



IESE STRATEGIC PLAN



2016/2025

(APPROVED BY THE MEMBERS OF THE GENERAL ASSEMBLY)



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IESE Strategic Plan 2016-2025

(Approved by the members of the General Assembly)

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1. Introduction



IESE is an independent research organisation, whose main vocation is to undertake research and, through that, to produce knowledge and intellectual capacity and to feed the public debate on questions regarding the economic, social, and political development of Mozambique. Founded in 2007, IESE has grown and has become an essential player within the field of socio-economic and political research. It has become one of the main reference points for intellectual reflection in the country, with a great impact on public debate.

1.1 Background (2007-2015)

During its first eight years of existence, IESE published 17 books, including the six books that form the series “Desafios para Moçambique” (“Challenges for Mozambique”), started in 2010. It also published 15 issues of the series “Cadernos IESE” (“IESE Notebooks”), 81 issues of the bulletin “IDeIAS”, and 50 issues of its “Bibliographical Bulletin”, in addition to several articles in specialist scientific journals and other texts and research reports. Over the same period, IESE held four international scientific conferences and four thematic conferences which, taken as a whole, resulted in about three hundred papers by national and foreign researchers. The material produced by IESE has had a great impact in defining the terms of the academic and public debate in Mozambique about the themes related with its research.

IESE was a pioneer and it stayed at the forefront of the construction of a series of discussion themes which are gradually becoming dominant in the public debate: the criticism towards the paradoxical way of economic growth and capital accumulation, of an extractive, porous, and tapered nature, and which generates dynamics of impoverishment, and social and economic exclusion; the debate on the insertion of mega-projects into the national economy, the domestic resource mobilisation and their use; the debate on the financialisation of national capitalism, in line with the global dynamics, the emergence of an economic bubble and its speculative effects, associated with economic porosity, and particularly with the acceleration of public indebtedness

within the national economic context; the problematic of the linkages between companies in the extractive and tapered economy; the change in focus of the debate on economic policies from “resources” to “problems” to be solved; the dynamics of employment, social health, and impoverishment in the rural areas; political and economic systems, and vital questions of national democratisation, governmental decentralisation, and public services; the impact of demographic dynamics in shaping the mechanisms of social protection; the situation of the elderly in the country; the question of the pertinence, viability and sustainability of a universal pension for the elderly; the role of savings (internal and external) within the context of the Mozambican economic growth strategy; the tense and dynamic relation between Mozambique and emerging economies, among others.

The impact of IESE’s activity is expressed through a large number of direct interventions by its researchers in the media and through the frequent (re)publication of IESE’s materials

IESE’s website, where all the publications are available and can be downloaded free of charge, the numerous seminars organised in the provinces, and the free distribution of the publications to all university libraries and public libraries in the country and to a certain number of civil society organisations in the provinces have allowed a substantial broadening of the scope of its research and its social intervention work, thus reaching new audiences in regions of the country with poor access to information.

The rapid development of IESE is also linked to the effort to train its team of researchers. In its first eight years, eleven IESE researchers underwent training at postgraduate level, and eight of them have already completed their master’s degrees.

The impact of IESE’s activity is expressed through a large number of direct interventions by its researchers in the media and through the frequent (re)publication of IESE’s materials (particularly of the short texts published in the IDeIAS bulletin). The use of IESE’s materials and publications, particularly their

online versions, by the media and by university students and lecturers, as well as by the government and members of parliament in public debates, and the countless requests for IESE researchers to participate in debates, to present papers or to give advice show the important position that IESE occupies within the Mozambican intellectual field and public debate.

The impact of the work of IESE and its researchers received some formal recognition in 2015: from the MASC foundation, IESE received a certificate of recognition for its dedication to the public cause, and the same certificate was attributed personally to one of its researchers; an article by one of its researchers, published in *The Review of African Political Economy* received the Ruth First prize as the best article by a researcher based in Africa published in 2014; Quelimane's Municipal Council granted the title of Honorary Citizen and the Symbolic Key to the City to one of the IESE researchers for academic merit and social intervention; IESE researchers were granted honorary status as senior researchers at the John Hopkins University, and at the Universities of Manchester, London and Lisbon, in recognition of their work; and IESE researchers were invited to deliver inaugural lectures at national and foreign universities.

1.2 A “new” strategy

In its first eight years of existence, IESE became one of the most recognised research and social intervention institutions in the country. In the next decade, IESE will consolidate the prominent position it has won since its creation. The basic conditions for maintaining and consolidating the position achieved include the following: (i) the need to further develop the quality of IESE's research and publications, by continuing training of its body of researchers, namely at doctoral level, and the establishment of IESE in the world of scientific research and publication, alongside its role of direct social intervention, (ii) adequate premises for complying with its mission, and (iii) financial sustainability.

