generous funding for the institute numbers of donors have argued to support an initiative that is not a normal de-

velopment project. IESE is a very special sort of project. It will become self-sustaining only with difficulty; usually one of the key criteria for donor support. IESE will always need financial support that it is unlikely to receive from the state.

This is obviously of concern to donor groups. They want concrete and measurable outputs. Some exist in the form of IESE's publications and conferences. However, others are intangible such as its contribution towards training, the time spent doing research and its contribution to public policy debate. These outputs are not quantifiable but they are, we have argued, of inestimable social value. They strengthen the culture of robust open debate in which questioning policy is seen as healthy and enriching rather than oppositional or inimical. By all these means IESE strengthens civil society and helps lay the foundations for a strong democracy. Nevertheless, IESE's financial dependency must be addressed.

Many of the contributors to the Common Fund have a history of supporting the university sector in southern Africa, either directly through institutional or project support on a unilateral basis or through bilateral funding mechanisms. We imagine that this support is motivated by the idea that higher education is essential for progress. 'Development' depends on transmitting skills in a range of specialised fields; producing qualified professionals who in turn continue the tradition of enquiry and production of new knowledge. This support does not bring tangible returns other than numbers of students graduated in different fields and possibly the numbers of publications. It is seen as socially necessary support.

In the specific context of Mozambique the public university (UEM) is unfortunately not like a 'normal' university. In a normal university the production of Masters and Ph.D. graduates is as important as graduating undergraduate students. Research is an end in itself but it also drives teaching. At UEM few lecturers have Ph.D.s, most postgraduate study in the social sciences takes place abroad and very few returning masters and Ph.D. graduates return to work at UEM. Academics at UEM have high teaching loads, earn poor salaries and have virtually no access to funding for research. In this context IESE's work is not only important in itself, for the reasons outlined above, but is laying the foundations for a future normalised university. Indeed, through its training of talented graduates, through its support for their further studies, through the primary research it produces and through its very important contribution to teaching, it is producing the next generation of intellectuals and future academics, as well as providing research materials that can be used to stimulate debate and teaching itself.

For all these reasons it seems to us of immense importance that the generous funding that has made the IESE initiative possible should continue for another four years after the present funding cycle ends in 2011. The donors' leap of faith has been more than validated by the remarkable volume of high quality work that the institute has produced, the talented pool of researchers that it is training and its contribution to building a civil society that is not afraid to voice dissenting opinions; the bedrock of a vibrant democracy.

Besides this recommendation which is far and away the most important that we make, we

outlined other recommendations in the text that will, we hope, help strengthen IESE. It is of great importance to emphasise that these recommendations were made in the knowledge that we are looking at the institute with hindsight and from the outside. We have not been involved in the work of IESE. We have not had to deal with the multiple demands that setting up and growing an institute of this sort make. We have not had to make any tactical decisions let alone strategic decisions that might or might not turn out to have been correct. And it is important to emphasise here that IESE is unique. There is no other institute like it in Mozambique. It is the first. It is blazing the trail through very difficult terrain that others will be able to follow. There is no template or model that its directors could draw on. They have had to ‘think on their feet’ and make the best decisions they could with the information and resources available to them at the time. Our recommendations, therefore, are suggestions, tentative suggestions, because we believe that the people who know best what is possible and when it is appropriate to act are those involved in the day to day work of building the institute. We have tried to avoid being prescriptive whether about what needs to be done or the time when it should be done. Both of these decisions can only be taken by IESE’s directors. They should be left to make their own decisions whether these are about organisation, planning, timing or the content and direction of their work.

Recommendations

1. Our fundamental recommendation is that the generous funding that has made the IESE initiative possible should continue for at least another four years (2012-2015) after the end of the current strategy. Donors should agree to make a substantial one-off donation through the Common Fund which will allow IESE to purchase or build bigger offices, implement recommendations from this review and consolidate and fund its core activities until 2016. Monies intended for the later period should be invested to generate a reserve.
2. IESE urgently needs new premises that will allow current researchers to have an office each and the office manager to have an office. The new building should also provide an additional meeting room and allow for future expansion.

The directorate

3. IESE directors should consider separating the administrative and management functions of the director from research leadership and direction and create two posts.
4. The director needs a full-time personal assistant; a person with both academic *gravitas* and management experience who is able to take the initiative, shield him from trivial interruptions and take responsibility her or himself.

Academic work

5. The institute’s work productivity should be evaluated according to criteria analogous to those used by South African research institutions. For instance, two

contributions to the IDeIAS series each year might be the minimum requirement for a senior researcher.

6. IESE should establish an editorial board of respected scholars for its publications in Portuguese.
7. IESE must start publishing in respected academic English language journals. This should be integrated into the plan and into the job descriptions of researchers with masters' degrees and doctorates.
8. IESE should consider publishing and distributing more of its books in English.
9. All IESE research staff should be given sabbatical leave. We suggest that researchers be given one month's leave per annum to write up their research. Senior staff should take longer leave less frequently. Preferably this leave will be taken abroad so that academic links can be formed or strengthened.
10. IESE should consider establishing links with e.g. the University of Cape Town, the Universidade Federal de Rio de Janeiro, and expanding links with Portuguese research institutes.
11. IESE should start a system of visiting scholars. We propose that one scholar per annum spend up to a semester at IESE. The function of these would be to lead seminars and hold classes on research methodology, theory, reading scientific papers and writing for junior researchers.

International linkages

12. Junior researchers should be sent on English language immersion courses in South Africa.
13. IESE should send its senior staff to visit South African universities and funding foundations. We suggest that the first visit could be to Cape Town. They should also offer seminars on their work.
14. The South African organisation Inyathelo in Cape Town, specialises in helping civil society organisations to develop appropriate fund-raising strategies. We recommend that IESE explore the possibility of establishing a relationship with Inyathelo.
15. IESE should hire a bilingual specialist to investigate regional and international funding opportunities, e.g. with foundations or groups of foundations such as Atlantic Philanthropies. Such a person could be hired on short term contracts. The actual work of approaching the donor and raising the funds will need to be done by the research director.

