

**MIDTERM REVIEW
OF
THE INSTITUTE OF SOCIAL AND
ECONOMIC STUDIES'
STRATEGIC PLAN 2016-2025**

FINAL REPORT

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The assessments and points of view in this report are those of the evaluation team and do not necessarily reflect those of the Ministry of Foreign Affairs of Finland, the Embassy of Finland in Maputo, or IESE's.

ABBREVIATIONS AND ACRONYMS

AECID	Agência Espanhola de Cooperação Internacional para o Desenvolvimento
AP	Annual Plan
AR	Annual report
CEEI	Strategic and International Studies Centre (Acronym in Portuguese)
CESC	Centre for Civil Society Capacity Building
CF	Common Fund
CIP	Centre for Public Integrity
CMI	Christian Michelsen Institute
COVID-19	Corona Virus Disease 2019
CSO	Civil Society Organisation
DK	Denmark
EUR	Euro
DPRA	Directorate of Planning, Resources and Administration
FGD	Focus Group Discussion
GAM	General Assembly of Members
GIZ	(Deutsche) Gesellschaft für Internationale Zusammenarbeit
GoM	Government of Mozambique
HR	Human Resources
IDeIAS	Institutional and Development Information and Social Analysis
IDS	Institute of Development Studies
IESE	Institute of Social and Economic Studies (Acronym in Portuguese)
IMD	Institute for Multiparty Democracy
MASC	Foundation Mechanism for Civil Society Support (Acronym in Portuguese)
MEL	Monitoring, Evaluation and Learning
MIREME	Ministry of Mineral Resources and Energy (Acronym in Portuguese)
MTR	Mid Term Review
OMR	Observatory for Rural Development
OP	Operational Plan
PhD	Doctor of Philosophy
SC	Scientific Council
SDC	Swiss Development Cooperation
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToC	Theory of Change
ToR	Terms of Reference
UCM	Catholic University of Mozambique (Acronym in Portuguese)
UK	United Kingdom
USD	United States Dollars
VfM	Value for Money
WLSA	Women and Law in Southern Africa Trust

I. EXECUTIVE SUMMARY

The Mid Term Review (MTR) of the Institute of Social and Economic Studies (IESE) was commissioned by the Embassy of Finland in Maputo with the purpose of assessing how IESE has met the objectives and targets established in its Strategic Plan (SP) 2016-2025. The Review's scope of work included IESE's progress related to areas of institutional development; quality, relevance, and impact of its scientific work; and IESE's role in society and theory of change. It required recommendations for consolidation of IESE's strengths, improvement of its weaknesses, and for IESE to take advantage of the opportunities and mitigate or avoid threats.

The Review was carried out between March and May 2022 combining qualitative with quantitative methods. Secondary data from documents, in particular from IESE's documents, were analysed; primary data were collected via semi structured interviews, a focus group discussion and an online survey of 154 citizens (25% women) targeted from IESE's audience. IESE staff, leadership, and members; stakeholders from civil society, universities, and research centres; funders of IESE and public sector actors, as well as sources from media and faith organisations were interviewed. Informants from international research institutions were also consulted. In total 50 people (48% women) from 18 institutions were interviewed.

Conclusions

The Review conclude that, notwithstanding the difficulties of the past six years, IESE was able to continue conducting research on relevant topics, organize conferences, debates, and webinars, implement and support research training, publish its research and collaborate more closely and meaningfully with other research centres and with Mozambican civil society actors. The great majority of those interviewed and of the online survey's respondents affirmed that IESE is very important for independent information and social analysis and for the development of a plural society in Mozambique.

IESE's scientific work is deemed to be of good quality and complying, in general, with international standards. The topics are generally relevant to a diversity of stakeholders and new activities initiated during this period through projects' implementation have made research more relevant, updated and more immediately usable. A handful of sources cited the need for and importance of IESE engaging more cross-countries' collaborative studies as a way to boost the knowledge derived from IESE's research in the international arena and increase IESE's contribution to knowledge development in its study areas.

Dissemination of research is increasingly reaching larger audiences, due to IESE carrying out more events in more provinces and the use of information and communication technology (online events) as a response to COVID-19 restrictions. There is still work to be done to improve the accessibility of research outputs to selected audiences, in particular, to tailor communication products to better serve civil society activists and policy makers.

The importance of IESE's co-operating with universities and research centres was emphasised, and in this regard, it was suggested that more needs to be done more strategically and systematically to amplify benefits. As an institution that conducts independent research, IESE needs to reflect about its

contribution to a culture of independent and critical research and analysis beyond its researchers, especially considering their limited number.

IESE's theory of change does not present with clarity the path from identifying a problem, undertaking research, publishing, disseminating, and sharing results especially with potential change-agents, nurturing partnerships and as a result of these actions enabling or contributing to specific changes in society. IESE would benefit from a more practice-oriented theory of change.

IESE's SP 2016-2025 was prepared nearly seven years ago in a context very different from today's context. New developments in politics, peace and security, finances and environmental events have significantly changed the context within which IESE operates. On the top of this, the impact of the COVID-19 pandemic has negatively impacted the Mozambican economy, leading to increased levels of poverty.

There is now less freedom of expression and more threats to independent thinking and action, especially of civil society organisations; less trust and financial support to the Government of Mozambique (GoM) from international partners, especially due to the "hidden debts" and fewer unrestricted funds to civil society; violent insurgency in northern Mozambique; there were cyclones in central and northern Mozambique, with huge loss of lives and destruction of livelihoods and infrastructure. On the other hand, there are also new opportunities for IESE to consider strengthening of expanding its research portfolio such as the investments in extractive industries (in particular in gas and mineral resources), environment and private sector development.

Over the period covered by this MTR, namely 2016-2022, IESE remained committed to its SP 2016-2025's objectives and lines of development. It has responded to the new challenges by defining and engaging in new research projects, entering in new partnerships with national research and advocacy civil society organisations and with research centres abroad, by involving research associates, and more actively undertaking project-funded research and consultancies. Here also a number of challenges prevail and are addressed in the Review report.

The negative impact over IESE of the changes mentioned above was very significant. IESE saw its funds falling by around 40% and had to carry out internal restructuring. Its staff went from 17 to 10 researchers, from 5 to 2 PhDs, with women researchers being disproportionately affected: IESE has lost five female researchers and is now left with only one women researcher. Training its staff was seriously affected because IESE is no longer able to fully pay for this activity. Amidst these developments, three executive directors led IESE during this period, following an internal rule of leadership rotation every 3-4 years.

Insufficient attention and priority were given to organisational aspects of IESE's institutional development. This has resulted partially from a SP that lacked guidance about what was necessary to strengthen IESE beyond training researchers, getting access to funds, and building premises. It also results from insufficient expert-knowledge and loose leadership within the organisation that led frequently to decisions not being implemented or being inconsistently implemented.

IESE planning, monitoring, and reporting systems and processes have modestly improved during the period under evaluation. There was some progress in reporting to donors of the Common Fund. More

information is provided, and more rigour is required by funders, which had a positive impact on IESE, as did the requirements posed the management of projects with specific accountability requirements. Although this represents an increased workload for management, in particular for financial managers, it has introduced concepts and values of results-based management which going forward will help IESE. Such values and practices need to be streamlined across the Institute.

IESE also needs to improve its annual planning and monitoring of activities, the presentation of results, outcomes and of impact. Current weaknesses in this regard hamper IESE's ability to show results in ways that invite more support. Of particular importance is the establishment of an encompassing monitoring, evaluation and learning system that will allow IESE to capture and analyse data and information from separate projects and activities in order to deepen knowledge and strengthen expertise in areas where it works.

IESE is yet to develop a human resources development plan that defines how it will grow its staff in future years, both in numbers and competences, including how it will recruit, train, retain and evaluate its personnel. In the current situation, without a clear vision of its future and better financial stability it might be difficult to develop and implement such a plan. It is however possible to improve staff management, to implement more consistently management norms and protocols across the board, and to define alternatives to further the education of the current personnel.

Following recommendations from previous evaluations, IESE took a few steps to start addressing gender equality and mainstreaming gender in research. A gender policy has been developed, but it must be more specific and operational to be of use by research and management staff. Also, IESE is yet to decide how to correct gender imbalance in research staff. Efforts need to be more strategic and incorporated in overall management of the organisation, and not treated as a supplementary activity only to be occasionally implemented.

An area where IESE took significant steps ahead was in widening its funding sources, particularly through projects implemented jointly with other organisations. This has positioned IESE in a healthier place by reducing its dependence from its traditional funders, which needs to be said, played a critically important role in supporting IESE throughout the first 15 years of its existence; partnership projects have also made IESE's work, and its expertise better known by beneficiaries of IESE's research. The value and benefits of partnerships go well beyond funding and are explored in the MTR report. IESE has in the last few years prepared a funding strategy which presents ideas and lines of work that should be further developed.

IESE statutes define how it should be led and managed. IESE is an organisation owned by a not-for-profit membership association. The Mozambique legal framework for not-for-profit organisations (currently under revision) does not provide a legal framework for organisations like IESE, which is a serious constraint. Currently, in the normative documents produced by IESE there are inconsistencies regarding the roles and mandates of statutory bodies such as the General Assembly of Members, the Scientific Council, and the Collective Directive Council or Board of Directors. Accountability within the organisation also needs to be addressed and improved upon.

IESE's development during the period 2016-2022 shows its commitment and resilience as an organisation, as well as the measures it has taken to insure its sustainability. The organisation has

achieved some success in diversifying its sources of income, mostly through projects, but the Common Fund still funds around three quarters of its budget. IESE assumes that there will always be donors willing to contribute with unrestricted money, but this should not be taken for granted. IESE needs to fund more of its core expenses through projects.

To secure unrestricted and not earmarked resources IESE needs to identify and engage more new donors. Ultimately, good quality research and social analysis are IESE's principal assets and the foundation for its reputation. They will determine IESE's ability to fund the research agenda defined by its members, while at the same time getting involved in research commissioned by stakeholders.

Recommendations

The MTR report presents a detailed list of recommendations. The most pressing recommendations address the need for IESE to evolve from a mostly small and relatively little structured organisation to a professional institution with clearly established rules and procedures, and a strong and full-time devoted leadership. This includes working to improve planning, monitoring, and program management, to define and implement a human resources policy, to address gender in research and management, to review and adjust financial planning and management, and fundraising. Among other improvements, to improve value for money. Progress in these areas is essential to improve results and make IESE more effective and efficient.