Eight years after its creation, IESE is in a better position to advance in the consolidation and broadening of its vision and mission, particularly with regard to the development of alternative, inter-disciplinary, and heterodox scientific approaches, intensifying its influence on the analysis and understanding of Mozambique and on the public debates and analysis of policies, the training of a new generation of researchers in the scientific and thematic areas of IESE's work, the development of networks of scientific collaboration and of public debate of development policies and influence over public opinion and information. Thus, IESE's research and publications have to be more solidly established within international academic circles, influencing them and benefitting from that connection. At the same time, public intervention in policy debate should be expanded regarding thematic networks, and better focused and directed to selected audiences.

The present strategy defines the main elements of the new strategic plan of IESE (2016-2025). It seeks to respond to the conditions and trends identified above, intending to deepen scientific production (including research, publication, debate, and scientific training), and it wishes to continue contributing to the construction of a democratic, progressive, and developed Mozambique, making IESE an indispensable think tank within the discussion and formulation of public policies related to its areas of work.

2. Context

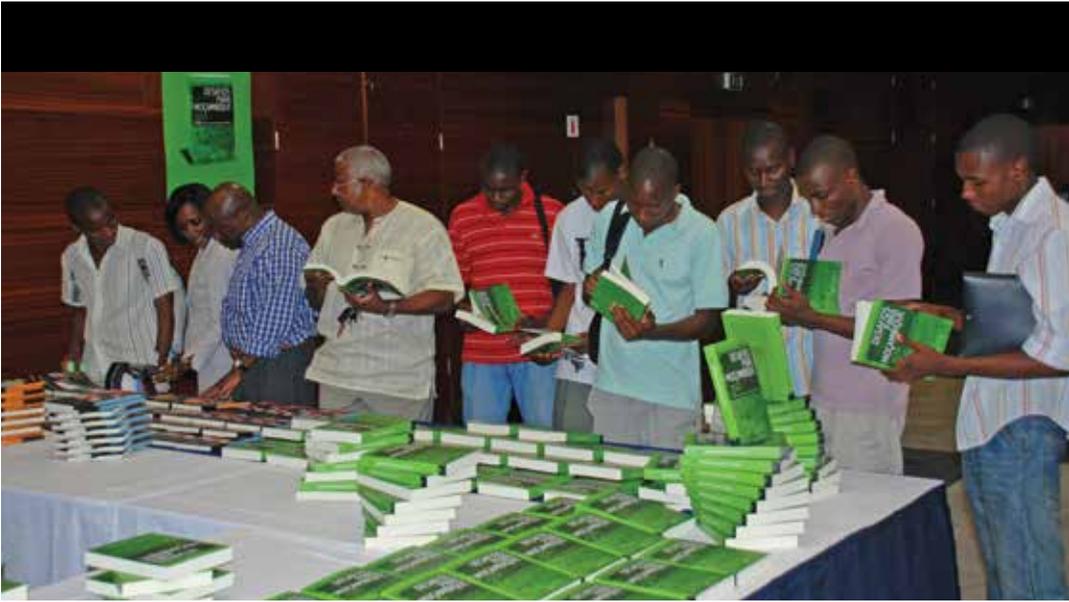


The strategy of IESE for the 2016-2025 period coincides with a critical moment in the development of the country in economic, social, and political terms. The country faces various problems and IESE does not claim to be able to analyse and respond to all of them. IESE is concentrating on the problems regarding which it is best qualified to make a difference, and on the solutions which can benefit the most from IESE's intervention.

The nature of economic growth and capital accumulation. Although the Gross Domestic Product (GDP) has been recording high rates of growth for two decades, over the same period there has been an increase of social inequality, of the incidence of urban poverty and of the costs of social reproduction of the workforce (despite the deterioration of contractual conditions), making the intensification of employment non-viable and reducing the marginal productivity of labour in the economy as a whole. In the second of these two decades the rate of growth of the GDP speeded up significantly, but the more general economic and social indicators worsened: the elasticity of poverty relative

The political environment in recent years, marked by recurrent episodes of violent confrontation between the two main political parties, demands research into the processes of State building

to growth decreased substantially (to close to zero), the public debt grew faster than GDP, while at the same time the rigidity of the tapered structures of investment, production, trade, and employment has increased. New domestic economic groups have emerged, based above all on access to natural resources and foreign capital at low cost and to public facilities, which are organised on a family basis, and/or political connections, and are concentrated in speculative activities. The limitations, tensions and paradoxes of economic growth of an extractive nature, with high levels of porosity and narrowed production and job opportunities, and with an incentive mechanism resting on public indebtedness and opportunities for speculation, make the



economy particularly vulnerable to the volatility of the financial markets and of international commodity prices. They exacerbate the speculative trends in the domestic financial system and reduce the opportunities for broadening, diversifying and articulating the productive and employment base. In themselves, these questions justify the need to continue the work of analysing the dynamics of accumulation which characterise the Mozambican economy, in order to continue building alternative approaches and to feed the public debate on economic policy options.

Deficit in political and civic participation. The political environment in recent years, marked by recurrent episodes of violent confrontation between the two main political parties, demands research into the processes of State building, stressing the need to deal in a deeper way with all the questions concerning decentralisation, which is one of the major themes underlying the current climate of confrontation between the two largest parties. At a local level, the inefficiency of transversal and sector policies, and of the major reforms, is also observable. Furthermore, the elections of 2013 and 2014 confirmed a low turnout and a

disengagement of most of the electorate towards formal politics, which has implications regarding the building of the State based on stable and broadly respected rules of the game.

