



Public Tender nº IESE/007/2025

Terms of Reference for Final Evaluation of IESE's Strategic Plan 2016-2025

Introduction

The Instituto de Estudos Sociais e Económicos (IESE) was formally created in September 2007. In April 2008 it started its activities in April 2008, after the first group of partners signed the Memorandum of Understanding (MOU) that guides the relationship between the institute and partners.

IESE is now implementing its third strategic plan corresponding to the period 2016-2025. After nine years of activity, a final evaluation is required to assess progress, effectiveness, impact, long-term sustainability, and new challenges related to IESE's development.

Background

Mozambican society faces crucial social, economic, and political development challenges. A robust, innovative, and dynamic economy needs to be created, one in which inequality, poverty, vulnerability, and aid dependency are significantly reduced. An effective, proactive, creative, and democratic state, operating in an environment of broad political participation, must also be developed.

International experience shows that broad-based and sustainable political, economic, and social development with social justice and equity is directly and positively related to the internalisation and mastering of theoretical, empirical, and analytical knowledge, informed debate of ideas, institutional innovation, and creative and critical analysis. This endogenous but open process requires that the society develop its capacity for self-evaluation, self-criticism and self-improvement within its regional and international context, on solid methodological, informational and analytical grounds.

Progressive, dynamic and democratic development is largely determined by the ability of the society to identify its central challenges, questions and themes for debate and to articulate interests, ideas and development linkages around the most positive and dynamic political, economic and social forces on the basis of solid knowledge and political action.

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

IESE's mission is the promotion of high-quality, interdisciplinary, pluralist and relevant social and economic development research on Mozambique and Southern Africa. the publication and dissemination of research results and the implementation of research-related training. IESE's research, the cornerstone of all its other scientific activities, is focused on issues and challenges for social and economic development, democratic and effective governance, policy analysis and social impact evaluation and monitoring.

Since its foundation in 2007, IESE has established itself as a national and regional 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. IESE's main international scientific conferences and several other thematic and smaller conferences and workshops, its books and papers, its research brief (IDeIAS), its intense interaction with the media and the academic world in Mozambique, the focus of its research on key and highly relevant economic, social and political issues, have contributed to make of IESE a central institution in public debate and research on development issues.

The 2016-2025 strategy prioritized (i) international academic standards on scientific work, although maintaining a focus on public development policy debate; (iii) the development of scientific partnerships; (iv) communication and dissemination of research results to a broad public; and (v) institutional development, particularly in the fields of internal organisation, planning and budgeting, mobilisation of resources, and management and administration.

Objectives and Scope of the Evaluation

The MOU between IESE and its partners establishes that a Final Evaluation should be undertaken to assess IESE's current strategy. The overall goal of the evaluation is to assess IESE's main strengths, weaknesses, opportunities and threats, to make recommendations to strengthen IESE.

The Final Evaluation should focus on the six OECD/DAC criteria evaluation of development interventions:

1. Relevance:

Key question: Was the programme appropriate and useful for the context and target groups?

- Are the institution's mission, goals, and strategies still relevant to the needs of its stakeholders and the evolving context?
- At a strategic level, to what extent the institution responds to the needs, priorities and policies of its main audiences, partners and donors.
- How important and relevant is IESE's scientific activity (research, publications, debates, and dissemination), and how strategically was it developing?
- Has IESE met academic international standards?
- Has IESE been focusing on relevant topics for the Mozambican context?
- To what extent has IESE successfully established partnerships with Mozambican and international institutions?

2. Coherence:

Key question: Was the institution consistent with other policies, and does it not generate contradictions?

- How well the institution's various policies, programs, and strategies align with each other and with the broader policy landscape (e.g., national or international development goals).
- How did IESE address gender dynamics during this strategy?

3. Effectiveness:

Key question: Have the expected results been achieved?

- Has the institution achieved or is it on track to achieve its strategic objectives?
- Is it effective in delivering on its mandate?

4. Efficiency:

Key question: Were financial, human, and technical resources used in the most economical and productive way possible?

- Is planning/budgeting and aligned with the overall strategy for institutional development?
- Is IESE operating in a cost-efficient manner?
- Are its internal processes streamlined?
- Did the existing monitoring and evaluation arrangements (reporting and meetings), serve both IESE and partners?
- How relevant and efficient was the strategy for human resources development?
- How efficient was the use of the internal performance evaluations?
- How did IESE improve the dissemination of its work?