Another group of recommendations relate to improving relevance locally and internationally, giving IESE a status that will boost its independence. Suggestions are made for IESE to engage in new ways with policy makers, universities, research centres and civil society actors. Recommendations are also made to enhance quality in research and dissemination.

Finally, the MTR recommends IESE to review its theory of change during the process of planning the period 2023-2025 and preparing the next 10 years' strategic plan. The theory of change should consider the specific context of Mozambique where there is very little and virtually no culture or tradition of grounding policy decisions on evidence generated by research. IESE needs to search for and decide about its true nature as a research institution, or think tank, or civil society, or hybrid organisation. A clearer definition will serve as a compass for IESE's goals and for the strategies to attain those goals.

2. INTRODUCTION

This Mid Term Review (MTR) of the Institute of Social and Economic Studies (IESE) was commissioned by the Embassy of Finland in Maputo with the purpose of assessing how IESE has met the objectives and targets established in its Strategic Plan 2016-2025. The Review three main objectives were:

1. To assess IESE's progress and change made since 2016.
2. To determine IESE's Strengths, Weaknesses, Opportunities and Threats (SWOT).
3. And to assess IESE's performance against international best practices, experiences, and standards of similar types of organisations in Southern Africa and other regions.

The Review should also make recommendations to assist IESE in consolidating its own strengths, improve its weaknesses, take advantage of the opportunities, and mitigate/avoid the threats¹.

The IESE is a non-profit independent research institute established in 2007 in Maputo, Mozambique, to undertake research that feeds the public debate on questions regarding the economic, social, and political development of Mozambique. It follows the experience of many countries that understood the need for and importance of independent and critical research, knowledge development and innovation, and debate of ideas in order to raise citizens' awareness and promote policy making that serves the development of the country.

IESE's three main objectives for 2016-2025 are: (i) consolidate and deepen research; (ii) value the research through social and academic intervention; (iii) guarantee IESE institutional development and sustainability. It should be noticed that the current Strategic Plan (SP) was designed before it became public what is called the *Mozambique's hidden debts* which has led to a serious decline in aid to Mozambique and reversed the economic growth curve of the previous decade and a half. The challenges brought by this financial crisis, together with the rapid expansion of the insurgency in Cabo Delgado, and from March 2020 onwards, the COVID-19 pandemic, have significantly changed the context in which IESE (and all other institutions) operates which is now quite different from what was in 2015 when the SP was prepared.

The MTR was carried out between March and May 2022, when IESE was in the seventh of its 10-year SP and in the process of preparing the final operational plan for the period 2023 to 2025. This MTR follows another one done in 2018, conducted by the same evaluators, which provided information on the first 2,5 years of the SP implementation.

The Review was carried out in a participatory and collaborative way while keeping the "external critical" perspective of the evaluation. It used a mixed methods approach, combining qualitative with quantitative methods. The MTR analysed secondary data from documents, in particular IESE documents, and primary data collected via semi structured interviews, a focus group discussion (FGD) and an online survey. IESE staff, leadership and members, and stakeholders from a variety of sectors such as civil society, universities and research centres, funders of IESE, public sector actors, media, and faith organisations

¹ Terms of Reference (ToR) of the MTR. See annex 1.

were interviewed. A FGD with university students in Cabo Delgado and an online survey of IESE's audience completed the field work that was implemented in Maputo and Cabo Delgado. Informants from international research institutions conversant with Mozambique and IESE's work were also consulted.

In total, 50 individuals from 18 institutions were listened to through direct contact. These numbers include 24 women, 13 individuals from the province of Cabo Delgado and four from research institutions abroad. The online survey covered 154 individuals, of which 39 (25%) were women. More information about the methodology is presented in annexes 2, 3 and 4 (respectively methodological notes, documents consulted, and stakeholders interviewed).

Data collected was triangulated to guarantee that findings represent a genuine picture of IESE work and current situation. The evaluation faced a challenge, namely the small number of stakeholders from state sectors interviewed. It is the assessment of the evaluators that this limitation does not affect the results of the evaluation; in fact, they do reflect a few of the challenges faced by IESE that are referred to in this report.

This report comprehends seven chapters and ten annexes. The first chapter is a summary of the report, with main conclusions and recommendations. The Introduction in chapter two puts the MTR in context and presents its objectives and methodology. Chapters three to five cover the main findings of the MTR regarding institutional development; quality and relevance of IESE scientific work; and IESE's role, impact and theory of change. Chapter six outlines the main challenges IESE faces currently with chapter seven presenting the final conclusions, recommendations for the future and a preliminary action plan for the implementation of those recommendations. There are ten annexes covering the ToR (1), methodology (2,3,4), a summary of the SWOT analysis carried out at the beginning of the MTR (5), tables on finances mentioned in the text (6), additional information on publications (7) and research projects (8), online survey key findings (9) and a table showing the level of implementation of recommendations made in previous external evaluations and reviews (10).

3. INSTITUTIONAL DEVELOPMENT

The analysis of IESE's institutional development looked at the elements and processes referred to in the ToR: planning and budgeting, monitoring and evaluation, human resources, gender, partnerships, value for money, and sustainability. Findings regarding each area and the analysis of evolution overtime are presented. More detailed information is presented in the annexes as mentioned along the text.

3.1 Planning and budgeting

The IESE's annual plans (AP) are framed within the guidelines established in the Operational Plans (OP) which are drawn from the SP 2016-2025. The SP provides guidance for a 10-years period on the basis of IESE's history and context analysis made in 2015. The SP document presents the theory of change (ToC) and IESE's role; defines three strategic objectives (consolidate and deepen the research, value the research through social and academic intervention, and guarantee institutional development and sustainability); and establishes thematic priorities for research. The area of institutional and organisational development is little developed and focuses on the recruitment, continued training and retention of qualified researchers, the building of a campus for IESE and guaranteeing financial resources.

IESE has produced two OPs during this period, one for 2016-2018 (3 years) and the other for 2019-2022 (4 years). It will prepare the next OP in this year, 2022. There is a difference in quality between the two existing plans. The second (and current) OP is more comprehensive and delivers a detailed description of specific objectives and results, annual targets, measurable indicators with sources of information, providing a good basis for the elaboration of the annual plans and a monitoring, evaluation, and learning (MEL) plan.

The AP are produced on the basis of the researchers' individual plans, technical support staff plans, and project activities established in the contracts. The annual plan format has changed slightly overtime but it does not fit the more detailed model proposed by the OP 2019-2022. The APs tend to focus on describing the activities to be implemented under the strategic objectives and provide some information on products, mostly number of publications and seminars. The 2022 AP presents indicators, but targets for these were not established. As such, these plans have limited use as instruments to guide program implementation and accountability to membership and funders.

The budgeting process follows a slightly different pathway. The OP includes a budget component that reflects the SP budget forecast. Every year, during the third quarter, IESE prepares the annual budget of the following year that is submitted to the General Assembly of Members (GAM) around September, for approval. The budget is prepared by IESE admin and finances' staff with inputs from researchers. Currently, this budget is based in funds that are guaranteed², which is a departure from initial years when the budget was planned based on promises of funding not yet committed. The approved budget is then reviewed early the following year, revised if necessary and submitted again for GAM approval around April of the year it refers to. There were occasions when the annual budget had a second review

² The budget revision done in April 2022 included again as income, funds not yet formally committed.

later in the year to accommodate unexpected changes in financing, in particular due to significant delays in funds' disbursement.

Both the APs and the annual budgets are discussed with donors of the Common Fund (CF). This has helped donors to have a good understanding of the Institute's programme for the following year and has assisted IESE in strengthening its institutional capacity.

The IESE's budget structure was modified in 2019. Before that, it was divided in the following categories: salaries, training, material costs of scientific activity and resources and administration. Currently, the budget is divided in two major categories: functioning costs, that include administration and institutional development, and scientific activity (categorized as investment). This new structure allows IESE to input into scientific activities the costs of the related staff and expenses associated with research, seminars and conferences, and publications. The structure could, however, be questioned regarding the inclusion of researchers' training in functioning expenses since training in research is a key function of IESE. The new budget structure enables more accurate comparison of the evolution of IESE's administration costs over time.

Ensuring funding has been a major challenge. The organisation started in 2008 as an organisation generously funded by a group of donors who contributed to a basket fund (the CF) that totally covered its expenses. This type of support has diminished over time, both in volume of funding (40% reduction between 2016 and 2021) and number of donors contributing to this account (from five in 2016 to only two at the moment of this Review, the Finnish and Irish Embassies) leaving IESE ill prepared for the new context that requires fundraising capabilities in a highly competitive environment.

Overall, the volume of funding (from all sources) has gradually contracted between 2016 to 2021, from around 3 million American dollars to 1.8 million, although it is expected to increase significantly in 2022. Evolution of IESE's income and expenses during this period is shown in table I below.

Table I: Evolution of income (2016-2022) (in USD)

Income (USD)							
Items	2016	2017	2018	2019	2020	2021	2022 (Plan) ^a
Common Fund	2,049,410	1,775,600	1,407,150	1,516,860.26	1,232,974	1,345,950 ^b	2,813,000
From previous year	541,218	235,102	108,925	180,709.33	355	7,042	87,940
Projects	430,778	494,261	517,533	304,144.07	496,901	476,740	500,714
Other sources	65,325	49,113	14,039	30,421.69	9,553	1,983	0
TOTAL	3,086,731	2,554,076	2,047,647	2,032,135.35	1,739,782	1,831,715	3,401,654

Note: a – Planned, as of May 2022; b – although included in the CF account, the Swiss Development Cooperation (SDC) contribution is better defined as project funding.

Sources: IESE's Budget Implementation Annual Report; IESE's Budget 2022; IESE's Planning, Resources and Management Director

To address the challenge, IESE invested quite successfully in consultancies and project implementation in order to supplement its budget. With increased abilities for getting more project funding, the number of consultancies reduced over time³. In 2021 IESE carried out research activities in seven projects, of which five were collaborations with reputed international research centres, namely the Institute of Development Studies (IDS) of the University of Sussex (United Kingdom) and the Chr. Michelsen Institute (CMI) in Bergen (Norway).

An additional financing challenge is the delay in the disbursement of CF funds sometimes well beyond the planned dates which have seriously constrained IESE's functioning and caused significant delays in research and other scientific activities. The situation is not worse because some donor is able to advance funds to cover immediate expenses. More recently, delays in project financing are also impacting negatively in IESE functioning; these are the result of failures in the timely submission of project deliverables.

