



# **IPAD/IEEI/ECDPM Tripartite Agreement Evaluation EXECUTIVE SUMMARY**

## **INTRODUCTION**

The object of the present evaluation, conducted by IPAD's Evaluation Division, is the collaboration Agreements between IPAD, IEEI<sup>1</sup> and ECDPM<sup>2</sup>, which were initiated in November of 1996, for periods of two years each, and successively renewed. Before the end of the Fourth Agreement, IPAD decided to carry out its evaluation as an instrument to consider the possibility of signing a Fifth Agreement.

This is, therefore, an internal evaluation which is a participatory exercise, and a joint learning process, that has allowed, beyond the traditional criteria of any evaluation, to assess the demand, utility, opportunity and viability of the eventual prorogation or renegotiation of the terms of the Agreements.

## **CONCLUSIONS**

The balance of the agreements is sufficiently positive for the three involved institutions, whether in terms of activities and achieved results whether in terms of informal dynamics created between them. The Agreements were globally pertinent, effective and efficient, revealing short and middle term viability. They allowed the improvement of the Portuguese cooperation capacity, in particular of IPAD, in the questions concerning the EU-ACP relations, especially supporting ICP in activities related with the Portuguese presidency of the UE, with the negotiation of a new UE-ACP partnership agreement and the Euro-African Summit, with the reshaping of the European cooperation and in questions related with fragile states. The flexibility of the Agreements, which has allowed a redefinition of activities and a reorientation of resources to respond to changes occurred in the meantime, is another positive aspect to be emphasized.

Moreover, the Agreements allowed:

- The training and specialization of one person dealing with issues related with European cooperation for development;
- Include a lusophone component in ECDPM activities;
- A wider dissemination of these questions in the Portuguese universities;
- Produce publications in Portuguese language;
- Stimulate a broad debate about Europe-Africa relations;

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<sup>1</sup> IEEI – Instituto de Estudos Estratégicos Internacionais / Institute for International Strategic Studies

<sup>2</sup> ECDPM - European Centre for Development Policy Management



- Extend the debate to African Portuguese speaking countries;
- Encourage informal contacts that go far beyond what has been formally agreed.

In spite of what has been said before, some fragilities can be identified that should be taken in account in a future Agreement:

- The fact that ICP/IPAD did not take advantage of all aspects of the Agreements by: the possibility of requesting studies of its interest in the field of cooperation for development and, particularly, related with the relations EU-ACP was an activity underexploited during the four Agreements; the training of technicians in ECDPM was only used once; the visibility of the Agreements in IPAD is reduced (IPAD's website doesn't have any references to the Agreements neither to the documents produced nor to the seminars that were organized or even to any other pertinent information);
- The administrative/ funds management questions and their timing;
- The insufficient funding, from the Third Agreement on, to carry out all planned activities;
- Since the Third Agreement, it was foreseen that one or two seminars in lusophone African countries would take place during the validity period of each agreement, having only been organized one, in 2002;
- Sustainability is the evaluation criteria less successful, especially in what concerns IEEI and IPAD. Without the existence of this agreement IEEI's capacity to conduct investigations about Africa in general and about the Europe-Africa relations in particular would be considerably limited. On the other hand, without the collaboration of excellence centres of this kind, IPAD can not carry out activities of this nature with the same intensity and level of depth, due to the scarcity of human resources and available time.

## RECOMMENDATIONS

- In face of the achieved results and potentialities of this collaboration, it makes sense to continue to celebrate Agreements of this kind with these institutions. Having in mind the scarce resources available to IPAD, the first possible scenario drawn up by ECDPM<sup>3</sup> - continuation of the collaboration in a similar pattern as the previous Agreements –seems to be the more viable. However, the three institutions should seat at the same table to discuss their own possibilities. IPAD should set out clearly

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<sup>3</sup> The other two scenarios are: (i) the continuation of the collaboration IPAD-IEEI-ECDPM increased by additional central funding to ECDPM and (ii) central funding, whether to ECDPM, whether to IEEI.



the most pertinent areas, having in mind the Portuguese presidency of the EU in 2007, and agree with the other two institutes upon a program of collaboration that maximizes the resources and enhances their capacities and availabilities;

- In the same line, it becomes necessary to reassess the activities, in order to correspond in the most suited way to what really matters to each part, in the current context and at the present situation of the UE-ACP relations;
- In the new Agreement, the mechanisms of disbursement and funds management should be reformulated and simplified to enable a more effective and timely application of those funds;
- The dissemination (internal and external) of the Agreement and activities developed in its scope should be reinforced, especially through its publication in IPAD's website, including all produced documents. IPAD's website should also include a link to the sites of the two institutions and should simultaneously comprise a wider dissemination of the activities put in place under this collaboration;
- If the provision of services is to be maintained, IPAD should identify and request specific studies, in due time, so that this possibility can be maximized;
- If the training/investigation aspect is to be maintained, IPAD should ensure that it takes advantage of that, by establishing a medium term plan of placement of its staff to Maastricht;
- The JA should establish a closer connection with IPAD, working with the staff of the institute and in its facilities on a regular basis;
- IPAD should provide that the documents produced in the framework of the four Agreements are available in the Documentation Centre, as it should ensure that pertinent information about the Agreements and their results is included in its website;
- The new Agreement should, in a realistic way, foresee the organization of seminars in Lisbon for IPAD's staff in the framework of the preparation of any strategic points of the Portuguese presidency agenda and/or organize more informal meetings in REPER at Brussels for preparation of Council meetings or other important discussions;
- The seminars should be reassessed in terms of periodicity and location, including more practical aspects, and defined on the basis of usefulness criteria, and opportunity of its potential results and conclusions;
- During seminars and conferences, an evaluation questionnaire should be used, to be filled and returned by the participants at the end.