Management issues

16. Salaries paid at IESE should be pegged to those paid by consultancy firms and the banking sector; the main competitors for IESE's researchers.
17. IESE must begin to negotiate an institutional agreement with UEM both to control the demand for teaching support from UEM which may limit IESE's own ability to fulfil its mission, and to compensate IESE adequately for its contribution.
18. IESE researchers routinely work longer hours than those stipulated by Mozambican law. There is a commonly-held but erroneous view that such a level of commitment is virtuous and therefore cannot be identified as a weakness. The existing planning process should be adapted to make appropriate allowance for all routine activities of all staff members, including administrative tasks and teaching-related duties and must be linked strongly to processes of budgeting and financial control.
19. Staff performance should focus on the work done in normal working hours and take account of gender roles and in particular women's triple burden (paid employment, household management and childcare) so that women researchers are not disadvantaged.
20. The performance requirements of research staff should be clarified in the job descriptions.
21. All staff should keep a record of what they do and how long it takes. Only if these records are kept will effective time management become a reality.
22. We suggest that planning exercises take place outside Maputo and that IESE research staff 'retreat' for two days to a place where they will be
23. IESE administration should keep careful records of the participation of IESE staff in public or policy events and meetings and should analyse coverage of IESE activities in the print and broadcast media.
24. When researchers go to speak at public or academic meetings they should make sure that IESE is mentioned by the chairperson, give business cards to all the journalists and media people present, mention IESE at the beginning and end of the speech or intervention, make sure it is clearly mentioned on Powerpoint slides and so on.



Appendix 1.

Results of SWOT Analysis Exercise with Junior Staff Members

Grupo 1

Pontos Fortes	Pontos Fracos
<ol style="list-style-type: none"> 1. Qualidade dos investigadores 2. Reputação 3. Áreas de pesquisa 4. Temática dos grupos 5. Única instituição de pesquisa credenciada 6. Abordagem do IESE 7. Fundo comum 8. Ligação com instituições de pesquisa a nível nacional e internacional 9. Ambiente de trabalho 	<ol style="list-style-type: none"> 1. Alguns investigadores júniores podem não se identificar com os grupos de investigação 2. Dependência nos fundos 3. Disponibilidade dos dados (poucos, fraca qualidade) 4. Acumulação de tarefas e funções pelo director 5. Sobrevalorização da capacidade 6. Pesquisa do campo 7. «Back-up» do IT 8. Constituição em associação 9. Capacidade física das instalações
Oportunidades	Ameaças
<ol style="list-style-type: none"> 1. Carreira académica / formação 2. Áreas / temas não exploradas 3. Melhoria de dados estatísticos e informação 4. Cooperação com outras instituições de investigação e S.C. 	<ol style="list-style-type: none"> 1. Única instituição credenciada pelo MCT → pressão, ambiente externo, decreto / legislação desfavorável 2. Relevância das áreas de pesquisa / abordagens 3. Incerteza em relação aos fundos

Grupo 2

Pontos Fortes	Pontos Fracos
<ol style="list-style-type: none">1. Especialização em actividade académica2. Pessoal formado / qualificado e jovem3. Experiência4. Capacitação dos investigadores5. Interação com comunidade académica6. Acesso redes internacionais7. Bom ambiente trabalho8. Organização interna9. Liberdade de expressão	<ol style="list-style-type: none">1. Ad hoc2. Instituição nova3. Termo de referências4. Pessoal jovem (experiência)5. Trabalho de campo6. Debates internos (in)formais
Oportunidades	Ameaças
<ol style="list-style-type: none">1. Défice informação, análise2. Sociedade em construção, participação ...3. Desenvolvimento de TIC's4. Sociedade receptiva5. Liberdade de expressão6. Estabilidade política (planos a longo prazo)	<ol style="list-style-type: none">1. Nível de educação / alfabetização2. Instituição de esquerda / contra3. Sustentabilidade financeira4. Padrão vida vs. vida académica

Grupo 3

Pontos Fortes	Pontos Fracos
<ol style="list-style-type: none">1. Qualidade do pessoal2. Selecção e formação do pessoal3. Bom ambiente e condições de trabalho4. Ligação entre investigação-docência5. Interdisciplinaridade6. Disseminação da informação7. Boa reputação	<ol style="list-style-type: none">1. Incerteza sobre futuro financeiro a médio e longo prazo2. Sobreposição actividade administrativa / investigação3. Capacidade de tratar fluxo de informação4. Ausência mecanismos de monitoria do desempenho5. Enquadramento de actividades diárias nos horários normais de trabalho
Oportunidades	Ameaças
<ol style="list-style-type: none">1. Influência sobre políticas públicas2. Criação de capacidade intelectual nacional3. Enriquecimento dos currículos dos investigadores	<ol style="list-style-type: none">1. Invisibilidade da produtividade durante decurso dos projectos2. Conflito entre actividades diárias e vida pessoal

Appendix II List of Interviewees

Agência	Pessoa de Contacto	Endereço
DOADORES E PARCEIROS		
DFID	Claudia Fumo	Av. 25 de Setembro 420
	Victor Novele	Av. 25 de Setembro 420
Dinamarca	Mohammed Murargy	Av. Julius Nyerere, 1162
Finlândia	Lotta Karlsson	Av. Julius Nyerere, 1128
Irlanda	Inocêncio Macuácuá	Av. Julius Nyerere, 3332
	Bridget Walker-Muiambo	Av. Julius Nyerere, 3332
MASC	João Pereira	Av. Kwame Nkrumah, 27
Centro de Integridade Pública	Tomas Selemane	Rua Frente de Libertação de Moçambique, 354
Cooperação Suíça	Telma Loforte	Av. Ahmed Sekou Touré, 637
	Salvador Forquilha	Av. Ahmed Sekou Touré, 637
EMBAIXADAS		
Alto Comissariado do Canada	Miguel Rombe	Av. Kenneth Kaunda, 1138,
	Ken Neufeld	Rua Damião de Gois, 347
Embaixada da Espanha	Eduardo Busquets	Rua Damião de Gois, 347
	Violeta Dominguez	Rua Damião de Gois, 347
Embaixada da Suécia	Torvald Åkesson	Av. Július Nyerere, 1128
UNIVERSIDADES/PESQUISADORES		
FLECS	Domingos do Rosário	Campo universitário, FLECS
Analista político	Venâncio Mondlane	
GOVERNO		
Ministério das Finanças	Constantino Gode	Av. 10 de Novembro, 12
Direcção Nacional da Industria	Sidónio dos Santos	Av. 25 de Setembro,
Banco de Moçambique	Silvina Abreu	Av. 25 de Setembro, 1695
OUTRAS INSTITUIÇÕES		
Cruzeiro do Sul	Luis Filipe Pereira	Av. 24 de Julho, 285
Moza Capital	Prakash Ratilal	Av. Kwame Nkrumah, 97
BIM	Mario Machungo	Av. 25 de Setembro, 1800
FDC	Narciso Matos	Av. 25 de Setembro, 12504
WLSA	Terezinha da Silva	Rua Padre António Vieira, 68
CESAB	Amélia Neves	Rua Faustino Vanombe 192
	Isabel Casimiro	Rua Faustino Vanombe 192