Demographic transition. In social terms, one of the problems that the country must face in the coming decade is the question of demographic transition from the old demographic regime characterised by high death and fertility rates to a demographic regime of low rates and relatively stable population growth. One of the implications of not making the demographic transition, in terms of fertility, is a fast increase in population with the peculiarity of simultaneous growth in the young population and the elderly population. In a growing economy with a low level of job creation, this poses added challenges to the social policies of the State. The work undertaken by IESE in this field should continue and allow this theme and the related policy options to be the subject of informed public debate, in order to encourage the analysis of social protection options consistent with the nature of the Mozambican economy.

Mozambique in the World. Historically, the country has developed since the late 19th century as part of a regional complex based on the dominant economy of South Africa. However, although the basic characteristics of the regional integration of the Mozambican economy are maintained through numerous linkages, ranging from rail and port infrastructures to energy, and also involving cross-border trade and the migration of large numbers of citizens in search of employment, among others, new actors and international connections have arisen in recent years, namely with China, Brazil, and India, which justifies a deeper analysis of the country's relations with the so-called "emerging economies" and their growing impact on Mozambique.

3. The Foundations



3.1 Vision

The vision of IESE is of an intellectually advanced and politically aware society, one that is critical and pro-active, capable of articulating knowledge, thought, debate and disputes over its dynamics of development, and socio-economic and political transformation, to identify and face new challenges, and to shape itself within the context of Southern Africa and the world.

This vision reflects the *raison d'être* of IESE and defines the changes to which IESE intends to contribute. The vision is an ideal which guides and motivates the work and intervention of IESE. In a complex and dynamic context, such an ideal gives direction and coherence to the intervention and role of IESE.

3.2 Mission

IESE will conduct and promote high quality, inter-disciplinary, pluralist and heterodox research on questions and problematics relevant for the social, political, and economic development of Mozambique, promoting the necessary training for such research and publishing and disseminating the research results with the aim of feeding the public debate on development policies and options.

The mission expresses how IESE will contribute towards achieving its vision. To comply with its mission, the following aspects are fundamental:

1) *The link between the scientific research and the social intervention* of IESE, so that the research is fed by the concerns, themes, questions and challenges raised in the public debate, and on its turn feeds that debate with approaches, paradigms

and analyses which make it more influential and useful for national democratic and progressive development. The effort to develop scientific production and to improve its relation with social intervention is also important in order to develop and maintain a high quality team of researchers and research networks with other researchers and research institutions inside and outside the country. The advantages of these connections are obvious, but possible tensions related with the focus and the priorities are also evident, as well as with the impossibility of directly translating the concerns of the public debate into scientific research and vice-versa. The tensions can be minimised and the advantages maximised with the continual training of the research team and with the improvement of the division of labour and collaboration between researchers of different categories, levels of training and experience, within the framework of the research, publication and training plans.

2) *The link between research and training:* IESE promotes the mutual and dynamic link between research, education and training, encouraging the members of its permanent scientific staff to teach in universities, using methodologies, experiences and results of IESE's research to produce teaching materials, subjecting research methodologies and results to academic criticism, supporting the development of critical and independent thought and of research curiosity among students and encouraging the best students to devote themselves to advanced studies and to research.

3) *Continual development of strong points and of capacities:* IESE has been built on the basis of already established talent and capacities and promotes their development. The Institute encourages the more experienced researchers to support the development of their younger colleagues. It pursues an active policy of continual training of its permanent researchers and encourages and supports the senior researchers to establish sabbatical programmes guided towards field research and publication.

4) *Transfer of knowledge:* IESE assesses research proposals by taking into consideration their intellectual and paradigmatic potential, as well as their impact on the challenges, debates, disputes, and public policies. It encourages the participation of

professionals of various sectors in the activities of the research groups and it holds training courses on research methodologies based on research results for different professional and citizen groups.

5) *Networks and partnerships*: IESE prioritises the development of research networks and partnerships, inside and outside Mozambique, as part of the crucial strengthening of capacities and the culture of research and debate. In this context, IESE promotes inter-disciplinary and collaborative research between organisations of various sectors (public, private, civil society, academic, or more oriented towards advocacy), as well as partnerships with civil society organisations for training, dissemination and debate.

3.3 Institutional values and principles

IESE is guided by principles of ethics, transparency and integrity and it orients its strategies and activities in accordance with the following values:

1) *Scientific independence and academic freedom*: IESE is independent from a scientific and intellectual point of view, and it respects the academic freedom of its researchers, within the advisable scientific standards. Scientific and intellectual independence and academic freedom also mean that the scientific activity of IESE is not directly influenced by any specific audience or interest group.

2) *Inter-disciplinary nature*: IESE promotes the inter-disciplinary nature of its scientific approaches, which can broaden the base of knowledge and make the knowledge and debate more relevant for the understanding of economic, political, and social dynamics.