3.2 Monitoring and evaluation

IESE produces activities and financial reports twice a year and submits them to its GAM, and the donors of the CF. The annual reports (AR) are usually very informative regarding IESE's production (publications, seminars), access and comments from the public to IESE products, and conventional and social media coverage of IESE's work. They are mostly descriptive, presenting the activities carried out, but provide little analysis of how IESE is progressing towards its objectives and how implemented activities match planned activities

To prepare semester and annual reports, data are specifically collected by the communication sector together with the researchers and compiled by the executive director. There is little evidence that the information gathered this way is sufficiently analysed and socialized at any level (governance and management); and that the lessons presented in each annual report are implemented in the following year. Projects funded outside the CF are managed separately with diverse accountability requirements, specific objectives, targets, indicators and, sometimes, bank accounts.

Without an overarching MEL plan, data and analysis from IESE's projects risk to not be fully used to strengthen the institution's body of knowledge. It was mentioned that IESE plans to develop a comprehensive MEL system supported by a database where research fellows will register their plans, activities, and results. MEL is planned to be coordinated by the Director for Planning, Administration and Resources (DPRA), and it will be used by management and the GAM to adjust during the processes of strategic planning, preparation of operational plans, and of annual plans and budgets.

As mentioned in the previous section, the OP 2019-2022 provided a good basis to develop a MEL plan. However, with the exception of the 2019 annual monitoring plan, there is no evidence that other attempts were made to establish a functional instrument to assess performance and impact of IESE. A number of factors may explain the struggle to implement a MEL plan, among which: (i) the easy availability of unrestricted and unconditioned funding for many years may have led IESE to pay less attention to the need of establishing a monitoring and evaluation system; (ii) there isn't a dedicated

³ See table in annex 6 for detailed information on number of consultancies and projects as well as sources of financing in the period 2016-2022.

trained staff for this function who could push the MEL agenda; and (iii) the functional separation between research and support functions within IESE does not favour researchers' understanding of the needs for providing evidence of results.

Early in the life of this SP 2016-2025, IESE produced an impact monitoring concept paper as a first step to design a MEL plan, that was expected to be developed in 2016. The document included a few tools to start the standardization of data collection and other processes. One of these tools was a plan/ report outline to guide the preparation of annual plans and reports. The template started to be used in 2017 for reporting but not for planning, which reduced its usefulness. Other templates, to assist researchers in clarifying target groups, possible effects, and impacts, have started to be used but are not yet fully established as routine.

The SP establishes that monitoring will be carried out at three levels: context, institutional performance and results and impact; and that learning is important for the organisation. The SP called attention to three elements that needed to change and improve. The first, results monitoring was too retrospective and needed to be more prospective, which would imply more clarity about what changes IESE wants to influence. The second, the link between IESE's intervention and impact was not sufficiently clear leaving way for subjective interpretation. The third, IESE's target groups were not always clear and there was a need for identifying those groups early in the research to find appropriate means to reach them. These elements have not yet been fully addressed at the date of this MTR.

3.3 Human resources

IESE has currently a full-time staff of 20 people. Of these, half are researchers (10, one women), eight are in technical support services (admin & finances, communication and information, and documentation) and two are maintenance staff. The number of researchers has gradually reduced since 2016 (17) and 2018 (12) while the number of supporting staff remains the same. The central reason for this decline was a reduction of IESE's funds. During this period, the number of Doctors of Philosophy (PhD) has decreased from five in 2016 to three in 2018 and two currently, and the ratio between PhDs / total researchers from 29% to 25% and 20% now. It is expected that this number will increase to three PhDs by the end of 2022 when one member of staff concludes his education in the United Kingdom (UK), at which point the ratio of PhDs to total researchers will get back to what it was in 2016. There are also 8 associate researchers (two women) that are enrolled in specific projects, of which six hold PhDs. Two associates are the previous directors and founders of IESE.

There is no overall human resources (HR) development strategy that guides IESE's staff recruitment, training, management, and evaluation; there are however, a few norms and rules that define how performance is assessed and results used for staff management. There are also norms and rules that define who and how research staff can access masters' and PhDs programs, short term courses, internships, and fellowships. This latter document is however, outdated (2016) and refers to structures for decision making that do not exist anymore. Guidelines for technical support staff to further its education seem unclear and little was done regarding training in this area.

IESE is trying different options to fund its personnel's education, in particular at the PhD and masters' levels but there is no strategy with clear and realistic goals for this. It has moved from being the single

responsible for funding its researchers' training via the CF to look for partnerships with reputed institutions to search for training opportunities, and to support staff's search for funding in other programs and institutions.

Partnerships with universities and research centres abroad to fund training are important avenues to explore but they are very dependent on the leverage and willingness of IESE senior researchers to engage in this process. Since the only two PhDs have had senior management responsibilities for the past 5-6 years, their availability is limited. The engagement of previous directors in this process has not been fully explored.

Scholarships made available to Mozambicans via foreign embassies in Maputo, foundations and other institutions are also opportunities that have not been enough pursued. IESE's draft fundraising strategy (dated May 2017) lists 13 potential sources for scholarships but there is no evidence of a concerted effort to explore those opportunities. Results are yet quite limited regarding number of staff that was able to get funding outside IESE

Despite the challenges, IESE was able to maintain a body of core staff, some of which are with the organisation for 10 or more years. A few factors contribute to their retention. One is individuals' expectations to continue their education with IESE's funds in spite of the financial hurdles faced during the past few years. Also, the possibility for a researcher to continue his or her work within the chosen thematic area and engage with colleagues abroad working in similar themes are positive incentives. The opportunity to top up of salaries with income from projects' fees contributes to staff satisfaction although not all staff have this opportunity which is linked to the senior researcher's capacity of getting projects funded.

In 2018, IESE introduced a systematic process to assess individual performance, both for research and technical support staff. This system requires that, early in the year, each staff member with her/his supervisor defines objectives, activities, expected results and indicators of success for the year. At the end of the year (sometimes also midway into the year) performance is assessed. Performance above expectations is rewarded with a financial incentive, around 5% of the staff's monthly salary. It is not clear how underperformance is addressed. Review of forms made available show the need to improve individual plans to make them more specific, rigorous, and measurable.

The financial instability IESE has gone through these past seven years (half of its lifetime) has hampered its ability to elaborate a coherent and stable medium to long term plan for HR development that includes all categories of personnel necessary for the organisation's success and provide a sense of job security to staff. A strong focus on day-by-day management of challenges (not only regarding HR but also other management areas) and a recurrent tendency to look at the past as *gold standard* limited the capacity of IESE to envision the future in this area.

There isn't enough information about how much it has cost (and costs) IESE the training of its staff at different levels, types of courses and locations. Lack of analysis of comprehensive and all-inclusive information about training costs hamper IESE's ability to design a strategy for HR development and planning future investments. This information is also quite important in order to raise awareness about the financial value of the benefits staff receives.

3.4 Gender

The SP 2016-2025 states that IESE pursues a policy of equal rights and non-discrimination and that it has interest in addressing gender and youth dimensions in its research agenda. The MTR carried out in 2018 showed that little had been advanced in this regard by then. Four years later, it is possible to note that a few steps forward have been taken.

Late in 2020 (December 19, 2020) a draft proposal for IESE's gender policy was prepared by an external consultant. The document provides some general ideas about how to integrate gender in research, but it is little specific of IESE. There isn't a diagnostic analysis of the organisation to assess opportunities and challenges, and the document offers little practical guidance on how to mainstream and address gender in the specific context of IESE, within its structures and with its level of resources (human and financial). The training of staff for gender sensitivity and on gender analysis is not considered and it is critical. To be able to advance in this area, IESE needs a more operational document to guide how to carry out gender sensitive scientific work.

Efforts to address gender in research and other scientific activities were mentioned by IESE staff and researchers from other organisations. In a few cases, particularly in projects (ex: *Municipal Barometer*) some data was disaggregated by gender. In another project (*Social Cohesion*), IESE decided to include a case study on women to explore gender dimensions. Women researchers and gender experts from other institutions have been invited to seminars, roundtables and conferences and appreciated it.

IESE's research and related publications do not use gender lenses. Although in some cases the f issues under study and the type of analysis may not make gender analysis very pressing, in other cases, in particular when field work is carried out, IESE is missing the opportunity to gather and analyse gender disaggregated data that could inform deeper analysis of the phenomena under study.

A positive step in the past 2-3 years was the expansion of the Scientific Council (SC), to include scientists from outside IESE and from other disciplines, including anthropology. Among them is a women scientist who worked with a reputed British research institution and is well versed in gender analysis. If well directed the SC could play a more relevant role in widening IESE's research lens to include gender power relations.

As expected, women are underrepresented in IESE publications, which was foreseeable with the dramatic decrease in the number of women researchers in the past few years. This is more visible when looking at authorship of *IDeIAS* publications and *Cadernos*. During the past six years, only 15% of the *IDeIAS* (10/64) were authored by or involved women authors and none of the seven *Cadernos* was written by a woman researcher. The balance is better in *Desafios para Moçambique* and in other books published by IESE: one third (33%) of articles in *Desafios* had women authors (as the single author or as co-author)⁴.

There are signs of the negative impact of the poor attention given to gender at the organisational level. Proportionally more women than men left IESE in the past years, and they were not replaced. The reasons for leaving are various and cannot be attributed only to salaries. The risk of women leaving the

⁴ For more detailed information, please see table in annex 7.

organisation had been flagged in the review carried out in 2010⁵, where a reference was made to the need to provide more support to women researchers. Currently there is only one woman among the 10 researchers, trained at master's level. Also, one woman was recruited as DPRA during this period, but she left within two years.

3.5 Partnerships

IESE has made significant efforts to establish and maintain partnerships of diverse types with research centres, universities, and local Civil Society Organisations (CSO). Some are long time relationships such as those with IDS and CMI and go beyond particular research projects. One IESE researcher have trained at and have graduated from an IDS' PhD program. Scientists and researchers from those institutions have worked in projects in Mozambique gaining a good understanding of the country which adds value to the relationships. These collaborations put IESE within networks of scientists and research institutions, providing opportunities for learning and exchanging ideas, as well as opportunities for involvement in new projects and programs. They do, however, involve a lot of work, often for projects that provide little financing for IESE.

There are also relationships with other research institutions and universities in the UK, namely the University of London / School of Oriental and African Studies, where many (current and past) young researchers of IESE have studied for their master's degree; Senior researchers from IESE have individual relations with a few universities abroad (example, in UK, South Africa) and in Mozambique (University Eduardo Mondlane, Catholic University), where they lecture subjects of their expertise.