5. Impact:

Key question: What broader changes (intended and unintended) did the institution generate beyond the immediate results?

- What is the IESE's ultimate contribution to systemic change?

- What is the IESE's footprint in Mozambican society and the international research community?
- What were the areas of major impact of IESE's work on academia, policy making, CSOs and society at large?
- How did IESE influence public policy debates?

6. Sustainability:

Key question: Will the institution and its results continue in the medium and long term?

- Did IESE keep the critical balance between its focus on independent research and financial sustainability?
- Are IESE's activities, capacities, and financial model durable in the long term?
- Can IESE continue to function effectively and deliver results over time without external support?

Methodology

The evaluation should analyze available documentation and interviews with stakeholders.

Given the objectives and scope of the Final Evaluation, the documentation to be considered includes:

- The strategic plans of ESE for 2016-2025;
- The annual plans and budgets, as well as the annual and semi-annual activity and financial reports;
- Mid-term evaluation and other institutional evaluations;
- Minutes of the meetings between IESE and its partners;
- A sample of IESE's publications;
- A sample of the coverage of IESE's activities by the media;
- IESE's website.

Based on these and other documents, the evaluation team should produce an inception report that will guide the identification of specific questions to be addressed during fieldwork and in the final report.

During fieldwork, interviews should be conducted with:

- IESE's key staff (members of the board, members of the scientific council, members from the different units of IESE such as research, communication, administration and a selection of associated researchers);
- Members of IESE's General Assembly;
- Staff from partner organizations, including those that provide financial support to IESE;
- Agencies that may or may not have a partnership with IESE, but follow the institution's work closely (Embassies, European Union, World Bank and IMF representations).
- Government institutions interested in IESE's main areas of activity (i.e. research departments at the Ministry of Mineral Resources and Energy, Ministry of Economy and Finance, Ministry of Industry and Commerce, Ministry of State Administration and Public Service, Ministry of Justice, Constitutional and Religious Affairs and Bank of Mozambique)
- Representatives of media organizations;

Duration

The evaluation should take 35 working days within seven weeks, starting on the 19th of September 2025. The final report should be submitted by the 7st of November 2025.

Subject to a detailed work schedule to be agreed between IESE, the evaluation process should be structured as follows:

- 6 working days for the analysis of documents and production of the inception report;
- 12 working days in the field for interviews, culminating in a small workshop with ESE's staff and main partners;

- 12 working days to write the first draft of the final report;
- 5 working days to complete and/or improve the information, and write and submit final report after comments from IESE and main partners.

Outputs

The outputs of the Final Evaluation should be, in line with the scope and the work schedule of the Final Evaluation:

- An inception report in English;
- A draft report in English (no more than 30 pages, excluding annexes, with an executive summary in English and Portuguese, detailing findings and recommendations);
- A final report in English (with an executive summary in English and Portuguese).

The draft and final reports should address the key questions identified during the inception phase and the fieldwork. These questions are expected to be taken up in the final report. Excluding any annexes deemed necessary, the report should be structured following the OECD/DAC evaluation criteria:

1. Executive Summary
2. Introduction
3. Institutional Context and Profile
4. Findings
 - a. Relevance
 - b. Coherence
 - c. Effectiveness
 - d. Efficiency
 - e. Impact
 - f. Sustainability
5. Conclusions
6. Recommendations
7. Annexes/Appendices

Evaluators' profile

- PhD or MA Degree in Social Sciences and Humanities, or related fields Minimum of 10 years of experience in qualitative methodologies, institutional analysis, organizational culture;
- Proven experience with evaluation to Civil Society Organization and Research Institutions;
- Ability to articulate a critical analysis of the social sciences and humanities in African contexts, with sensitivity to Mozambique's specificities;
- Fluent English (oral and written).

Selection criteria

Proposals will be evaluated following:

Qualifications and skills – 20%;
 Relevant experience – 20%;
 Technical proposal – 20%;
 Financial proposal – 25%
 Innovation and originality – 15%;

Application

Interested applicants should submit:

- Expression of interest Detailed technical proposal (max. 6 pages);
- Financial proposal;
- Updated CV;
- Samples of relevant previous work.

Applications must be submitted until 15th of September 2025 at 5.00pm to the following email address: rh@iese.ac.mz (please refer Final Evaluation in the email subject)

Or

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