3) *Intellectual pluralism*: IESE favours and is open to the different approaches, schools of thought, and paradigms.

4) *Rigour in research and productivity*: IESE demands from its team of researchers the scientific honesty and rigour which

guarantee high quality and academic credibility, as well as effectiveness and efficiency in its work.

5) *Social relevance*: the scientific activities of IESE are defined in terms of their academic relevance and their relevance for development, that is, their social relevance.

6) *Institutional unity*: the inter-disciplinary and pluralist approach of IESE allows the formation of a common platform which unites different objectives, activities and approaches around a common corporate and scientific personality. Different research groups and projects are an integral part of a broader and common research dimension that is the culture of IESE.

7) *Equal rights and non discrimination*: IESE pursues an active policy of equal rights and non-discrimination, with regard to gender, social or ethnic origin, nationality, physical disabilities or other forms of discrimination or social and cultural prejudice. This policy is reflected in the recruitment, training, wages, promotions, and internal codes of work conduct and ethics. This policy is also reflected in the scientific work of IESE, particularly through respect for scientific independence and academic freedom, through the demand for scientific rigour and the rejection of preconceptions and other discriminatory practices of a social and cultural nature in the scientific production of IESE.

4. Theory of Change



What is the current situation?

- Economic growth not effective in reducing poverty
- Strong impact of the demographic transition on social protection
- Deficit of political and civic participation
- Inefficiencies of public policies and reforms
- Instability of the rules of the game/arbitrariness in applying the rules of the game

Key assumptions:

- IESE obtains access to information to conduct high quality independent research
- IESE increases the number of researchers with a PhD degree
- IESE research reaches key actors in the public and private sectors, in the academic world and in civil society
- IESE maintains its reputation for quality and independence

What can IESE do?

- Research: consolidate and deepen research into themes of great relevance for development
- Valuing research: Publish and disseminate research results; social and academic interventions; participation in the public debate
- Institution building: guarantee institutional development and sustainability

Key assumptions:

- The production of scientific knowledge strengthens (public) pressure for reflection and debate
- IESE research is used to promote and induce changes
- Government is receptive to public pressure for political change

What can IESE achieve?

- Produce analyses and studies which improve understanding about development process in Mozambique
- Expand the number of trained researchers
- Share, circulate and conserve knowledge and information
- Effectively link research and training
- Create a stronger and sustainable institution

Key assumptions:

- Freedom of expression and of research are guaranteed
- IESE possesses adequate financial resources to comply with its mission

What is the change intended?

An intellectually more advanced and politically aware society, that is more critical and pro-active, and more capable of articulating knowledge, thought, debate and disputes about its development dynamics

5. Intervention



5.1 Objectives for the 2016-2025 period

The *general objective* of the IESE research and intervention is to produce scientific knowledge and conduct social and academic interventions which contribute to the reflection on development options and on the formulation and implementation of public policies and reforms which induce inclusive growth, greater and more effective political participation, and a fairer society. IESE will contribute to the development of scientific knowledge about the social, political and economic reality of Mozambique, within the framework of Southern Africa and of its integration into a globalised economy and, through this, to the debate on options and public policies for development. The choice of the themes has a direct bearing on the advancement of the economic, social and political rights of Mozambicans.

To undertake this, IESE has set out 3 strategic objectives:

Objective 1: Consolidate and deepen research

The major research themes developed by IESE remain valid and allow a continual adaptation to the most relevant problems of each moment. It will be a permanent concern of IESE to seek to develop new research programmes and projects, so as to maintain the relevance of its work and better perform its mission. In the same spirit, IESE will reflect on the best way of organising research activity institutionally, and will improve the quality of the team of researchers. Since its foundation, IESE has recruited and trained its team of research assistants, guaranteeing that most of them have acquired master's degrees. However, to ensure, in future, the continuity, productivity, quality and competence of IESE's research, it will be essential that the majority of the members of its research team conclude their academic training at doctorate level. The doctoral research will be undertaken in a "sandwich" regime, and within the framework of institutionally defined research programmes.

Objective 2: Value the research through social and academic intervention

IESE is one of the national institutions that has been most concerned to make the results of its research available to the public, but there is still room for improvement. IESE will better define the intended results and the target groups for each piece of research so as to improve the effectiveness and increase the effect that research results may have. IESE will also pay greater attention to permanently improving its website and will develop its capacity to use the new information technologies and the major social networks. In this context, IESE will improve its communication strategy and the mechanisms for work between researchers and the mass media. IESE will also develop more creative forms of circulating its publications, above all taking into account that the country does not possess commercial bookshops and functioning libraries throughout its territory, and that access to the internet with sufficient bandwidth to download publications is still limited, although it is expanding. IESE should guarantee, when necessary, the translation of its publications so as to expand their usefulness and circulation in the academic world, and in the world of debate on international development.