Partnerships with Mozambican universities has expanded in number of institutions involved⁶ but it is often incipient (universities provide students and faculty to undertake data-collection in fieldwork, and premises for meetings and debates), and is still below universities' expectations that would like to see IESE more involved in academic work (lecturing, debating, etc.). It should be noticed that several interviewees considered lecturing at universities one of the most important responsibilities of IESE because it increases IESE's outreach, raises the profile of research, and develops a critical mindset necessary in a tertiary education institution and in society at large. Also, stronger links between IESE and Mozambican universities was a key recommendation of many respondents to the online survey.

IESE has not yet pursued collaboration with other public and private research centres in Mozambique. Although there aren't many there are a few of these and there is interest in collaborative projects where expertise from both sides could add value to the research. Currently, relationships are restricted to mutual invitations for conferences and other events.

A more recent development is IESE involvement with CSO for the implementation of particular projects. Within these, IESE is responsible for research components while the CSO engage in advocacy, training, and other interventions for change. This type of partnerships offers advantages for all: IESE has the opportunity to tailor the communication of its findings to the specific audiences, can influence change more directly and visibly, and may be better protected from reprisals when it works within a

⁵ See document references in Annex 3

⁶ A few universities have campus in several provinces. Each provincial campus is considered separately for the purpose of this analysis

consortium; from the CSO side, this collaboration improves the quality of the intervention that is then based on sound research and analysis. This relationship is highly appreciated by civil society actors.

3.6 Value for money

Determining value for money (VfM) of organisations and work carried out by research institutions is a complex endeavour. IESE provides services that help sectors in society to better understand the social and economic dynamics of the development problems the country faces and contributes to more informed debate that can lead to better policies and programs. However, the link between IESE's work and changes in public policy or citizens behaviour is not linear and IESE lacks tools and processes to follow it up and measure it. In these conditions, assessing VfM can be done only in broad terms.

There are a few proxies that provide inputs to analyse IESE's VfM. Most people contacted for this MTR, including the public who answered the survey questions, consider IESE's contribution to society of high value, in particular because of the topics and rigor of the research and the critical issues it raises. All stakeholders referred the importance for society of having IESE and the need to support it. The fact that the quality of its work is perceived as not having declined in spite of all hurdles speaks to the capacity of the organisation to carry out its agenda.

Yet, administration costs have proportionally increased, from 29% in 2018 to 42% in 2021. The main reason is that some fixed costs do not vary much with the number of staff. IESE moved from having 10 admin/support for 17 researchers to having the same number of support staff for 10 researchers. This represents a lower VfM in comparison with previous periods. Yet, it is important to note that, formally, IESE research outputs have not decreased during the period, partially due to the collaboration of researchers outside IESE.

Table 2: Evolution of expenses (2016-2021) (in USD)

Expenses (USD)							
Items	2016	2017	2018	2019	2020	2021	2022 (plan)
Administration	Different budget structure	Different budget structure	506,327	607,425.73	560,061	575,379.88	738,230
Scientific Activities			1,117,037	1,258,369.27	632,851	629,110.70	1,540,883
Institutional Development			136,944	79,112.50	104,664	171,550.81	446,257
TOTAL	2,419,512	2,479.175	1,760,308	1,994,907.50	1,297,576	1,376,041.30	2,725,370

Sources: IESE's Budget Implementation Annual Report; IESE's Budget 2022; IESE's Planning, Resources and Management Director

COVID-19 influenced VfM in two opposite ways. On one hand, it helped IESE move from presential events (conferences, seminars, etc) to digital ones. These were well attended, including by people outside the country, which may have decreased the costs per person benefiting from IESE dissemination activities. In addition, more events were carried out than in previous years, in particular in 2020. On the less positive side, the pandemic prevented IESE to conduct fieldwork for a long period, delayed completion of projects and of staff's academic degrees, and reduced access to training, increasing the

costs of those activities. Overall, IESE gained experience on new ways of implementing its agenda at lower costs.

IESE internal modus operandi does not favour synergies between activities and programs which could reduce costs of activities (for example, field work for more than one project could be combined) and add value to individual programs.

In general, there is little awareness of costs and activities' costs are not regularly assessed by management. As it happens in many organisations, technical staff, in this case researchers, are little knowledgeable about budgets, financial norms and administration in general. This leaves to IESE's administration and financial staff the burden of guaranteeing that expected results are attained within the available resources and opens space for tensions if management pushes for rigorous budget expenditures.

Managing projects is helping IESE improve the relationship between inputs and results. These new capabilities can be transferred to the management of the CF thus increasing VfM.

3.7 Sustainability.

The financial sustainability of IESE has been very dependent on the CF, which is paying most of the fixed costs of IESE, as well as staff training. The contribution of the CF to IESE total income has, however, reduced; in the past 3 years (2019-2021) it varied between 70% and 75%⁷. More and more IESE is depending on project and consultancy money. This is not a tendency unique to IESE and is part of broader trends across the world that affects other research institutions and civil society organisations.

The success of the transition from an organisation fully or mostly funded through unrestricted grants to relying on project funds will depend on the ability of IESE to establish new financial arrangements that will allow more and more the use of money brought via projects to pay for core expenses and eventually staff training. Currently, project money is used for project expenses and to top up salaries, and although the model serves an immediate purpose (retain staff), it will not help IESE's financial sustainability in the future. IESE needs a model that fits the nature of a non-profit organisation and contributes to the overall sustainability of the organisation.

IESE is expecting a large grant (around one million dollars a year) for 5 years. If successful, this is an opportunity for IESE to be more strategic and strengthen its institutional capacity to thrive in a time when unrestricted money is less available. IESE needs to ensure that this opportunity will not be missed.

A key element of institutional sustainability is a clear vision of the future to enable the whole institution to move ahead with a shared commitment. The financial instability of the organisation and the lack of strategic leadership by the statutory bodies has hampered IESE's ability to think the future strategically. The current roles, mandates and practices of the governing bodies are too focused on the present and divert attention from strategic issues. The mandate of the Board of Directors (*Conselho de Direccão*) is not sufficiently clear, and it is not considered in the Internal Rules of Procedures Manual where it seems it was replaced by an Executive Management that is not envisaged in the statutes. In sum, the current

⁷ Gross estimates. See table I.

statutory arrangement does not contribute to sufficient separation of powers and management accountability, risking IESE's reputation.

A very positive step in recent years was the admission of new members from other institutions that have added value to the discussion and decisions made in the GAM.

4. QUALITY AND RELEVANCE OF IESE SCIENTIFIC WORK

Research, publication, communication and dissemination through conferences, workshops and book fairs are IESE's core activities. This chapter presents the trends and progress made over the period between 2016 and 2021 on these fronts, assesses the results obtained from which conclusions and recommendations will be derived.

4.1 Thematic areas

The research activities undertaken during the period covered by this MTR are aligned and fall within the research themes defined in the Strategic Plan 2016-2025 as *Economy and Development*, “centred on the analysis and understanding of the nature of economic growth”, *Poverty and Social Protection*, “concerning the impact of the dynamics of the demographic and economic transition on the shape, trends and prospects of social protection”, *Citizenship and Governance*, with attention to “political and electoral dynamics and state building in Mozambique, focusing on decentralization and its multiple dynamics”, and *Mozambique in the World*, for the study of “emerging economies in their relationship with Mozambique”.

Over the period 2016 to 2022, while maintaining the four thematic areas previously mentioned, IESE directed new research initiatives to new challenges. This was a response to a combination of factors such as (i) three of IESE's most senior scientists and five female research fellows left IESE prior or around 2017, (ii) the unavailability of sufficient CF funds to continue some research activities started in years past, (iii) the emergence of COVID-19, (iv) the surge of violent insurgency in Cabo Delgado, (v) the Mozambican “hidden debts”, (vi) the floods that befell the country and (vii) the prospects of gas exploration.

IESE responded to these challenges defining and engaging in new research projects, entering in new partnerships with national research and advocacy civil society organisations and with research centres especially in the UK and the Nordic countries, involving research associates, and more actively undertaking project-funded research and consultancies.

Data in annexes 7 and 8 show that from 2017 onwards more research focus on Citizenship and Governance with an increase of the number of ongoing projects from 5 (2017), to 7 (2020) and 9 (2021), and a focus especially from 2020 on issues of decentralization of governance and civic participation, violence and development challenges in Northern Mozambique, impact of COVID-19 and coping strategies. Research on Economy and Development shifted focus from mostly extractive industries to issues of public debt, monetary and fiscal policy, economic accumulation in rural areas, workforce and employment. There is also less research on Poverty and Social Protection and Mozambique in the World, both because the lead researchers on these themes are no longer full-time researchers at IESE.

These new research trends are also reflected on the numbers of new publications and related activities which are presented later in this report.

The data suggest that while the research projects initiated more recently by IESE are in a broad sense aligned with the priorities defined in the SP 2016-2025, and IESE makes an effort for it to be so, going forward it will be necessary to review and very likely refine the thematic areas of future research.

4.2 Publications

During the period covered by this MTR, IESE has continued to publish and disseminate new editions of *Desafios*, *IDeIAS*, *Cadernos*, *Boletim Bibliográfico* and other publications.

The table below presents a summary of publications in *Desafios* from 2016 to 2021. During this period, a total of six *Desafios* were published (one a year).

Table 3: Articles, themes, and authors in *Desafios* (2016-2021)

<i>Desafios</i>	Total	Average/year
Total number	6	1
Number of articles		
Total	91	15
By IESE	51	8.5
Thematic areas		
Citizenship and governance	25	4.1
Economy and development	29	4.8
Poverty and social protection	20	3.3
Mozambique and the world	17	2.8
Authors		
Total	122	20
IESE	54	9
Other Mozambicans	27	4.5
Foreign authors	41	6.8

Source: <https://iese.ac.mz> consulted 23 May 2022

Over the period, a total of 91 articles were published, with an average of 15 per annum, IESE accounting for more than half (51) of the articles in *Desafios*. The numbers of articles were fairly balanced across IESE four thematic areas, with 29 for Economy and Development, 25 for Citizenship and Governance, 20 for Poverty and Social Protection and 17 for Mozambique in the World. A total of 122 authors have contributed, with an average of 20 per annum. A more detailed account of the publications of *Desafios* is presented in annex 7.