**Assessing Impact:
Participation in Conferences, Seminars and Debates,
since the Foundation of IESE, 2007**

Category	Event	Organized by	Role	Place	Audience
----------	-------	--------------	------	-------	----------

**Senior Staff
1. Carlos Nuno Castel-Branco**

Conferences	Desafios da Investigação Social e Económica em Moçambique	IESE (2007)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Pobreza e padrões de acumulação	IESE (2009)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Social Protection	IESE (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Political parties and democracy in Africa	IESE & CMI (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	II Conferência do Millenium BIM	Millenium BIM (2007)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors, private sector
	III Conferência do Millenium BIM	Millenium BIM (2008)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors, private sector
	II Conferência da AMECON	AMECON (2007)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	III Conferência da AMECON	AMECON (2008)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Macroeconomic policies and economic growth challenges in Mozambique	Ministries of Finance and Planning & Development, the World Bank and the IMF (2010)	Presenter and discussant	Namaacha	Academics, students, civil servants, civil society organizations, donors, private sector
	Globalization and development challenges	Cuban and Latin American Association of Economists (2007)	Participant	Havana	Academics, students, civil servants, civil society organizations, donors
	State building in post war reconstruction	Graduate Centre, CUNY (2007)	Presenter	New York	Academics, students, civil servants, civil society organizations, donors
	Aid and development	UN/UNDP (2008)	Presenter	Vienna	Academics, students, civil servants, civil society organizations, donors
	Trade and Development Forum	UN/UNCTAD/TDB (2009)	Presenter	Geneva	Academics, students, civil servants, civil society organizations, donors
	Global economic and financial crisis project	ODI (2009)	Presenter	London	Academics, students, civil servants, civil society organizations, donors
	The role of South Africa in Africa	HSRC (2008)	Discussant	Pretoria	Academics, students, civil servants, civil society organizations, donors
	Agriculture and macroeconomic policy challenges in Africa	IDEAS (2007)	Discussant	Addis Ababa	Academics, students, civil servants, civil society organizations, donors
	Alternativas Africanas para a Globalização e Desenvolvimento	UEM/CEA e Cooperação Espanhola	Presenter	Maputo	Academics, students
Policy oriented conferences and seminars	The green revolution and development challenges for Mozambique	FDC (2008)	Discussant	Maputo	Academics, students, civil servants, civil society organizations, donors, other international organizations, private sector
	Our common future and the role of aid	DFID (2009)	Participant	London	Academics, government officials (recipient and donor countries), civils society organizations
Palestras	Aula magna de abertura do ano lectivo no Instituto Superior de Transportes e Comunicações	ISUTC (2007)	Keynote speaker	Maputo	Academics, students, civil servants, civil society organizations, donors, private sector
	Aula magna de abertura do ano lectivo na Universidade Pedagógica	Universidade Pedagógica (UP) (2008)	Keynote speaker	Massinga	Academics, students, civil servants, civil society organizations, donors, private sector
	Palestra sobre experiências, lições e desafios económicos dos 35 anos de independência em Moçambique	Universidade Católica (2010)	Keynote speaker	Nampula	Academics, students, civil servants, civil society organizations, donors, private sector
	Palestra sobre integração regional e desafios de industrialização em Moçambique	UEM (Associação de Estudantes da Faculdade de Economia) (2008)	Keynote speaker	Maputo	Academics and students
	Palestra sobre desafios da economia sustentável em Moçambique	UP (2009)	Keynote speaker	Maputo	Academics and students

Category	Event	Organized by	Role	Place	Audience
	Palestra sobre desafios do desenvolvimento rural	Ministério da Planificação e Desenvolvimento (2008)	Keynote speaker	Monapo	Academics, students, civil servants, civil society organizations, donors, private sector
	Palestra sobre aid and development challenges for Mozambique	Universidade Católica e GTZ (2008)	Keynote speaker	Beira	Academics, students, civil servants, civil society organizations, donors
	Palestra sobre problematização de indicadores de desempenho económico	Instituto Superior de Ciências e Tecnologia de Moçambique (ISCTEM (2009)	Keynote speaker	Maputo	Academics, students and journalists
	Palestra sobre pobreza e tensões em torno das abordagens sobre pobreza	ISCTEM (2009)	Keynote speaker	Maputo	Academics, students and journalists
	Palestra sobre globalização e desafios para o desenvolvimento	ISCTEM (2009)	Keynote speaker	Maputo	Academics, students and journalists
	Palestra sobre desafios dos padrões de acumulação em Moçambique	ISCTEM (2008)	Keynote speaker	Maputo	Academics, students and journalists
	Palestra sobre crise económica e crise do capitalismo	Associação de Estudantes da Faculdade de Arquitectura (UEM) (2009)	Keynote speaker	Maputo	Academics and students
	Palestra sobre padrões de acumulação económica e desafios de industrialização em Moçambique	Associação de Estudantes da Faculdade de Economia (UEM) (2010)	Keynote speaker	Maputo	Academics and students
	Palestra sobre a experiência dos "tigres asiáticos" no processo de industrialização e desenvolvimento	Universidade Politécnica (2008)	Keynote speaker	Maputo	Academics and students
	Challenges for economic and social development in Mozambique	Office of the Resident Coordinator of the UN system in Mozambique	Keynote speaker	Inhaca	Civil servants, officials of the UN agencies and other donors
	Launching of the LDCs report 2009	UNCTAD (2008)	Keynote speaker	Maputo	Academics, civil servants, donors and journalists
	Launching of the LDCs report 2008	UNCTAD (2007)	Keynote speaker	Maputo	Academics, civil servants, donors and journalists
	A critique of the World Development Report 2008	The World Bank and the Government of Mozambique	Keynote speaker	Maputo	Academics, students, civil servants, civil society organizations, donors, private sector and journalists
	Economia política da ajuda externa	Grupo Moçambicano da Dívida (2009)	Keynote speaker	Maputo	Civil society organizations, donors, civil servants and academics
Participation in policy fora	Grupo de 25 conselheiros de opinião pública do Presidente da República	Presidência da República (2 encontros em 2008 e 2009)	Participant	Maputo	Grupo de conselheiros
	Comité Nacional Coordenador da Iniciativa de Transparência da Indústria Extractiva	Governo, sociedade civil e empresas	Member of the Committee	Maputo	Members of the Committee

2. Luís de Brito

Conferences	Event	Organized by	Role	Place	Audience
	Social and economic research challenges in Mozambique	IESE (2007)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	The Politics of Nations and Nationalism in Lusophone Africa	ORenGA/Department of Politics and International Relations (2007)	Presenter	Oxford	Academics, students
	Comparative National Elections Project (CNEP) International Workshop	IESE (2008)	Organizer	Maputo	Academics, students, civil servants, civil society organizations, donors
	Think Republic: State, Government, Social Compass in Africa	CEAN (2008)	Presenter	Bordeaux	Academics, students
	Poverty and development in Mozambique	IESE (2009)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Post-electoral scenarios for Mozambique	IESE, AfrilMap, OSISA (2009)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Election Processes, Liberation Movements and Democratic Change in Africa	IESE & CMI (2010)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors

3. António Francisco

Conferences	Event	Organized by	Role	Place	Audience
	Social Protection - Acção Social Produtiva em Moçambique: Que Possibilidades e Opções?	IESE and ILO (2010)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Conferencia sobre o Orçamento do Estado em Moçambique	SOICO (2010)	participant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Political parties and democracy in Africa	IESE & CMI (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Pobreza e padrões de acumulação	IESE (2009)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Desafios da Investigação Social e Económica em Moçambique	IESE (2007)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Metodologia e representações sociais	IESE (2010)	Participant	Maputo	IESE researchers and Academics
	Crescimento Demográfico em Moçambique: Passado, Presente... que Futuro?	IESE (2010)	Presenter	Maputo	IESE researchers and Academics

Category	Event	Organized by	Role	Place	Audience
Policy oriented conferences and seminars	Acumulação de Reservas Cambiais e suas implicações em países em desenvolvimento, em particular em Moçambique	IESE (2009)	Participant	Maputo	IESE researchers, civil society organizations and donors
	Dependentes e Subservientes? Experiência de 8 países Africanos na Gestão da sua Dependência da Ajuda Externa.	IESE (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations
	Palestra sobre Segurança Social e Política Local com Bridjet O'Laughlin	IESE (2008)	Participant	Maputo	Academics, students, civil society organizations
	Iniciativa Mais Caju Moçambique: Desafio e Visão. Proposta de fomento do caju como produto estratégico nacional. Concept Paper	FDC (Fundação Joaquim Chissano e GAPI-SI, Sociedade de Investimento (2008)	Presenter	Maputo	Civil servants, civil society leaders and private sector
	Reforma da Estratégia de Política Salarial na Função Pública em Moçambique. Estratégia Geral da Reforma Salarial: 2006-2015.	Ministries of Finance and Planning & Development, UTRESP and the World Bank (2007)	Presenter	Maputo	National Directors, civil servants and donors
	The green revolution and development challenges for Mozambique - "Revolução Verde em Moçambique: É possível, viável e sustentável no contexto das estratégias de desenvolvimento rural dominantes em Moçambique?"	FDC (Fundação para o Desenvolvimento da Comunidade) (2007)	Presenter and discussant	Maputo	Academics, students, civil servants, civil society organizations, donors, other international organizations, private sector

Palestras	Event	Organized by	Role	Place	Audience
	Sociedade Civil em Moçambique: Expectativas e Desafios (19.07.2010)	TDM, Seminário do Gabinete do Ordenador Nacional e Delegação da União Europeia (2010)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, European Union and other international organizations
	Comércio Internacional e Desenvolvimento	KEPA (2009)	Presenter	Maputo	Academics, students, civil servants, civil society organizations
	Impacto da Crise Internacional na Bazarconomia de Moçambique, palestra a um grupo de estudantes portugueses em estagiário em Maputo, 27.08.2009	UEM, Grupo de estudantes estrangeiros em estágio em Maputo (2009)	Keynote speaker	Maputo	Academics and students
	Impacto da Crise Internacional na Bazarconomia de Moçambique, 21.08.2009.	UEM (Associação de Estudantes da Faculdade de Economia) (2009)	Keynote speaker	Maputo	Academics and students
	Índice da Sociedade Civil em Moçambique (ISC) 2007. A Sociedade Civil Moçambicana por Dentro: Avaliação, Desafios, Oportunidades e Acção (Junho 2008)	FDC (2008)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors, other international organizations, private sector
	Key Triggers and Constraints for Civic Action in Mozambique: Bad Things Come in Three" (22-23.04.2008).	Regional Workshop on Civil Society Building, Civil Action for Poverty Eradication (2008)	Presenter and discussant	Johannesburg	Civil society organizations, donors, civil servants and academics
	Bazarconomia de Moçambique: Economia de Sofala e Desafios. 23.09.2008. A apresentação subordinou-se ao tema "Economia de Sofala e Desafios"	Universidade Jean Piaget de Moçambique (2008)	Keynote speaker	Beira (Inhamitua)	Academics, students, civil servants, civil society organizations, donors
	Sociedade Civil, PES e Orçamento Provincial de Inhambane 2007: Qual o contributo do PESE e do orçamento provincial no combate à pobreza?	Workshop da FOPROI e Cooperação Irlanda (2007)	Keynote speaker	Inhambane	Civil society organizations, donors and civil servants
	Índice da Sociedade Civil (ISC) 2007. A Sociedade Civil Moçambicana por Dentro: Avaliação, Desafios, Oportunidades e Acção.	FDC (2007)	Presenter and discussant	Maputo	Academics, students, civil servants, civil society organizations, donors, other international organizations, private sector
	Apresentação do livro <i>Protecção Social em Moçambique: Uma Rede Furada de Protecção Social</i> de Samuel Ouive	UEM, Faculdade de Letras (2008)	Keynote speaker	Maputo	Academics and students
	Apresentação do livro <i>Agricultura e Desenvolvimento em África</i> de João Mosca	Universidade Jean Piaget de Moçambique (2008)	Keynote speaker	Beira (Inhamitua)	Academics, students, civil servants, civil society organizations, donors

Interventions in the media	Event	Organized by	Role	Place	Audience
	A Problemática da Protecção Social, debate por ocasião da divulgação das publicações do Banco Mundial: For Protection & Promotion The Design and Implementation of Effective Safety Nets and Conditional Cash Transfers: Reducing Present & Future Poverty	TIM (Televisão Independente de Moçambique) (2009)	Key interviewee	Maputo	Programa televisivo "21ª Hora - Economia"
	Debate Eleitoral 2009 - Debates presidenciais.	TIM (Televisão Independente de Moçambique) (2009)	Discussant	Maputo	Programa "A Caminho das Eleições"
	A Revolução Verde	STV (2009)	Discussant	Maputo	Debate da Nação
	A problemática da abstenção política em Moçambique	TIM (Televisão Independente de Moçambique) (2009)	Interviewee	Maputo	Programa "A Caminho das Eleições"
	Debate sobre a situação económica	STV (2009)	Key Interviewee	Maputo	5ª Feira à Noite
	Que tipo de economia existe em Moçambique?	TIM (Televisão Independente de Moçambique) (2009)	Key interviewee	Maputo	Programa televisivo "21ª Hora - Economia"