Furthermore, IESE will maintain a solid link between research and training. Since it was set up, IESE has sought to develop channels to transfer the research results into university training through the participation of its researchers in teaching in universities, particularly the Eduardo Mondlane University. This activity, together with supervision of licentiate degree work by students on themes related with the areas of work of IESE, has also made it possible to identify and recruit young research assistants who today form the research team. The extension of the teaching and supervision of theses to post-graduate levels, both in Mozambique and abroad, will expand the positive effects of this link, both with regard to the development of the IESE research and the increase in the presence and influence of the IESE research in the academic world.

Objective 3: Guarantee institutional development and sustainability

The institutional development and sustainability of IESE is based on three pillars: a) a human resource strategy focused on contracting and retaining high qualified and motivated researchers that are permanently trained and adequately remunerated, in order to avoid staff instability and guarantee high standards of research; b) diversification of funding, combining the common fund mechanism with project-based funding and financial support from research foundations; c) the construction of a “IESE Campus”, which will provide IESE with its own infrastructure and equipment, reducing the high costs of renting and of using hotels for seminars and conferences. For each of the three pillars a specific plan will be designed and implemented over the course of the new strategy.

The building of the “IESE Campus” will guarantee infrastructures and equipment adequate to achieving its mission and can constitute a hub for the development of independent research capacity at national level. The use of rented premises in recent years has shown two main problems: firstly, the vulnerability to possible decisions to interrupt the contract and to eviction (as has already happened), or rent increases incompatible with the available budget; and secondly, the difficulty of finding places well adapted to IESE’s type of work (implying, for example, that the rich documents in the Documentation Centre cannot be shared with other researchers and students). Added to these two problems are the very high costs of using hotels to hold seminars and conferences. To overcome these problems, IESE acquired, in 2012, the land use rights (DUAT) to a plot of land covering about a hectare. The projected construction of the “IESE Campus” includes sites to install IESE and at the same time other research and advocacy organisations that work in similar areas, as well as a small conference centre for common use. The financing of this construction cannot be supported by the current IESE budget. Hence, solving the problem of financing this building works is an immediate and urgent priority.

In addition to building the “IESE Campus”, a priority of the new strategy will be defining a career policy, training and

adequate remuneration, and improvement in the planning, administration and staff assessment systems. Furthermore, questions concerning fundraising and the coordination between the financing of the “common fund” and of specific projects should be dealt with in such a way as to allow the financial sustainability of the organisation.

5.2 Thematic Priorities of the Scientific Work and of Divulging it

In the area of “Economy and Development” the research work will be centred on the analysis and understanding of the nature of economic growth. The overall emphasis will continue to be the analysis of the social patterns of production, reproduction, and capital accumulation, and the challenges of transition from an extractive and speculative economy to industrialisation on a broadened, diversified and articulated basis. The empirical basis of this analysis should be developed to deepen and expand the analysis of the various linkages and fundamental tensions within the economy, from a political economy perspective, including its sustainability and speculative risks built within the accumulation system. Case studies will be held to analyse more systematically the emergence of new national economic groups, their origins, linkages and directions of development. A critical review of the debate and of the literature produced by IESE in this area will be undertaken, as well as of the more global debate on similar questions relevant for the Mozambican economy, to assess the progress, the tensions and current point in the thought and debate – their effective paradigmatic contribution and their relationship with debates in Southern Africa and the world. This process of critically looking at what is being done and at how it is framed within the global debate should feed future research, providing an analytical paradigmatic framework, identifying gaps and fundamental points for new research, generating material for publication in specialist scientific magazines, and for training, particularly in postgraduate work.

In the area of “Poverty and Social Protection” the research will focus on questions concerning the impact of the dynam-

ics of the demographic and economic transition on the shape, trends and prospects of social protection, looking particularly at Mozambique and the region. It is intended to develop an analytical, critical and up-to-date approach to the demographic and economic processes in order to understand the shape, trends and prospects for the development of social protection. The research programme will include: a) preparation of a proposal for a broad collaborative policy (including the Government, and others) focusing on the theoretical justification of the financial and operational proposal for a universal old age pension; b) the continuity of the research exploring the potential to expand and diversify the financial system, contributing to expanding the opportunities for social protection; c) analysis of the behaviour of savings in Mozambique, placed in the demographic, macro-economic and national and international political context; d) assessment of the costs and benefits of the rights of citizen property, within a context of a formal state monopoly on ownership of

The relevance of IESE and of its work depends on the relation between scientific work and social intervention

land and natural resources, and growing informal appropriation by citizens and specific groups of economic interests. With this programme, it is also intended to contribute to the creation of analytical and operational capacities to approach the problematic of social protection in accordance with the stage of development of the country.

In the area of “Citizenship and Governance”, special attention will be paid to the political and electoral dynamics and to the process of State building in Mozambique, focusing on decentralisation and its multiple dimensions – namely political, administrative, and fiscal. The research will, on the one hand, feed and deepen the debate on decentralisation, citizenship and sector policies in the context of the provision of public services and, on the other, to produce inputs to support the action of the municipal and government authorities and the civil society organisations which work in the area of advocacy in this field.