Table 4, next, presents the five books besides *Desafios* produced during this period: three in 2017, one in 2018, and one in 2020. The authors of these books were four IESE research fellows and one associate researcher and four other Mozambican authors. Of those books, 2 were translated into English.

Table 4: Other books published (2016 – 2021)

Year	Title of the book
2017	Economy, Natural Resources, Poverty and Politics in Mozambique
	Political Economy of Decentralization in Mozambique
	Employment and Economic and Social Transformation in Mozambique
2018	Now they are afraid of us!
2020	Frelimo, Marxism and the national State building

Source: <https://iese.ac.mz> consulted 27 May 2022

IDeIAS (Information about Development, Institutions and Social Analysis) is a bulletin published by IESE, a two A4 pages publication, conceptualized to convey research findings to readers outside academic circles. The following table presents the production of IDeIAS between 2016 and 2022.

Table 5: IDeIAS published (2016-2022)

IDeIAS	Total	Average/year ^a
Themes		
Total	64	10.6
Governance and citizenship	26	4.3
Economy and development	22	3.6
Poverty and social protection	15	2.5
Mozambique and the world	1	-
Authors		
Total	99	
IESE	82	
Other Mozambicans	13	
Foreigners	4	
Translations	26	4.3

^a The average does not include data from 2022

Source: <https://iese.ac.mz> consulted 23 May 2022

The table shows that 64 IDeIAS were published from 2016 to 2022, with an average of 10.6 per annum. Citizenship and Governance (26), Economy and Development (22), Poverty and Social Protection (15) were the leading areas; Mozambique and the World had only 1 IDeIAS published. A total of 99 authors, including 82 from IESE, 13 from other Mozambicans and 4 from foreign authors have contributed to the publication. 26 of the 64 IDeIAS were translated to English.

The data, of which there is a more detailed account in annex 7, show that few authors besides IESE researchers wrote IDeIAS, and that the theme Mozambique and the World was almost absent, a finding that is consistent with the lower number of researchers and research activity devoted to this theme. The overwhelming majority of IESE authors of IDeIAS stems from the fact that IDeIAS are not always and necessarily research and evidence-based pieces and are designed to communicate more quickly and lightly with readers. As such, they will seldom be a priority for researchers outside IESE or Mozambique.

Another type of publication is the *Cadernos*. The following table shows *Cadernos* published from 2016 to 2021.

Table 6: Cadernos IESE published between 2016 and 2021

Cadernos	Year			
	2019	2020	2021	total
Number	1	2	4	7
Authors				
IESE	1	1	5	7
Other Mozambican	2	0	0	2
Foreign authors	0	1	3	4

Source: <https://iese.ac.mz> consulted 23 May 2022

The table 6 above shows that seven *Cadernos* were published from 2016 to 2021, namely one in 2019, two in 2020, and four in 2021. Of these, three were translated into English. In total, 13 research fellows were involved, seven from IESE, two other Mozambican and four foreign authors. The themes of the seven *Cadernos* were derived from research on current developments in Mozambique under Citizenship and Governance, namely on Islamic radicalization and insurgence in Cabo Delgado, Civic Space in times of COVID-19, elections, and relationships between popular dissatisfaction, violence and peace. Here again it is noticeable the prevalence of IESE authors most likely for the reasons suggested above.

IESE published also other reports. The table below shows the evolution over time.

Table 7: Other Publications of IESE (2016-2021)

2016	2017	2018	2019	2020	2021	Total
2	2	1	1	2	6	14

Source: <https://iese.ac.mz> consulted 23 May 2022

The table 7 shows that IESE made 14 “other publications”, including 10 on the Municipal Governance Barometer, two on abstention during elections, and two on sustainable peace in Mozambique jointly made with the Centre for Public Integrity (CIP), the Foundation Mechanism for Support of Civil Society (MASC), and the Observatory for Rural Development (OMR).

In 2022, IESE Documentation Centre produced its *Boletim Bibliográfico* number 51 on *Armed Conflict in Northern Mozambique*, which summarize papers published in 2019 (four), 2020 (five), and 2021 (three). The previous 3 *Boletim Bibliográfico* (48, 49 and 50) had been published in 2015.

4.3 Decision-making process

Currently, the decision process to start new research initiatives within the themes defined in the SP 2016-2025, as well to monitor progress and advise on adjustments eventually needed during the research process, do not involve the Scientific Council. They are ultimately made by the “*Colectivo de Direcção*” which involve the Executive Director, the Scientific Director and the DPRA. The role of the SC is limited, and mostly focused on editorial issues and staff research projects. It was also noted earlier that the process of selecting articles to publish is not fully transparent. Some authors are not informed

about who reviews their submissions and about the outcome of the review process, especially when they are not selected for publication.

Leadership in IESE's scientific direction is weak and would certainly benefit from a medium to long term vision of IESE's research agenda, with a definition of where IESE wants to be in 5 to 10 years (based on Mozambique's development prospects). This would enable IESE to develop a consistent body of knowledge with time-continuity, without knowledge gaps, and a body of a stable, diverse and strong cadre of scientists. Benefits would also derive from a review and approval process that involves the Scientific Council (even as the latter already assess project proposals).

4.4 Quality and international standards

The quality of IESE's research and publications in *Desafios* and peer-reviewed journals is judged to be generally of good quality and to meet international standards. Sources from research institutions abroad interviewed indicated that IESE's quality of work is similar to that of other African research centres they have worked with or know and sometimes better, and that IESE researchers' participation in international events is comparable to others regarding scientific quality. A few sources noted that citations in some publications are dated and do not reflect the most current scientific knowledge and information. Others found that some publications read more like advocacy materials than grounded on sound research-based evidence. Still others questioned the analytical framework used in some publications. For example, they related the absence of gender analysis to overreliance on "old schools" of thought, some even mentioning dated Marxist theories.

Research quality has also benefitted from and is enhanced by internal methodological seminars where IESE research fellows and sometimes invited guests presented their work and expose it to criticism and contributions from colleagues. 46 methodological seminars were held, most between 2017 and 2019. In 2020 and 2021 and due to COVID-19 there was a sharp decline of methodological seminars as the following table shows.

Table 8: Number of methodological seminars (2016-2021)

Year	2016	2017	2018	2019	2020	2021
Number	0	13	16	12	3	2

Source: <https://iese.ac.mz> consulted 23 May 2022

Table 9 below shows that over the period covered by the MTR, IESE publications in peer reviewed books and scientific journals has remained low, though showing a modest tendency to increase in 2021.

Table 9: Publications in peer-reviewed books and journals (2016-2021)

Year	2016	2017	2018	2019	2020	2021
Book articles	1	3	1	1	2	7
Articles in peer-reviewed journals	-	-	2	5	2	4

Source: <https://iese.ac.mz> consulted 24 May 2022

Some sources affirmed that IESE researchers' publications in *Desafios* and peer-reviewed journals meet international standards. At the same time, they suggested that IESE would benefit by reviewing and taking into consideration research carried out by other research groups devoted to the study of similar problems. They also observed that with the exception of publications made in international journals, IESE publications are mostly if not exclusively reviewed and vetted amongst IESE fellows. This results from several reasons such as the fact that there is a small group of Mozambican scientists in any given field of research, external peer-review requires time and financial resources that could hamper IESE's ability to publish and disseminate with the regularity it desires (for example, the annual launch of *Desafios*). Going forward, in any case, the review process deserves to be revisited and boosted.

4.5 Relevance

In general, IESE's research portfolio is also judged to be relevant and able to adjust and respond to the new challenges facing the country. Relevance was further enhanced by research on the burning themes mentioned above which brought IESE much closer to issues for which the Mozambican society demands information and understanding. IESE undertakes this research and outreach activities jointly and in cooperation with Mozambican civil society, advocacy, research and educational organisations such as the Institute for Multiparty Democracy (IMD), OMR, MASC, the Women and Law in Southern Africa Research and Education Trust (WLSA Mozambique), the Council of Mozambican Religions (COREM), the Centre for Learning and Capacitation of Civil Society (CESC), and the non-profit health-communication organisation (N'weti), and universities such as the Catholic University of Mozambique (UCM), Eduardo Mondlane University and UNILURIO University. IESE has also partnered with research centres such as the IDS in Sussex, CMI in Bergen, (Network for Religious and Traditional Peacemakers (NRTP) in Norway, Finn Church Aid (FCA) in Finland.

It is suggested that IESE would benefit from more actively consulting the intended beneficiaries about the most pressing questions research could help to find answers for. Such consultation should start from the initial stages of definition and design of the research process. In other words, currently there is little or no external stakeholders' consultation (besides research partners) to decide on research projects. When stakeholders are involved, this is usually done at the final stages of results dissemination.

IESE is currently seen as being too focused in Mozambique and as doing little comparative studies which could add value and contribute to knowledge development nationally and in the international arena.

A few CSO representatives judged IESE publications as probably more adequate to academic circles and to inform diplomatic and international audiences. They however would welcome and have better uses and easier dissemination of different types of publications such as short and user-friendly policy briefs, or of materials specially written for use by advocacy groups.

Portuguese as a working language poses an additional challenge to reach-out regionally and internationally. IESE has been making efforts to increase the English proficiency of its fellows and to translate selected publications into English. As shown above in table 5, IESE has made efforts to translate some publications into English to make them more easily accessible to international readers.

5. IMPACT, THEORY OF CHANGE AND ROLE

This chapter presents and discusses how IESE communicates and disseminates its research, the importance and impact of organisation's work, the widening of its intervention to new geographic areas and the ToC behind IESE's work.

5.1 Communication and dissemination

IESE communicates its work and disseminates its publications through conferences, seminars, workshops, webinars, book fairs, meetings with representatives of public institutions, diplomatic missions and foreign officers visiting the country, radio broadcasts, television appearances and social media.

In this regard, 1500 copies of "Desafios" were printed per annum from 2016 to 2020, and 500 in 2021 of which between 42% in 2017, and 94% in 2021 were freely distributed to libraries, CSO, Public Institutions and other entities. Yet, two or three interviewees in Cabo Delgado emphasized the difficulty in accessing IESE printed books.

Over the same period eight book fairs were held alongside conferences and other events. 617 newspaper articles were published in national and foreign newspapers, television stations and radio broadcasts, of which they were 7 newspapers in 2016, 76 in 2020 and 46 in 2021, with an average of 88 news pieces per annum. Website (53.844 visits in 2020), Facebook (with 19.371 visits in 2020). Twitter (225 posts in 2021), LinkedIn, (153 in 2021) YouTube (4 videos in 2021, Mail chimp (63 in 2021) are being used more actively since 2018.