4. Sérgio Chichava

Conferences	Event	Organized by	Role	Place	Audience
	Desafios da Investigação Social e Económica em Moçambique	IESE (2007)	Organizer + participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Participação política	APSA (2008)	participant	Dakar	Academics, students
	Diaspora, Empire and the formation of Lusophone World	University of Oxford	Participant	Oxford	Academics
	Penser la République	CEAN (2008)	Participant	Bordéus	Academics, students

Category	Event	Organized by	Role	Place	Audience
	Transition to what? African Liberation and Pro-democracy movements (Anti) democratic heritage	CMI/University of Oslo	participant	Bergen	Academics, students
	Pobreza e padrões de acumulação	IESE (2009)	Organizer + participant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Doing business for Africa's development	SAIIA (2009)	participant	Johannesburg	Academics, students, civil society organizations, entrepreneurs, donors and government
	Political parties and democracy in Africa	IESE & CMI (2010)	Organizer + participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Social Protection	IESE (2010)	Participant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
Policy oriented conferences and seminars	Palestra sobre Estado, Partidos Políticos e autoridades tradicionais em Moçambique	Departamento de Arqueologia e Antropologia/UEM (2007)	Participant	Maputo	Academics, students
Interventions in the media	Café da Manhã	Rádio Moçambique (2010)	Discussant	Maputo	
	21a Hora	TIM (2010)	Discussant	Maputo	

**Assessing Impact:
Participation in Conferences, Seminars and Debates,
since the Foundation of IESE, 2007**

Category	Event	Organized by	Role	Place	Audience
Junior Staff					
1. Carlos Muianga					
Conferences	VIIº Encontro de Economistas da CPLP	AMECON (2008)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Pobreza e padrões de acumulação	IESE (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Ação Social Produtiva em Moçambique	IESE and ILO (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Conferência Nacional sobre Pobreza e desenvolvimento	Centro de Estudos de Economia e Gestão (Faculty of Economics - Eduardo Mondlane University) (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Conferência sobre a Importância Estratégica dos Rios como Vias de Comunicação e Escoamento	AMDCM AND SOICO (2009)	Participant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Conferência sobre o Orçamento do Estado em Moçambique	SOICO (2010)	Participant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
Policy oriented conferences and seminars	Consulta Pública e Enfoque da Estratégia de Energia	World Bank (2010)	Participant + discussant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Simpósio: Rumo a uma agenda para o Desenvolvimento Ergonómico em Moçambique: Lições Aprendidas na Agro-Indústria em Moçambique	USAID (2010)	Discussant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Critério de Sustentabilidade dos Biocombustíveis em Moçambique	Ministerio da Energia e Ministério para a Coordenação da Acção Ambiental	Discussant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Simpósio Internacional: Crise Financeira Internacional - Caracterização, Lições a Tirar e Caminhos a Seguir	Banco de Moçambique (2010)	Participant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Economic Briefing - Investment Banking	Standard Bank Mozambique (2010)	Participant	Maputo	Academics, students, civil servants, civil society, entrepreneurs, organizations, donors, government
Palestras	Desafios da Integração Regional	Núcleo de Estudantes da Faculdade de Economia (2007)	Participant	Maputo	Academics, students
	Café Económico: Crise dos Transportes em Maputo	Núcleo de Estudantes da Faculdade de Economia (2008)	Participant	Maputo	Academics, students
	Economia da Saúde - Relevância e Aplicação para Moçambique	Centro de Estudos de Economia e Gestão (Faculty of Economics - Eduardo Mondlane University) (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, government
	Industria Extrativa em Moçambique	AMECON (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors, government
	Economic Briefing - Investment Banking	Standard Bank Mozambique (2010)	Participant	Maputo	Academics, students, civil servants, civil society, entrepreneurs, organizations, donors, government
Interventions in the media	Moçambique após os Acordos Gerais de Paz	UDM e TIM (2010)	Discussant	Maputo	Academics, students, civil servants, civil society
2. Egidio Estêvão Chaimite					
Conferences	Political parties and democracy in Africa	IESE & CMI (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Ação Social Produtiva em Moçambique: Que Possibilidades e Opções?	IESE e OIT (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Padrões de Acumulação Económica e Dinâmicas da Pobreza em Moçambique	IESE (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
Seminários, Palestras e Debates	Metodologia e representações sociais	IESE (2010)	Participant and organizer	Maputo	IESE researchers and Academics
	O Comércio Internacional da Roupas Usada em Moçambique	IESE (2010)	Participant and organizer	Maputo	IESE researchers and Academics
	Rádiodifusão Pública em África: Relatório sobre Moçambique	Open Society Institute, Africa governance Monitoring & Advocacy Project, Afrimap (2010)	Participant	Maputo	Academics, students, civil society organizations
	A Segurança Pública e o seu papel no Desenvolvimento Social e Económico do Estado	JOINT & FOMICRES (2010)	Participant	Maputo	Academics and students
	Centro de Pesquisa para o Desenvolvimento local	KUWUKA (2010)	Participant	Maputo	Academics and students
	Apresentação da Revista Política Africana	IESE e Departamento de Ciência Política e Administração Pública da UEM (2010)	Participant	Maputo	Academics and students
	Lançamento do 2º Relatório de Monit	AMODE, CIP, LDH, GMD (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations
Interventions in the media	A Clandestinidade	UDM e TIM (2010)	Discussant	Maputo	Academics, students, civil servants, civil society
	A Luta Armada	UDM e TIM (2010)	Discussant	Maputo	Academics, students, civil servants, civil society

Category	Event	Organized by	Role	Place	Audience
	A Primeira República	UDM e TIM (2010)	Discussant	Maputo	Academics, students, civil servants, civil society
	Moçambique após os Acordos Gerais de Paz	UDM e TIM (2010)	Discussant	Maputo	Academics, students, civil servants, civil society

3. Nelsa Massingue da Costa

Category	Event	Organized by	Role	Place	Audience
Conferences	Desafios da Investigação Social e Económica em Moçambique	IESE (2007)	Organizer + Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	II Simpósio de Segurança Alimentar e Nutricional	Secretariado Técnico de Segurança Alimentar e Nutricional (SETSAN) (2008)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors
	Pobreza e padrões de acumulação	IESE (2009)	Organizer	Maputo	Academics, students, civil servants, civil society organizations, donors
	Social Protection	IESE (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Conferência sobre importância estratégica dos rios como via de comunicação e escoamento: o caso da navegabilidade do Zambeze	Associação p o desenvolvimento do carvão mineral e o País Económico (2010)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors

Category	Event	Organized by	Role	Place	Audience
Policy oriented conferences and seminars	Seminário de Gestão da Dívida - Efectividade dos mecanismos de Gestão da Dívida	GMD(2007)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors
	Seminário: Dependentes e Subservientes? Experiência de 8 Países Africanos na Gestão da sua Dependência da Ajuda Externa	IESE(2009)	Organizer + Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Seminário sobre "Acumulação de Reservas Cambiais e suas Implicações em países em desenvolvimento, em particular em Moçambique"	IESE(2009)	Participant	Maputo	IESE Researchers, civil society organization and donors
	Seminário: "Produção de dados qualitativos em Ciências Sociais: O desafio da combinação dos instrumentos de pesquisa. O caso da observação, entrevistas e fontes escritas"	IESE(2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations

Category	Event	Organized by	Role	Place	Audience
Palestras	Palestra sobre Segurança Social e Política Local com Bridget O'Laughlin	IESE (2008)	Participant	Maputo	Academics, students, civil society organizations
	Workshop Sobre Comércio Internacional e Desenvolvimento "Vamos entender o comércio"	KEPA (2009)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors
	Workshop On Identification/Formulation of a Future Employment and Private Sector Development Programme Venue	DANIDA (2009)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors
	A Crise Económica Mundial: Implicações e Impacto em Moçambique	MPD(2009)	Participant	Maputo	Government, academics, students, donors
	Lançamento do Programa Agrifuturo	USAID(2009)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors
	Palestra sobre Petróleo e subdesenvolvimento na Guiné-Equatorial	IESE e Embaixada da Espanha (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Workshop sobre sustentabilidade dos biocombustíveis em Moçambique	Ministerio da Energia e Ministério para a Coordenação da Acção Ambiental (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors

Category	Event	Organized by	Role	Place	Audience
Participation in policy fora	Fórum da Sociedade Civil sobre Indústria Extractiva "Publique o Que Paga"	G20 e CIP (2008)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors

4. Rogério Ossemane

Category	Event	Organized by	Role	Place	Audience
Conferences	Pobreza e padrões de acumulação	IESE (2009)	Organizer + Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Acção social produtiva em Moçambique	IESE and ILO (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Uma perspectiva socio-económica de Moçambique	Medicus Mundi (2009)	Presenter	Maputo	Doctors and donors
	APORDE - African Program on Rethinking Development Economics	IFAD and DTI (2009)	Participant	Durban	Academics, students, civil servants, civil society organizations, donors
	Doing business for Africa's development	SAIIA (2009)	Participant	Johannesburg	Academics, students, civil society organizations, entrepreneurs, donors and government

Category	Event	Organized by	Role	Place	Audience
Policy oriented conferences and seminars	Crise económica global e impacto em Moçambique	Sindicato das mulheres trabalhadoras (2010)	Presenter	Maputo	Women trade union
	Seminário: "Produção de dados qualitativos em Ciências Sociais: O desafio da combinação dos instrumentos de pesquisa. O caso da observação, entrevistas e fontes escritas"	IESE(2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations
	Simpósio Internacional: Crise Financeira Internacional: Caracterização, Lições a tirar e caminhos a seguir	Banco de Moçambique (2010)	Participant	Maputo	Academics, students, civil society organizations
	O Orçamento do Estado como factor de combate à Pobreza Absoluta	Grupo Soico (2010)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors
	Metodologia e representações sociais	IESE (2010)	Participant	Maputo	Government, academics, students, civil servants, civil society organizations, donors
	O Comércio Internacional da Roupada Usada em Moçambique	IESE (2010)	Participant	Maputo	Government, academics, students, donors
	Crise económica global e impacto em Moçambique	FCS (2009)	Presenter	Xai-Xai	Trade Unions Forum

Category	Event	Organized by	Role	Place	Audience
	Seminário: Dependentes e Subservientes? Experiência de 8 Países Africanos na Gestão da sua Dependência da Ajuda Externa	IESE (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Seminário sobre "Acumulação de Reservas Cambiais e suas implicações em países em desenvolvimento, em particular em Moçambique"	IESE (2009)	Participant	Maputo	IESE Researchers, civil society organization and donors
	Workshop Sobre Comércio Internacional e Desenvolvimento "Vamos entender o comércio"	KEPA (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
Palestras	Triple Crisis: Fuel Food and Financial	MPD (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Palestra sobre Petróleo e subdesenvolvimento na Guiné-Equatorial	IESE e Embaixada da Espanha (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Palestra sobre Indústria Extrativa em Moçambique	AMECON (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	A Crise Económica Mundial: Implicações e Impacto em Moçambique.	MPD (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Impacto da Crise Financeira Mundial na Bazarconomia	Núcleo de Estudantes da Faculdade de Economia da UEM (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Palestra sobre Segurança Social e Política Local com Bridjet O'Laughlin	IESE (2008)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
Interventions in the media	O País Económico - Dívida Pública	STV (2010)	Discussant	Maputo	
	21a Hora - Desafios 2010	TIM (2010)	discussant	Maputo	
	Quinta a noite - Desafios 2010	TVM (2010)	Discussant	Maputo	
	Consumer credit and its advantages and disadvantages	Jornal Domingo (2009)	Presenter	Maputo	
	Recessão na economia sul africana e impacto na África Austral	BBC (2009)	Discussant	Maputo	
Participation in policy fora	Forum da sociedade Civil sobre Indústria Extractiva "Publique o Que Paga"	G20 e CIP (2008)	Participant	Maputo	Civil Society Organizations