The programme will include the development of an instrument of regular assessment of the performance of municipal governance (municipal barometer), the study of the dynamics of decentralisation at provincial level, as well as of the impact of the decentralisation reforms on basic public services, namely health, education, water supply, and sanitation. Apart from this, the programme intends to contribute to the development of capacities in civil society organisations and municipal authorities on the issues related to local governance.

In all three of the above-mentioned areas attention will be paid to the gender and youth dimensions where possible and appropriate from a scientific point of view.

Study of the *emerging economies in their relationship with Mozambique* begun within the “Citizenship and Governance” area of research, but, given the relevance of this matter, a proposal should be developed to constitute a specific research area, and how this relates to the work in other areas.

5.3 Chain of results

Impact

The scientific knowledge produced by IESE and the social and academic interventions of IESE contribute to a reflection on the construction of critical paradigms and approaches on the nature of socio-economic and political processes, systems and development options, and also provide alternatives for social and public policies and interventions.

Objective 1: Consolidate and deepen research

Products

Research conducted on the four priority themes
Studies published
Researchers trained
Research methodologies and instruments

Possible effects

Better understanding in the public domain of the themes researched
Themes researched gain priority on the agenda of the public debate
Evidence of the research influencing policy formulation/execution
Better research capacity

Objective 2: Value the research through social and academic intervention

Products

Participation/interventions in the public debate
Participation in academic events
Communication of results (oral, written)
External requests to IESE

Possible effects

Better understanding in the public domain of the themes researched
Interventions influence policy formulation/revision (e.g.: more consultations, more inclusion)
Action of other actors inspired by the work of IESE

Objective 3: Guarantee institutional development and sustainability

Products

Campus built
Adequate financing guaranteed

Possible effects

Sustainability of IESE guaranteed
Strengthened reputation as an organisation of reference

6. Monitoring, assessment and learning



Monitoring will happen at three levels:

(i) Monitoring of the broader national and international **context** and its bearing on IESE's work. This will be done through the research itself and through regular collective staff meetings where changes in the context are discussed.

(ii) **Institutional performance.** An individual performance assessment of researchers and support staff will be carried out annually in order to optimise efficiency and value for money. The collective performance will be monitored through reporting on the annual operational plan and the logical framework.

(iii) **IESE's results and impact.** A new system will be introduced in 2016 so as to facilitate the identification and reporting of results. An outline of this system is presented in annex.

An *assessment* will be carried out in 2018 (assessing 10 years of IESE) and then every five years. The assessment should analyse the continual relevance of IESE as well as its effectiveness, efficiency, impact, and added value. The assessment will be undertaken by an external independent entity.

IESE will organise annual internal *learning* events with the entire team to analyse its functioning and performance. The predictability of the political, economic and social context is not high in Mozambique, and there are also significant changes among the current and potential financial partners of IESE. IESE has a clear vision, but it will need to check regularly whether it is on the right path to achieve its vision. This must be done not only through verification regarding whether something has been done, but also asking why certain interventions produce better/worse results than others.

7. Main risks and challenges



Despite the noteworthy development and reputation already achieved, IESE, given its nature, is faced with a range of challenges or risks (see also risk matrix in annex II), namely:

1) *The relation between scientific work and social intervention.* The relevance of IESE and of its work depends on this link. IESE has to start publishing more in specialist magazines because that is fundamental for the scientific development of its researchers and for the expansion of its networks of scientific collaboration, as well as to mark a greater presence of IESE's work in the contemporary debate on the political economy of development in Africa. However, IESE must, at the same time, maintain and expand its presence in the national public debate. Although IESE's team of researchers has proven its potential, it is composed of very young elements and the majority of the researchers do not yet have doctorates, which increases the tensions between scientific work and social intervention and the weight on the more senior researchers. To deal with this situation, the central questions which the previous strategies identified remain pertinent: a) the choice of relevant and innovative foci of work that are capable of making a difference in the public debate, but that also have scientific and intellectual value; b) the refinement of analytical rigour to improve the quality of IESE's contribution to the debate; c) access to relevant, timely, and systematic information, with adequate levels of disaggregation; d) expansion and improvement of the means of communication used and of the territorial coverage; e) more effective coordination and collaboration between researchers of different categories, levels of training and experiences; and f) intensification of the effort to train the team of researchers and development of other mechanisms or networks of scientific collaboration and social intervention.

2) *Mobilise and maintain required human resources* in the main areas of its action, whether by improving the academic training of its basic staff of permanent researchers, or through interaction and collaboration with research networks and partnerships with associate researchers. IESE has already provided training for eight master's degrees, it has three researchers attending master's programmes, and has one about to start a

doctoral programme. Six of the eleven researchers with master's degrees, or undergoing training, are women. It will be necessary to start the doctoral programmes, which represent greater challenges, different from the master's degree programmes: they are longer, more expensive and require more rigorous selection criteria. Hence, they require a more systematic search for funds, a more rigorous coordination between training and research priorities defined in IESE, as well as careful planning.