Conferences are among the most effective vehicle IESE uses to disseminate its publications and bring together research fellows, civil servants, politicians, members of diplomatic missions, financial institutions and civil society organisations, and other interested participants. Table 10 presents conferences organized by IESE between 2016 and 2021.

Table 10: IESE Conferences (2016-2021)

Year	Themes	Panels	Present.	Themes			
				E&D	P&SP	C&G	Moz&Wld
2017	Challenges of Social and Economic Research in times of crisis	6	103	39	13	27	10
2019	Challenges for Mozambique: 10 years thinking the country	7	28	7	3	10	4
2021	Extractive Industry in Mozambique: challenges, success, prospects	10+1	36	21	6	9	0
Total		24	167	67	22	46	14

Legend: Present – presentations; E&D – economy and development; P&SP – poverty and social protection; C&G citizenship and governance; Moz&Wld – Mozambique in the world.

Source: <https://www.iese.ac.mz> consulted 23 May 2022

Three conferences were held in 2017, 2019 and 2021. Altogether 167 papers were presented, 103 (2017), 28 (2019) and 36 (2021). The 2021 conference was jointly organized with CESC and due to COVID-19 was held online. A significant number of presenters were fellow researchers from other Mozambican organisations and foreign researchers. The themes of the conferences fall within the four IESE thematic areas of Citizenship and Governance, Economy and Development, Poverty and Social Protection, and Mozambique in the World.

IESE conferences were very well attended by national and the last conference, held online, a much bigger audience from Mozambique and other countries. They are very important opportunities to disseminate and debate research findings, but also for networking. It should be added that 21 webinars were held in 2020, and 7 in 2021 with participants from Mozambique and other countries.

5.2 Impact

IESE publications had impact on the academy, civil service, financial institutions, diplomatic and multilateral institutions, civil society and advocacy organisations, and the public.

University lectures and students use them as important resources for classes, research and academic publications.

Civil servants, parliamentarians, officers of financial and private institutions attend IESE events, read publications and acknowledge their usefulness for their personal information and knowledge. But few use or refer explicitly to IESE publications in their institutional work. Research on the Barometer of Municipal Governance carried out in 21 municipalities, research on the root-causes and other factors contributing to insurgency in Cabo Delgado, studies on monetary policy are some examples of the impact of IESE on policy and actions, even if this is not always formally acknowledged.

These examples also speak to the benefits of IESE sharing the outcome of its research with selected audiences, especially with those who have provided the data and information used in the research and who will ultimately use IESE findings, albeit critically and selectively. This has happened but has not been a standard mode of dissemination (dissemination to selected audiences) adopted by IESE.

Diplomatic and multilateral institutions use IESE publications as alternative and additional sources of information for policy and programs' formulation and to inform their interaction especially with state and government institutions. IESE organizes information events for officers of embassies and development cooperation agencies based in Maputo.

Civil society and advocacy organisations also use IESE publications. But they would be best served if IESE would produce user-friendly versions of selected publications destined to average citizens, policy makers, municipal assembly members and similar audiences. They find especially useful their participation in events or access to radio and television broadcasts of public debates and roundtables where IESE researchers present their work and findings. They see debates, roundtables, presentations in conferences as very well informed, pertinent and useful. Some CSO especially in the provinces outside of Maputo, where more recently IESE has been more present, find that IESE has contributed to their knowledge and to more visibility of their work.

Research, publications and dissemination on governance and social protection had some identifiable impact as the following exemplify: the Barometer of Municipal Governance was taken up by municipal authorities and has prompted the interest and additional financial support from other donors such as the German GIZ. Research on the unspent budget allocations has raised awareness to the subject and prompted discussions within government and parliament on how to reallocate those savings in the following fiscal year. Research findings and recommendations on social protection have been used by the GoM to revise budget allocations for social protection.

IESE's research and dissemination has informed CSOs and helped them to hone their interventions. This was exemplified by the 2021 conference on extractive industries jointly organized by IESE and CESC. CSOs in Cabo Delgado have affirmed that IESE's research has improved their understanding of the root-causes and factors contributing to the insurgency in the province.

The online survey made for this MTR revealed that a very large majority of respondents stated that they use IESE materials for professional (47%) and for personal (38%) development, and 15% use IESE publications for schoolwork. Asked about IESE's influence on public opinion 51% responded that IESE has some influence, and 47% that IESE's influence is high.

5.3 Geographic outreach

Since 2016 IESE's work in general has widened its geographic outreach to all provinces of Mozambique. A case in point is the launch of *Desafios*, which is now launched in provinces besides Maputo in events organized by IESE in partnership with universities located in the different provinces. The Barometer is also done in nine municipalities located in as many different provinces. Radio and TV debates involving IESE researchers (viewed as knowledgeable and well informed) are broadcasted with quasi-national coverage.

Currently IESE has headquarters and its only office in Maputo. It relies on partner organisations such MASC and IMD to support the work of its researchers when they undertake fieldwork outside Maputo. As a result, IESE is less known by officers of public institutions as well as by common citizens beyond Maputo. Some sources suggested that it is important that IESE establishes permanent presence and representation in provinces besides Maputo. This is costly but is also important for IESE to be known as present and relevant for the development of the regions, and for IESE fellows to be given easy access to information and permits to visit and work in the locations where research should take place.

5.4 Theory of change

There is very little and virtually no culture or tradition in Mozambique of basing policy decisions on evidence generated by research-results, and this limits to a certain degree the impact of IESE's work. Against this background, IESE SP 2016-2025 presents IESE's ToC essentially as contributing to the development of a society with well-informed and pro-active citizens through a strong and stable IESE that undertakes high quality and independent research linked to training of a growing number of researchers and through the dissemination research results.

It does not present with clarity the path from identifying a problem, undertaking research, publishing, disseminating and sharing results especially with potential change-agents, nurturing partnerships and as a result of these actions enabling or contributing to specific changes in society. There is a sense that IESE would benefit from a more practice-oriented theory of change. This is also related to the necessity to search for and decide about the true nature of IESE as a research institution, or think tank, or civil society, or hybrid organisation. A clearer definition will serve as a compass for IESE's goals and for the strategies to attain those goals.

5.5 Importance of IESE's work

IESE's research, publications and dissemination of results are in general judged as important contributions for the development of the country, particularly in economic, social and political spheres directly related to the work done by IESE.

This in turn is indicative of IESE's work likely influence and impact in society. However, it is important to note that IESE does not have an established system and practice (experience) on impact assessment. It recognizes its importance and priority, a posture reinforced by the demands posed by research undertaken in partnership with other institutions and funded through projects. Generally, such projects define with more clarity the expected impact, outcome, activities, schedule of implementation and financial costs.

6. CHALLENGES AHEAD

IESE is now completing 15 years of research and analysis on economic, political, and social issues relevant to the development agenda in Mozambique. Since its beginning, it has worked in a challenging environment where independent and critical thinking tends to be little appreciated and sometimes repressed by those in power. During this period, the country has gone through phases that were more and less open to diversity and inclusion, but it is now drifting quickly towards an authoritarian regime with serious restrictions to freedom of assembly, speech, and press. Very recently legislation has been approved in this direction.

So, a major challenge for the next few years is going to be how IESE can thrive in a more difficult socio-political context. This evaluation, as did previous ones, show that in spite the usefulness of its work, government and state actors in general still refrain from getting associated to IESE. But the evaluations showed also that IESE leadership and researchers do not invest enough in establishing working relationships with authorities in areas where their work can be put to good use. In the few recent occasions when this occurred, it was reported that it was possible for IESE to create a good working environment and the results of that relationship were positive.

IESE needs to invest more in relationships with government, parliament and other state actors and can do so either on its own, when there are advantages for that, or in partnerships with other actors from universities, research centres, civil society organisation. This approach to the public sector can also be useful for IESE when it defines the research agenda for the next years, providing insights into what the GoM agenda is and where opportunities for relevant work are.

A second major challenge is a clearer definition of the nature of IESE and how it relates to civil society actors that implement development programs, work in governance issues, and carry out advocacy. Perspectives and opinions of this by IESE staff and members have varied with several people considering that IESE should only be concerned with producing good research on topics selected by researchers while other feel that IESE research should contribute to more visible changes in the way the country addresses its development problems. Compared to 2018, IESE seems now more inclined to consider that it is important that its work influences changes in policy and governance.

This is a departure from the general idea conveyed in the SP 2016-2025, where IESE intended change was “*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*” and the ways to reach it were: “*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*”. More clarity about the nature and role of IESE in society will need to be reflected in its ToC and strategies for the next years.

The third challenge is the need for more strategic thinking regarding the future of IESE and a shared vision about what IESE is going to be in the next 10-15 years. The reduction in income of around 40%, between 2016 and 2021, posed serious difficulties that had to be managed. In this context, IESE management focused on day-by-day activities and little strategic thinking regarding the organisation

“core business” and its future was done, which is visible in IESE meeting notes. Besides, it is not clear in IESE statutes and manual of procedures who is responsible for processes related to the future of the organisation. The SC would be the most qualified body for this activity, but its functioning is limited in this regard. Also, the GAM could push forward a discussion on the matter, but it hasn’t done so. A clear vision of the future is necessary for IESE to advance in planning human resources development, and in defining priorities and strategies adjusted to the current context.

A fourth challenge and a critical one is the financial sustainability of the organisation. IESE has been trying, with some success, different approaches to fundraising in order to complement the CF, with the assumption that there will be always donors contributing with unrestricted money to a common fund. It needs however to consider the possibility that CF funders may want to move to project support, which already has happened with the SDC and will probably happen with one of the most consistent funders of IESE, the Embassy of Finland. In order to be able to have non-earmarked financial resources, in a common basket or not, it needs to engage the contribution of other donors, including those that have assisted in the past.

Turning to project and consultancy funds to finance IESE demands specific competences that the organisation needs to develop, from financial and management competences to organisational capacities, as well as a work culture that will enable IESE to deliver on time the expected results and products. These will be essential and will require much more investment in management areas than what has been done so far, moving from a somewhat informal management to a highly professional one.

7. CONCLUSIONS AND RECOMMENDATIONS

The past six years saw IESE moving forward in the fulfilment of its mission and objectives of contributing towards a society capable of articulating knowledge, thought and debate over its dynamics of development and identifying new challenges, at the same time as IESE progressed towards shaping itself as an independent research institution. IESE has conducted and promoted good quality research on questions relevant for the social, political, and economic development of Mozambique, provided training for research, published and disseminated the research results, and worked with other development actors in advancing common goals.