5. Rosimina Ali

Conferences	Dinâmicas da Pobreza e Padrões de Acumulação Económica em Moçambique	IESE (2009)	Presenter	Maputo	Academics, students, civil servants, government, civil society organizations and donors
	Ação Social Produtiva em Moçambique: Que Possibilidades e Opções?	IESE (2010)	Organizer + Participant	Maputo	Academics, students, civil servants, government, civil society organizations and donors
Policy oriented conferences and seminars	Seminário sobre "Produção de dados qualitativos em Ciências Sociais: O desafio da combinação dos instrumentos de pesquisa. O caso da observação, entrevistas e fontes escritas"	IESE (2010)	Participant	Maputo	Academics, students and civil society organizations
	Divulgação dos resultados sobre o Projecto de "Apoio ao INE para o Desenvolvimento de Estatísticas Económicas de Moçambique"	Instituto Nacional de Estatística (INE) e Cooperação Italiana (2009)	Participant	Maputo	Academics, students, civil servants, government, civil society organizations and donors
	Seminário sobre "Acumulação de Reservas Cambiais e suas implicações em países em desenvolvimento, em particular em Moçambique"	IESE (2009)	Participant	Maputo	Academics, students and donors
	Dependentes e Subservientes? Experiência de 8 países Africanos na Gestão da sua Dependência da Ajuda Externa.	IESE (2009)	Participant	Maputo	Academics, students, civil servants, government, civil society organizations and donors
	Seminário sobre "Segurança Social e Política Local"	IESE (2008)	Participant	Maputo	Academics and students
Palestras	Radiografia da Pobreza na Cidade de Maputo	CEA (2010)	Participant	Maputo	Academics, students, civil servants, government, civil society organizations and donors
	Economia da Saúde: Relevância e Aplicação para Moçambique	CEEG - Faculdade de Economia da UEM (2010)	Participant	Maputo	Academics, students, civil servants and civil society organizations
	Mega-Projects - Strategic choices for Mozambique	Swedish Embassy (2009)	Participant	Maputo	Academics, civil society organizations and donors
	Workshop sobre "Comércio Internacional e Desenvolvimento"	KEPA (2009)	Participant	Maputo	Academics, students, civil servants and civil society organizations
	Lançamento do Relatório de um estudo sobre "Fontes de Energia Renováveis em Moçambique"	Justiça Ambiental (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations and donors
	Lançamento do Programa AgriFuturo	USAID (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations and donors
	Lançamento do Relatório Global de Desenvolvimento Humano 2009	UNDP (2009)	Participant	Maputo	Academics, students, civil servants, government, civil society organizations and donors
	A Crise Económica Mundial: Implicações e Impacto em Moçambique	Ministry of Planning & Development (2009)	Participant	Maputo	Academics, students, government and donors
	Impacto da Crise Financeira Mundial na Bazarconomia	Núcleo de Estudantes da Faculdade de Economia - UEM (2009)	Participant	Maputo	Academics and students
Participation in policy fora	Forum da Sociedade Civil sobre Indústria Extractiva "Publique o Que Paga"	G20 e CIP (2008)	Participant	Maputo	Academics, students, government, civil servants, civil society organizations and donors

6. Sofia Amarcy

Conferences	Desafios da Investigação Social e Económica em Moçambique	IESE (2007)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	II Conferência da AMECON	AMECON (2007)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors

Category	Event	Organized by	Role	Place	Audience
	APORDE - African Programme on Rethinking Development Economics	Agence Française de Développement (AFD), Department: Trade and Industry (The DTI) (2010)	Participant	Durban	Academics, students and civil society organizations

Category	Event	Organized by	Role	Place	Audience
Palestras	Governance Reform and Economic Growth	Musthaq Khan - SOAS (2008)	Participant	London	Academics and students
	Microloans and Poverty Reduction	Muhammad Yunus - British Council (2009)	Participant	London	Academics, students and civil society organizations
	The debacle of financialised capitalism	Costas Lapavistas - SOAS (2009)	Participant	London	Academics and students
	Bang Goes Homo Economicus: Terrorists, Economists, Rational Fools	Christopher Cramer - Brunei Gallery (2009)	Participant	London	Academics and students
	A Crise Económica Mundial: Implicações e Impacto em Moçambique	Felix Simione - MPD (2009)	Participant	Maputo	Academics, Government, civil society organizations and donors
	Acumulação de Reservas Cambiais e suas implicações em países em desenvolvimento, em particular em Moçambique	IESE (2009)	Presenter	Maputo	IESE researchers, civil society organizations and donors
	FinScope Mozambique Survey 2009: Survey report	AustralCowi (2010)	Participant	Maputo	Academics, civil society organizations and donors
II Jornadas Científicas do Banco de Moçambique	Banco de Moçambique (BdM) (2010)	Participant	Maputo	BdM presenters, academics, students, civil society organizations and donors	

Category	Event	Organized by	Role	Place	Audience
Interventions in the media	Consumer credit and its advantages and disadvantages	Jornal Domingo (2009)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors
	Semanário Económico - Avaliação do Relatório "Preços e Conjuntura 2009"	STV (2009)	Discussant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Acumulação de Reservas Cambiais e suas implicações em países em desenvolvimento, em particular em Moçambique	Jornal Zambeze (2009)	Presenter	Maputo	Academics, students, civil servants, civil society organizations, donors

7. Yasfir Daudo Ibraimo

Category	Event	Organized by	Role	Place	Audience
Conferences	Padrões de Acumulação Económica e Dinâmicas da Pobreza em Moçambique	IESE (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Ação Social Produtiva em Moçambique: Que Possibilidades e Opções?	IESE e OIT (2010)	Presenter and discussant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Rumo a uma Agenda para o Desenvolvimento Ergonómico em Moçambique: Lições Aprendidas na Agro-Indústria em Nampula	USAID (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Conferência Nacional sobre Pobreza e Desenvolvimento	Centro de Estudos de Economia e Gestão da Faculdade de Economia da UEM (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	VIIº Encontro de Economistas da CPLP	AMECOM (2008)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors

Category	Event	Organized by	Role	Place	Audience
Palestras	Apresentação dos Resultados da Radiografia da Pobreza na Cidade de Maputo	Centro de Estudos Africanos (CEA) (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors and government
	Economia da Saúde: Relevância e aplicação para Moçambique	Centro de Estudos de Economia e Gestão da Faculdade de Economia da UEM (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations
	Impacto da Crise Financeira Mundial na Bazarconomia	Núcleo de Estudantes da Faculdade de Economia da UEM (2009)	Participant	Maputo	Academics and students
	Crise de transportes na Cidade de Maputo	Núcleo de Estudantes da Faculdade de Economia da UEM (2008)	Participant	Maputo	Academics and students

Category	Event	Organized by	Role	Place	Audience
Interventions in the media	Moçambique 35 anos, Ciclo de Debates: Sociedade Colonial nos anos 60 e o seu aparelho repressivo. Gênese, organização e métodos da luta clandestina	Televisão Independente de Moçambique (TIM) e Universidade Técnica de Moçambique (UDM) (2010)	Discussant	Maputo	Academics, students, civil servants, civil society organizations

8. Zaqueo Sande

Category	Event	Organized by	Role	Place	Audience
Conferences	Protecção Social - Acção Social Produtiva em Moçambique: Que Possibilidades e Opções?	IESE and ILO (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	Conferencia sobre o Orçamento do Estado em Moçambique	SOICO (2010)	Participant	Maputo	Academics, students, civil society organizations, entrepreneurs, donors and government
	Padrões de Acumulação Económica e Dinâmicas da Pobreza em Moçambique	IESE (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors

Category	Event	Organized by	Role	Place	Audience
Policy oriented conferences and seminars	Metodologia e representações sociais	IESE (2010)	Participant	Maputo	IESE researchers and Academics
	Crescimento Demográfico em Moçambique: Passado, Presente... que Futuro?	IESE (2010)	Participant	Maputo	IESE researchers and Academics
	Acumulação de Reservas Cambiais e suas implicações em países em desenvolvimento, em particular em Moçambique	IESE (2009)	Participant	Maputo	IESE researchers, civil society organizations and donors
	Dependentes e Subservientes? Experiência de 8 países Africanos na Gestão da sua Dependência da Ajuda Externa	IESE (2009)	Participant	Maputo	Academics, students, civil servants, civil society organizations
	Lançamento do 2º Relatório de Monitoria da Governação Local	AMODE, CIP, LDH, GMD (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations
	Seminário de Partilha de Experiências sobre Implementação dos Projectos no Âmbito do MASC	MASC	Keynote speaker	Maputo	Civil society organization

Category	Event	Organized by	Role	Place	Audience
Palestras	Metodologia e representações sociais	IESE (2010)	Participant	Maputo	IESE researchers and Academics
	O Comércio Internacional da Roupas Usada em Mocambique	IESE (2010)	Participant	Maputo	IESE researchers and Academics
	Palestra sobre Petróleo e subdesenvolvimento na Guiné-Equatorial	IESE e Embaixada da Espanha (2010)	Participant	Maputo	Academics, students, civil servants, civil society organizations, donors
	A Crise Económica Mundial: Implicações e Impacto em Mocambique	MPD(2009)	Participant	Maputo	Academics, students, donors
	FinScope Mozambique Survey 2009: Survey report	AustralCowi (2010)	Participant	Maputo	Academics, civil society organizations and donors

Appendix V. Data on Visits to the IESE Website

Mostrar como: [sumário](#) • [lista](#) • [gráfico por mês](#) • [mapa](#)

Países			Resoluções		
País	Visitas	%	Resolução	Visitas	%
Mozambique	6613	42%	1280x1024x32	4562	29%
United States	3811	24%	1024x768x32	4338	28%
Portugal	1713	11%	1280x800x32	1858	12%
Brazil	605	4%	1440x900x32	1011	6%
Switzerland	332	2%	800x600x32	948	6%
United Kingdom	328	2%	800x600x16	707	4%
Canada	291	2%	1024x768x16	289	2%
South Africa	211	1%	1680x1050x24	259	2%
European Union	100	1%	1440x900x24	228	1%
Ghana	81	1%	1280x960x32	218	1%
Italy	78	0%	1152x864x32	196	1%
Norway	75	0%	1280x768x32	185	1%
Sweden	70	0%	1680x1050x32	138	1%
France	69	0%	1024x768x24	109	1%
Netherlands	58	0%	1280x1024x24	105	1%
Ireland	55	0%	1280x800x24	88	1%
Germany	46	0%	1280x1024x16	72	0%
Spain	38	0%	1400x1050x32	43	0%
Austria	29	0%	1280x1024x8	37	0%
Finland	29	0%	1280x720x32	37	0%
Belgium	25	0%	800x600x24	36	0%
Angola	24	0%	1600x1200x32	28	0%
India	21	0%	1920x1200x32	21	0%
Lithuania	20	0%	1024x600x32	17	0%
Denmark	19	0%	1280x800x16	17	0%
Kenya	17	0%	320x396x32	16	0%
Australia	15	0%	1366x768x32	12	0%
Tanzania	15	0%	1360x768x32	9	0%
Senegal	11	0%	800x352x16	9	0%
Zambia	11	0%	240x320x16	8	0%
Cape Verde	10	0%	1120x840x32	8	0%
Japan	8	0%	960x600x32	8	0%
Nigeria	8	0%	1920x1200x24	7	0%
Vietnam	8	0%	231x285x32	6	0%
Luxembourg	7	0%	1152x864x16	6	0%
Egypt	4	0%	1400x1050x16	6	0%
Malaysia	4	0%	240x230x16	5	0%
Mexico	4	0%	1600x1200x16	5	0%
Singapore	4	0%	1280x854x32	5	0%
Tunisia	4	0%	1280x768x16	4	0%
Cameroon	3	0%	634x160x32	3	0%
Chile	3	0%	1344x840x32	3	0%
Korea, Republic of	3	0%	1600x900x32	3	0%
Monaco	3	0%	320x240x16	3	0%
Nicaragua	3	0%	1024x768x8	3	0%
Slovak Republic	3	0%	234x282x32	3	0%
Benin	2	0%	170x174x32	3	0%
Czech Republic	2	0%	122x101x32	3	0%
Hong Kong	2	0%	1920x1080x32	3	0%

País	Visitas	%
Indonesia	2	0%
Iran, Islamic Republic of	2	0%
Israel	2	0%
Philippines	2	0%
Russian Federation	2	0%
Afghanistan	1	0%
Algeria	1	0%
Argentina	1	0%
Comoros	1	0%
Greece	1	0%
Hungary	1	0%
Malawi	1	0%
Nepal	1	0%
Niue	1	0%
Pakistan	1	0%
Peru	1	0%
Poland	1	0%
Puerto Rico	1	0%
Romania	1	0%
Sao Tome and Principe	1	0%
Saudi Arabia	1	0%
Sudan	1	0%
Swaziland	1	0%
Syrian Arab Republic	1	0%
Taiwan	1	0%
Turkey	1	0%
Uganda	1	0%
United Arab Emirates	1	0%
Zimbabwe	1	0%
Outro	812	5%
Total	15741	100%

Resolução	Visitas	%
969x768x32	3	0%
1300x2300x24	2	0%
1184x776x32	2	0%
170x173x32	2	0%
1280x600x32	2	0%
1024x738x16	2	0%
320x150x16	2	0%
1152x900x32	2	0%
170x190x32	2	0%
313x156x32	1	0%
1280x900x32	1	0%
1024x600x16	1	0%
1280x960x16	1	0%
1088x612x32	1	0%
1024x600x24	1	0%
346x364x32	1	0%
640x480x16	1	0%
1440x900x16	1	0%
1024x742x8	1	0%
794x300x32	1	0%
1280x854x24	1	0%
640x480x1	1	0%
1024x576x16	1	0%
1280x998x24	1	0%
1024x1280x32	1	0%
1440x900x12	1	0%
2560x1600x24	1	0%
1280x800x8	1	0%
1152x720x32	1	0%
1680x945x32	1	0%
311x205x32	1	0%
1024x819x32	1	0%
311x206x32	1	0%
202x142x32	1	0%
1680x1050x16	1	0%
202x176x32	1	0%
234x320x32	1	0%
2560x1600x32	1	0%
231x286x32	1	0%
1152x864x24	1	0%
1600x1200x24	1	0%
234x301x32	1	0%
1024x640x32	1	0%
Outra	0	0%
Total	15741	100%