3) *Consolidation of the mechanisms, procedures, management systems and infrastructures of IESE.* This will allow a management capacity that is more balanced between the human resources and the financial resources mobilised. IESE has restructured the leadership system, by separating the functions between the scientific directorate and the directorate of resources, planning and administration. In the medium term, this will make it possible to strengthen the planning, performance assessment, and budgeting system. This process of change needs to be stabilised and consolidated at all levels. The general assembly of the IESE association will be strengthened to exercise better its role in the governance of the organisation, without, however, damaging its professionalism and intellectual independence, or removing from the IESE professionals the power to define the direction and priorities of work.

4) *The guarantee of stable institutional financing going beyond the medium term.* So far this has been achieved through a common fund, with low transaction costs and high flexibility, predictability and stability, complemented by individual and specific projects. In the long term, maintenance of the current financing will imply the need to diversify and increase the number of partners, the inclusion of foundations and other institutions with the vocation to finance research, the eventual development of an endowment fund, financed by the partners of IESE and the development of complementarities with other forms of financing such as, for example, scientific cooperation agreements with other universities and research centres. At the same time, more rigorous and systematic exploration of fundraising alternatives has been a need felt in previous years, but which IESE has not yet managed to implement. IESE cannot run the risk of its funding

coming to depend mainly on projects and consultancies, since this would inevitably mean the loss of its focus and agenda in terms of research priorities, and thus the decrease of its social relevance in intellectual development, public debate, and the capacity building of other institutions and researchers.

IESE has no control over these variables, and so must always do the best it can and what is possible to comply with its mission and vision, and contribute to academic development and to conscious and active citizenship in the country

5) Finally, a broader and more general challenge persists, related with the *social and political environment in which IESE exists*. The evolution of the economic, social and political situation of the country can affect both positively and negatively the environment and the possibilities of undertaking independent research and promoting public debate; the socio-political environment may also influence the decisions and priorities of the financial partners, either in favour or against continuing their partnership with IESE. IESE has no control over these variables, and so must always do the best it can and what is possible to comply with its mission and vision, and contribute to academic development and to conscious and active citizenship in the country, thus fighting to help transform positively the socio-economic and political environment in which it is operating.

8. Logical framework - Strategy 2025

HIERARCHY OF OBJECTIVES

INDICATORS

INTERVENTION STRATEGY

IMPACT (GENERAL OBJECTIVE)

Scientific knowledge produced by IESE and the social and academic interventions of IESE contributes to the reflection on the construction of paradigms and critical approaches of the nature of socio-economic and political processes, systems, and development options, and it provides alternative bases for social and political interventions and policies.

OBJECTIVES

Objective 1:

Consolidate and deepen research

- Scientific publications
- IESE studies are referred to in the debate on development paradigms and public policies

Objective 2:

Value the research through social and academic intervention

- Relations established and maintained with universities or other research centres
- Participation in academic events and debates on the development of Mozambique

Objective 3:

Guarantee institutional development and sustainability

- IESE operates on its own, adequate premises

SOURCE/MEANS OF VERIFICATION

- Studies published
- Assessment of IESE's work by other bodies
- Consultations made to IESE
- Annual reports

RISKS AND ASSUMPTIONS

- IESE chooses relevant and innovative foci of work that are capable of making a difference in the public debate;
- IESE guarantees analytical rigour to improve the quality of its contribution to the debate;
- IESE has access to relevant, timely and systematic information with adequate levels of disaggregation
- Political isolation and political hostility towards divergent opinions

- Collaboration agreements with universities and research centres
- Number of IESE researchers active in the training of researchers
- Annual reports

- IESE manages to improve the means of communication and its territorial coverage;
- IESE is invited to take part in debates on development processes and themes

- Number of IESE researchers with PhD (base 2015)
- IESE Campus
- Financial sustainability strategy under implementation with a professional base

- Necessary financial support guaranteed in the medium term
- Stability in the leadership and in the quality of human resources
- Rigour and transparency maintained in financial management

8. Logical framework - Strategy 2025

RESULTS (FOR EACH OBJECTIVE)

For Objective 1: Consolidate and deepen the research

Result 1

Research programmes in the four priority themes undertaken

- Analyses of the social patterns of production, reproduction and accumulation of capital and analyses of the challenges of the transition from an extractive and speculative economy to a process of industrialisation on an expanded, diversified and articulated base;
- Analyses of the dynamics of the State construction in Mozambique, focused on decentralisation and its multiple dimensions, namely political, administrative, and fiscal;
- Analyses of the dynamics of the demographic and economic transition in the shape, trends and perspective of social protection;
- Analyses of the emerging economies on their relationship with Mozambique

Result 2

Researchers trained

- IESE researchers who complete a doctorate
- Training in research methodologies offered by IESE

For Objective 2: Value the research through social and academic intervention

Result 3

Effective mechanisms of sharing, circulating and conserving the knowledge and the information

- Indicators of the use of IESE products (studies downloaded, visits to the website; coverage in the conventional media and in the social networks, etc.)