This chapter presents the 2022 MTR's conclusions about those advancements, the existing constraints and provides recommendations to address challenges in the next few years. The conclusions and recommendations focus on issues pertinent to the institutional development of IESE, including its sustainability, the quality and relevance of IESE scientific activity and the role and impact of IESE, including the ToC that informs its intervention.

7.1 Conclusions

Regarding IESE's institutional development

The SP 2016-2025 did not sufficiently address the institutional development challenges of strengthening the role and capacity of IESE in the Mozambican context and beyond borders. The SP put the focus on the training of researchers, diversification of funding sources and obtaining its own facilities; it did not consider enough elements such as internal structures, systems, and processes as well as organisational culture. The absence of these elements made them less significant in the process of planning IESE's activities and managing the organisation.

Nonetheless, IESE annual plans included several organisational development activities beyond those derived from the SP. The elaboration of strategies for communication and gender was carried out, manuals of procedures were prepared, and efforts were made to improve human resources management. The success of those initiatives varied.

Lack of financial stability has hampered IESE efforts to develop a human resources policy and strategy that clearly defines how the organisation is going to invest in people to be able to carry out its mission of conducting relevant good quality research. The initial idea of IESE, funding by itself, the education of its research staff through masters' and PhDs programs become unsustainable when unrestricted funding decreased. The organisation has not yet been able to redefine its strategy around human resources development, including career structure and retention policies.

Staff retention was influenced by a number of factors, among them, the working environment including staff professional autonomy, the perspective of access to further education and salaries and benefits. To address issues of staff retention, IESE has developed a system that tops up staff salaries with a percentage of the project fees charged by IESE. The system is in place since 2018 and has not yet been assessed to determine its benefits and risks as well as ethical and legal implications. So far, while it has

occasionally helped IESE overcome periods of urgent need of financial resources, it has contributed little to create a long-term financial sustainability of the institution.

Compared to 2016, there are now fewer women researchers in IESE. Following previous recommendations, a few steps were taken to start to address gender equality and mainstreaming gender in research, efforts that need to be more strategic. A gender policy was developed in December 2020 but needs to be more specific and operational to be of use by research and management staff. A key element it is to define where, in the process of approving research projects, a decision needs to be made regarding gender analysis. The recent inclusion of a scientist with gender expertise in the SC is an asset to be explored.

One of the most positive developments of the past years has been the engagement of IESE with CSO in Mozambique and with international research centres. Partnerships were established to implement an important number of projects with mutual advantages for both parties. Collaboration with Mozambican CSOs has enabled IESE to carry out research in critical and urgent development issues; it also helped to produce reports and other documents that can be immediately used by civil society to influence policy and decision making. For civil society these partnerships enabled CSO to intervene better informed.

Projects with research centres have the potential to propel IESE into the international agenda, to widen its contacts and networking, and are opportunities to conduct research that goes beyond Mozambique, contributing to the body of knowledge in matters it researches beyond borders. This is an important avenue to explore for the technical and financial sustainability of IESE.

IESE was less successful in collaborating and engaging in partnerships with state actors, in particular the GoM. Not enough efforts were made to counterbalance the image of IESE as an opposition force. On a few occasions, it was possible to circumvent this image and establish successful working relationships with public sector actors. This is a line of work that needs more attention, possibly a clear strategy on how, when, what for and with whom to engage in the public sector.

An important step during this period was the elaboration of a fundraising strategy that has been successful. Although project funding is still a small part of IESE's budget, it has the potential to support IESE's agenda if its management is appropriately done. The slow uptake of this opportunity does provide IESE with time to learn how to manage by results, which requires not only technical and organisational abilities but also a particular organisational culture. IESE needs to capitalize on its image as an institution that carries out rigorous scientific work, a very important asset in the Mozambican context to access more resources.

Finally, an area where little was advanced was planning, monitoring and evaluation. Although the annual reports provide a large amount of information in some areas of IESE's activities, little changed regarding the quality of IESE activities' plans and the establishing an effective MEL plan. The lack of these affects IESE's adaptive management⁸ ability. These are also critical areas for accountability to membership, donors, and society.

⁸ Adaptive management refers to processes for decision making in uncertain environments that are structured and iterative and help reduce uncertainty.

Regarding quality, relevance, impact and IESE's ToC

Research developed by IESE has by and large followed the four priority themes defined in IESE SP 2016-2025. The changes that have occurred internally within IESE regarding CF and staff retention, and externally in the country have demanded and prompted adjustments that IESE has been ready and willing to make. The research foci were adjusted to address the new realities: IESE has developed new research initiatives, established new partnerships, and expanded its research activities more broadly in the country. Some research initiatives and related activities were discontinued due to lack of funding,

Deciding on new research foci and on new project-funded initiatives often undertaken with other research partners (national and foreign) and doing this without the participation of three of the most senior former researchers posed a significant challenge, compounded by severe lack of resources particularly by 2017 and 2018. Amidst these daunting challenges, it is the merit of IESE that it did not get paralyzed, it made decisions and continued to work. In the process however it is apparent that the criteria and process to decide about what new projects to undertake and what research results to publish was not adjusted as quickly as the changes in the environment have occurred

This has created or revealed weaknesses in the decision-making process related to research and publications. The contribution of the SC is unclear and weak. The coordination of research is weak, the reasons being that IESE has abolished the three clusters of Economy and Development, Citizenship and Governance, Poverty and Social Protection and has not clearly defined a new form of research coordination.

Against this background, IESE needs to review, clarify, and strengthen the process of making decisions regarding research and publications.

IESE continued to publish *Desafios*, IDeIAS, *Cadernos*, *IESE Boletim Bibliográfico*. Most authors of the materials published were IESE's own research fellows, but the participation of other Mozambican researchers and of researchers from other research centres and other countries was equally significant, particularly in *Desafios*. The themes treated in the publications reflect the shift of focus mentioned above, with more contents related to the insurgency in Northern Mozambique, impact of COVID-19, decentralization and civic participation, fiscal monetary policy, the "hidden debts", to name but few examples. The volume of IESE publications was good and commensurate to IESE's number of research fellows and influenced by COVID-19 which forced IESE to adjust the schedule of launching its publications and to revert to online conferences and webinars were publications are unveiled.

The quality of IESE research reflected primarily in the quality of its publications, particularly in the quality of *Desafios* and of the articles published in peer-reviewed journals, is generally considered to be high and to meet international standards. However, it is important to note that the number of articles published in peer-reviewed journals remained low relative to the total number of IESE publications.

It was found that some articles (in *Desafios* and peer-reviewed journals) quote dated materials and do not consider the most recent and upfront knowledge produced and published elsewhere. IESE research and publications would benefit from more and diverse relationships with research fellows and centers in the region and beyond. The international body of knowledge would benefit too. And more care is necessary to clearly distinguish the publication of research results from the also legitimate publication of

opinion pieces and even of advocacy materials which are not grounded on research-evidence produced by IESE.

IESE continued to hold methodologic seminars which are an opportunity for fellows to expose to others their research and benefit from their feedback. Over the period covered by this MTR the number of seminars was low especially in 2020 and 2021 due to COVID-19, but it is revealing a trend to increase in 2022.

IESE research and publications were judged as relevant. The adjustments made by IESE to address the most current and pressing research questions facing Mozambique today (mentioned above) have significantly increased the relevance of IESE's work. Relevance has gained also from more work (field visits) carried out by IESE researchers involved in projects with Mozambican CSO and research and advocacy centres in other countries.

IESE work is relevant to students and lecturers in academia who used IESE publications for learning and dissertations. Is relevant for civil servants, officers of financial institutions and policy makers who use the information and data produced by IESE for their professional education and in their professional duties. It is relevant for diplomats and multilateral institutions who regard IESE findings as complementary and alternative information and data to what they get from state and government sectors. It is relevant to CSO for their information and to feed into their advocacy work before public institutions and at community levels. It is relevant for researchers within, and outside Mozambique engaged in comparative regional and international studies.

It was found that relevance would benefit from IESE consulting the intended beneficiaries early on in the process of research design. If IESE, in addition to making publications for academic and research readers, would also publish its research results in formats and contents that are easier to read and understand by policy makers, advocacy activists and by the public in general.

IESE continued the positive effort of translating some publications into English. The number of translated materials is limited and the criteria and priority to translate selected materials are not clear. IESE would gain from addressing this matter.

IESE continued to disseminate its work through conferences, seminars, workshops, webinars, book fairs, meetings with representatives of public institutions, diplomatic missions and foreign officers visiting the country, radio broadcasts, television appearances and social media.

In addition to its traditional means of communication, IESE has creatively faced the challenge of COVID-19 and embraced the virtual means of work and communication. Thanks to a stronger communication centre it has communicated and disseminated through social media much better than in previous periods. Significantly, the number of webinars with national and foreign participants has increased. Coincidentally the period has included the organisation in 2019 of a major and very successful conference to commemorate IESE's 10th anniversary, as well as an online conference in 2021 on extractive industries, jointly organized with CESC, a fellow CSO.

IESE held dissemination workshops and meetings in the provinces outside Maputo to launch its publications and to give feedback to communities and community leaders where research on

municipalities was undertaken. It held a closed-door dissemination meeting on the findings of its research on the insurgency with representatives of the GoM.

A great majority of IESE publications like *Desafios* and other books were freely distributed to academic libraries, CSO, Public Institutions and other beneficiaries. It was found that universities and CSO are eager to receive more and regular offers of IESE publications. The numbers of visitors of Facebook and other social media is in the increase and a monkey survey conducted by this MTR revealed their appreciation for IESE products and dissemination initiatives. They suggested even more initiatives such as more video and voice communication means.

A few notes regarding communication and dissemination are that IESE should produce materials geared towards well-identified target groups (policy makers, CSO, public at large). IESE should seek more ways and opportunities to reach out directly to state and government sectors related to its research and publications. IESE should balance the free offer of its publications (thus enabling more coverage) with the ability to pay the costs associated.

Measuring impact is always difficult, especially the impact on social and economic transformation. It depends necessarily on the actions of multiple agents. Some developments can however be attributed if not exclusively to IESE's work, but certainly as derived from IESE's contribution.

Some municipalities have received from IESE and adopted in their plans policy recommendations derived from research on the municipal barometer. The government has opened to speak about the insurgency in Cabo Delgado and to frame it in a broader context after research undertaken by IESE and MASC and directly communicated and discussed with government representatives. CSO explicitly recognize that information produced by IESE enrich their knowledge and feed into their advocacy. Students write thesis and dissertations based on IESE's researchers and some students are taught and supervised by IESE research fellows.

In the period of this MTR IESE has broadened its research geographic area to all provinces of Mozambique, and to a larger number of municipalities and administrative districts. Through radio and television, it has also widened its national coverage. The partnerships with CSO have also helped in this effort. Representatives of partner CSO in Cabo Delgado suggested that IESE should be permanently present in the provinces, a suggestion that deserves careful consideration, given its associated costs.

IESE's ToC remains as is defined in SP2016-2025. It will benefit from a review and very likely a revision to make it more practical-and-results and impact oriented. Currently, it leaves margin to question who and how are IESE's research findings going to engender the social and economic transformation they speak of.

In sum, regarding quality and relevance, IESE's work is important and, in many ways, unique in Mozambique in what IESE does. IESE was generally able to weather a difficult and challenging financial and environmentally changing period and has demonstrated the ability to continue to make further adjustments necessary to become stronger and to grow.

7.2 Recommendations

Recommendations regarding institutional development

1. With the involvement of the main stakeholders, clarify the nature of IESE, put it in writing, and implement a process of team building and internal cohesion around a shared understanding of how each staff member contributes to the success of IESE.

At the end of this process, all staff, IESE members and close collaborators should have the same view about IESE's final goals (vision), how it is going to pursue it (mission), how it will relate to other actors, general strategies and main activities; and should be able to explain the implications of that definition to his/her practical work in the institution.

2. Revisit the composition and mandate of the statutory bodies defined in IESE statutes and redefine them towards greater effectiveness, separation of roles and powers, relationships between them, transparency, and accountability within the organisation. Ensure that statutory bodies' meeting notes are carefully taken to provide clear and sufficient information regarding decision making processes.
3. Review current membership of IESE to bring new "blood" to the organisation; disengage those who do not participate and invite new members that are not IESE staff and are aligned with IESE values and vision.
4. Ensure that governing bodies, in particular the GAM play a well-informed, decisive, and accountable role in decisions that affect the future of the organisation, particularly related to the research lines, long term human resources development goals, the use of IESE reserve funds, and the acquisition of facilities.
5. Prepare an OP for 2022-2025 based on relevant recommendations made by this and previous MTR.

This plan should prepare IESE to transition between a "dreamed" stage where IESE was mostly funded with unrestricted monies to the current phase where that type of support is very limited. The OP should include a process of preparing a new 10-years SP including reviewing IESE's role in society, its ToC, research priorities and staff training

6. Conduct a detailed organisational diagnosis of IESE, over a period of three to four months, in a participatory way, looking at governance and leadership, organisational culture, management, funding and finances, communication and networking, and relations with stakeholders.

This activity should lead to staff becoming well aware of IESE internal functioning, policies, systems, and procedures; and how the different sectors relate / not relate to

one another and implications for IESE's work. It also should produce recommendations for action to redress the problems.

7. Elaborate a detailed organisational development plan to address the challenges identified in the organisational diagnosis and external reviews regarding governance and management weaknesses.

This plan needs to be specific, have clear and measurable objectives and appropriate indicators, define responsibilities and deadlines, and to be resourced. Implement the plan over a period of 2-2.5 years and assess progress regularly with the participation of staff and statutory bodies.

8. Decide if IESE's remains committed to building its own office space (headquarters) and if so, define a realistic plan to achieve the goal.
9. Develop practical guides to mainstream gender in IESE's scientific work and train staff to understand, appreciate the importance of and act on gender mainstreaming. This should be done by experts and the training should be assessed by competencies acquired.
10. Refine, and develop when they do not exist, templates for IESE plans and reports that are both descriptive and analytical and include context and risks analysis and specific information on how IESE is progressing towards its long-term objectives.
11. Guarantee that annual plans result from a participatory discussion involving all sectors in IESE and are not a compilation of individual plans to ensure collective engagement around tasks; the plans need to be based on previous results, successes and failures and address defined priorities and available resources.
12. Elaborate a human resources recruitment, training and retention plan that guarantees that IESE staff has the competencies (not only knowledge, but also attitudes, behaviours, and skills) required for the objectives of the organisation and promotes and ensures gender equality and equity.
13. Select and recruit an executive director with a strong management profile and knowledgeable about research to lead the transformation of IESE from a mostly informal to a highly professional organisation.
14. Reinforce systems and processes that promote and ensure staff accountability for their performance and results and implement measure to correct deviations and underperformance and reward overperformance. This should apply equally to research and technical support staff.

15. Estimate the costs of the diverse types of training conducted in the past 5-10 years, compare it with other organisations' similar activities, and decide on what is the best approach to staff development to ensure value for money for IESE.
16. Review the financial system to ensure that it is prepared to manage at the same time unrestricted and project funding in ways that serve IESE's objectives. Review how project money is contributing to IESE's financial sustainability beyond supplementing staff salaries and analyse how IESE's own account is serving the institutional development of IESE.
17. Review IESE's internal procedures tools across border and update them.

Recommendations regarding quality, relevance, and impact

Research

18. Revise the thematic areas of research such that they define with clarity, the new priority areas of research that will best contribute to the economic and social development of the country.
19. Revise the process of decision-making for selection of research initiatives to ensure their alignment with the revised thematic areas, clarify the roles of GAM, Scientific Council, Deputy Director for Research and heads or coordinators in relation to the thematic areas and individual research projects.
20. Revise the coordination of research activities within each thematic area and across the different thematic areas to ensure stronger coordination and synergies and prevent the creation of research silos.

Publications

21. Revise the policy of selling and offering publications to make it address both the need to make publications accessible to students, civil society activists and other constituencies with low buying power, and at the same time be financially affordable to IESE.
22. Design a plan to train and supervise researchers to write research findings in formats and language more user-friendly to different user-groups. Explore the benefits and possibility of producing policy briefs, advocacy pieces, media-usable materials, and other forms.
23. Review the editorial policy (criteria for selecting materials to publish) and establish a clear and transparent process of communicating with researchers inside and outside IESE who wish to include their articles in IESE publications such as *Desafios*, *Cadernos* and *IDeIAS*.

Quality and international standards

24. Internally revise the peer-review process to prevent in-breeding and expose IESE publications to experts outside of IESE in Mozambique or other easy-to-reach research centres. Externally, continue the positive drive towards publishing in peer-reviewed journals and books.

25. Continue to hold methodological seminars making them ever more critical and incisive.
26. Continue the efforts to translate into English as many publications as financially affordable.

Relevance

27. Engage the intended beneficiaries of research as early as possible, during the design stage to ensure their buy-in and open ways for results to be utilized and lead to desired impact. Make this particularly with state and government institutions, but also with civil society and activist organisations.
28. Develop formal and regular relations with other research centres and universities over and beyond the occasional teaching engagements, invitations to attend IESE events and utilization of research associates in their personal and rarely institutional capacity.

Communication and Dissemination

29. Plan and hold information workshops for diplomats, media and other corporate groups that will be willing to pay to participate, as a way to strengthen outreach and generate income.
30. Consider very carefully the pros and cons of establishing permanent representation of IESE in selected other parts of Mozambique and decide based on the outcomes such a decision would bring and the costs associated to it.

Explore the option of imbedding IESE permanent representatives within the facilities of partner CSO, research centers or universities. This could also be done only during the periods IESE is engaged in long-term multiple-year or multiple-month research activities in those geographic areas.

Theory of Change

31. Review IESE's ToC to show more clearly the path from research to impact and social and economic development, even if some key steps are to be "walked" by or in association with partner organisations like specialized CSO.

7.3 Action Plan

As requested by the ToR of this MTR, an action plan is proposed for the implementation of the recommendations.

Action plan for the implementation of the recommendations (Proposal)

Recommendation	#	Timeframe				Responsibility	
		2022	2023	2024	2025	Main	Collaborators
Integrate these recommend. in OP+APs	31	x				Director	DPRA + communications
Clarify the nature of IESE	1	x	x			GAM + Board of Directors (BD)	All members and staff
Revisit the statutory bodies	2	x	x			GAM	Members + Management
Review current membership	3	x				GAM	Members
Governing bodies play a decisive role	4		x			GAM+BD	Members
Prepare an OP for 2022-2025	5	x				Director	Staff, DPRA, and SC
Conduct an organisational diagnosis	6	x				BD	All staff
Detailed organisational development plan	7		x			DPRA	All staff
Decide on building or not its own office	8	x				GAM	BD
Practical guides to mainstream gender	9	x				Director	SC + researchers
Develop templates for plans and reports	10	x				DPRA	Communication staff
Prepare annual plans in participatory way	11	x	x	x	x	Director	All staff
HR recruitment, training and retention plan	12		x			BD	DPRA + staff
Select and recruit an executive director	13	x				GAM	External company
Systems for performance accountability	14	x				DPRA	Director, SC
Determine training costs	15		x			Finances staff	
Review the financial system	16		x			GAM + Fiscal Committee	External consultant
Revise internal procedures tools	17		x			DPRA	BD
Revisit thematic areas of research	18		x	x		Scientific Director + SC	BD + researchers
Review decision-making regarding research	19		x			Scientific Director	BD
Revise the coordination of research activities	20		x			Scientific Director	Researchers
Revise policy of publications' distribution	21		x			Scientific Director	DPRA
Train researchers to write user friendly	22	x	x	x	x	Communication sector	Researchers
Review the editorial policy	23		x			Scientific Director	SC
Revise the peer-review process	24		x			Scientific Director + SC	Researchers
Continue methodological seminars	25	x	x	x	x	Scientific Director	Researchers
Translate publications into English	26	x	x	x	x	Communication sector	Translator + Researchers
Engage stakeholders early in research	27		x	x	x	SC	Researchers
Develop relations with academy	28	x	x	x	x	BD	SC + Researchers
Workshops for corporates	29	x	x	x	x	BD	SC + Researchers

Representation in selected places	30		x	BD	DPRA + GAM
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Notes: Board of Directors (BD) is the *Conselho de Direcção*

8. ANNEXES

1. Terms of Reference
2. Methodological notes
3. Documents reviewed
4. Stakeholders consulted
5. Summary of SWOT analysis
6. Information on finances
7. IESE publications
8. IESE research projects
9. Online survey findings
10. Follow up of previous recommendations