Result 4

Relation between research and training consolidated

- IESE researchers active in teaching in national and foreign universities and in supervision of post-graduates

For Objective 3: Guarantee institutional development and sustainability

Result 5

Internal governance and management processes strengthened

- Manual of internal operations implemented
- Clean audits

Result 6

IESE Campus built
Internal Governance Strengthened

- Campus in use
- Manual applied: staff assessment in place and General Assembly expanded

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- Number of articles and reports published;
 - Number of books published;
 - Number of "IDeIAS" published

-
- Number of researchers with doctorates

-
- Records of the printing and digital use of IESE products

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- List of IESE researchers teaching in universities

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- Audit reports
 - Financial reports
 - Minutes of General Assemblies

 - Building constructed
 - Composition of General Assembly
 - Audits and evaluations

A methodology to better understand and measure results

IESE has experienced difficulties in measuring and reporting the full breath of the results and impact of its work. In the past the focus was rather narrowly on the relationship between research and changes in public policies, an area of difficult attribution. But, learning from its experience, IESE wants to improve and broaden the process of identifying the results through a better definition (*ex ante*) of the “objective(s)” of the research, the target group(s) and the intended outcome of the research. This will facilitate the monitoring of and reporting on IESE’s work.

1. *Clarify the intention of a specific research:*
 - A. Contribute to the development of a theory.
 - B. Contribute to the formulation or review of policies or reforms.
 - C. Analyse the implementation of policies and the actual results.

2. *Identify target group(s):*
 - A. Academia/students: research focussing on development of research methodologies and instruments.
 - B. Broader public: the research aims to inform the public and influence the understanding of a subject.
 - C. Specific group: the research primarily aims at influencing a group of experts, politicians, decision makers or influential actors.

Of course research can serve several target group at once, but the distinction is particularly important for the dissemination phase of the research. Adapting communication of research results to identified target groups will make dissemination more effective.

3. Clarify the categories of results: products and outcomes:

- A. Products are the results that IESE controls directly. The products can be measured and are quantifiable. The main products of IESE are:
 - i. Organisation and implementation of research;
 - ii. Publication of articles and books;
 - iii. Communication on research in the media and in public forums;
 - iv. Participation in academic events;
 - v. Training of researchers;
 - vi. Research methodologies and tools designed and tested.



- B. The outcomes are indirect results that are not under the control of IESE. IESE can try to influence public policy, but it does not control the decision; IESE can try to change the understanding of a problem through research, but it also depends on the ability and willingness of the intended audience. These outcomes can not be measured but should be understood on the basis of circumstantial evidence or qualitative assessment. Outcomes of IESE Interventions can be:
- i. To influence the public discourse on a research theme;
 - ii. To influence the agenda of public and political debate;
 - iii. To influence the policy-making process;
 - iv. To influence the content of policies;
 - v. To change the understanding (of the relevant public or a more specific group) of a research theme;
 - vi. To inspire other actors to investigate, or to social action;
 - vii. To establish relations between actors in the debate on issues of common interest.

The organisation of the results in this way is not a complete innovation. This has happened partly, but not systematically and explicitly. The systematisation will facilitate the reporting and monitoring of results, but it will also enlighten the public and the funders of IESE on what it can possibly achieve. This is much broader than influencing policy as traditionally assumed.

This methodology will be rolled out and tested as from 2016 in all research areas.

II. Annex: Risk matrix

Risk	Weight	Impact	Mitigation measures
<i>EXTERNAL RISKS</i>			
Constraints on freedom of expression limit the space for independent research.	Medium	High	Broad appreciation of IESE's work constitutes a barrier against limiting freedom of expression as it proves the value of freedom of expression for public debate.
Access to official data becomes more and more difficult.	High	High	IESE maintains a broad network of contacts within and outside public administration; IESE uses information in a transparent and reliable way.
Access to public and policy debates is reduced.	Low	Medium	The quality and relevance of IESE's work make it difficult to be ignored or kept away from public debate; IESE's participation and presence gives public debates more credibility.
<i>INTERNAL RISKS</i>			
Qualified researchers can not be engaged and retained.	Low	High	IESE trains and prepares its own researchers; IESE guarantees an attractive working environment and competitive salaries.
Dissemination of research gets neglected or becomes inadequate.	Low	High	IESE monitors consumption of its products and permanently looks for ways

II. Annex: Risk matrix

Risk	Weight	Impact	Mitigation measures
			to improve its outreach in quantity and quality.
Reputation for independent and quality research get stained.	Low	High	IESE upholds rigorous quality control mechanisms on its publications and coaches researchers that make public interventions.
IESE research does not reach specialised journals with international reputation.	Medium	Low	IESE continues to collaborate with internationally reputed research institutes and universities; The number of researchers with a PhD is increased and a rigorous assessment system is upheld.
Internal governance failures weaken the institution.	Low	High	Management systems are in place and improved where required; The General Assembly is strengthened to solidify the mechanisms and the control.
Reduced funding threatens continuity of the organisation.	High	High	IESE will seek more actively to diversify its funding base; The quality of IESE's work continues to maintain it as an attractive partner for external funding; The construction of adequate office space will reduce financial dependency.