



The European Union's "MED/2004/098-474" Project
for the MED Region

Service Contract for a Monitoring System of the
Implementation of Projects and
Programmes of External Co-operation Financed by the
European Community

Lot 5: Mediterranean (MED) Region

Synthesis Report for the EUMEDIS Programme

January 2008



This project is funded by
the European Union



A project implemented by
EPU Consortium
ICCS-NTUA (EPU) - MWH - HTSPE - TMS

TABLE OF CONTENTS

1. INTRODUCTION	1
2. PROGRAMME SYNOPSIS	2
2.1. BACKGROUND OF THE PROGRAMME	2
2.2. PROGRAMME INTERVENTION LOGIC	2
2.3. PROJECTS UNDER THE PROGRAMME	3
3. WORK PLAN 2007	9
3.1. MONITORING APPROACH OF THE MED MONITORING TEAM	9
3.2. INCORPORATION OF THE EUMEDIS PROGRAMMES IN THE WORKPLAN	9
3.3. PREPARATION OF MISSIONS	12
4. INSIGHTS OF THE PROGRAMME	14
4.1. PROGRAMME PERFORMANCE BY MONITORING CRITERIA	14
4.2. PROJECTS PERFORMANCE BY MONITORING CRITERIA AND PRIME ISSUES	14
4.3. PERFORMANCE OF PROJECTS OVER TIME	20
4.4. STRONG AND WEAK POINTS BY CRITERION IN 2007	20
4.5. ANALYSIS PER MED COUNTRY	21
4.6. ANALYSIS PER TYPE OF PARTNER	31
5. SPECIAL ISSUES	33
5.1. DECONCENTRATION	33
5.2. FOLLOW UP ON RECOMMENDATIONS	33
5.3. LOGICAL FRAMEWORK APPROACH	36
6. SUCCESS STORY	37
6.1. BACKGROUND	37
6.2. REASONS FOR SUCCESS	37
7. CONCLUSIONS AND RECOMMENDATIONS	38
7.1. OVERALL CONCLUSIONS ON THE EUMEDIS PROGRAMME, AS IMPLEMENTED	38
7.2. LESSONS LEARNT	39
7.3. RECOMMENDATIONS	39

ANNEXES

ANNEX I: Monitoring Reports produced

ANNEX II: Average score per criterion per project across the years

ANNEX III: EUMEDCONNECT: Analysis per visited partner

List of Tables

Table 1:	Projects under the EUMEDIS Programme	4
Table 2:	Portfolio of projects and monitoring plan of EUMEDIS projects in 2007	11
Table 3:	Monitored EUMEDIS projects in 2007	12
Table 4:	Overview of the monitoring activity for the EUMEDIS Programme in 2007	12
Table 5:	Average ratings per each main criterion (EUMEDIS)	14
Table 6:	Average ratings for main criteria and prime issues	15
Table 7:	Performance of projects over time	20
Table 8:	Strong and weak points per main criterion and sub-criterion	20
Table 9:	Situation of projects in the various MED countries	30
Table 10:	Type of Partners of EUMEDIS Projects	31

Executive Summary

The EUMEDIS Programme aimed at bridging the digital gap between the MED partners and the EU and its main expected result was to ensure harmonious development of the information and communication technologies across strategic sectors. It was addressed mostly to academic, research and other similar institutions.

The EC contribution for the implementation of the programme was € 61.2 million, allocated to 2 strands. Strand 1 with 12 focal points across the MED region and Strand 2 with 21 pilot projects in 5 distinct sectors (Health care, commerce, tourism, industry and education). There was also a horizontal project (EUMEDCONNECT) in order to implement direct Internet based broadband interconnection linking the existing European National Research and Education Networks (NRENs) with Mediterranean NRENs and a management support project (MDP) aiming at supporting the EC services in the implementation of the Programme ensuring the effective, complete and internal monitoring of the projects funded and the dissemination of the results amongst the MEDA partners.

The projects of Strand 1 started in 2000 and those of Strand 2 started in the period from July 2002 to July 2004. The EC responsibility for implementation of the EUMEDIS was transferred from DG-INFSO to AIDCO Headquarters and in 2005 to the EC Delegation in Cairo until the end of the projects.

The projects under the EUMEDIS programme have been regularly monitored since 2002. In 2007 most of the selected EUMEDIS projects (11 out of 12) had been completed and they were monitored in the frame of the ex-post ROM. All 12 projects selected for monitoring in 2007 amount € 38.4 million of EC external assistance, representing financially more than 50% of the whole programme. The monitoring of the projects was completed in 3 missions, in the period from 30/04/07 to 05/12/07. The cooperation with the responsible EC Delegation was very good, providing the MED M-Team with the green light for direct contacts and consultation with the project coordinators (and their partners), and the same is valid for the cooperation with the MDP, which provided useful information and the necessary documentation for all monitored projects. The ROM and ex-post ROM outcome can be summarised in the following points:

- **Performance:** Considering the pilot character of the EUMEDIS projects, overall, the Programme maintains a rather good performance. Among the five monitoring criteria the “Relevance and quality of project design” (with more weight to relevance) is the strongest point of the Programme, while “Sustainability” can be considered as the comparatively weaker point.
- **Logical Framework Approach:** The projects of the EUMEDIS Programme have been originally conceived before 2002 by DG-INFSO. At that time the break-down of the proposed activities in the proposals were based on the so-called workpackages. Since the transfer of the project to DG AIDCO, it was requested from the contractors to complete their proposals with a LFM based on the PCM guidelines. Due to the fact that most of the contractors who submitted proposals were not familiar with the PCM methodology, the result was not up to expectations.
- **Deconcentration:** The Programme was deconcentrated at a very critical moment for its sustainability without ensuring a communication platform for the Programme across the EC Delegations (except the EUMEDCONNECT project). The weight of the whole Programme (which involved 388 partners and more than 1370 deliverables) was shifted to one Delegation that had (a) to undertake the coordination and follow-up of the projects in each MED country and (b) provide technical assistance related to country-specific practical issues (e.g. customs problems etc). The MDP has helped significantly in this direction, trying effectively to ensure close and efficient follow-up, and supporting the Project Coordinators as well as the EC Delegation.
- **Success Story:** The project “Cancer GEMED Network” can be considered as a success story. The objective of the project was the creation of an EU-MED network which will cooperate in improving healthcare in genetic medicine and cancer prevention. The project was concluded successfully, having implemented all planned activities. There was good institutional set-up within the consortium and the project coordinator was in close collaboration with all partners. Courses are now implemented through the Remote Training Centers (RTCs) equipped and operating in all partner institutions. The project was considered as a model for replication by the Italian government for implementing their initiative of “Diplomacy of Health” aiming to transfer knowledge to the health sectors of developing economies

Overall ROM conclusions on the EUMEDIS Programme are as follows:

- The EUMEDIS initiative, through a series of pilot projects, managed to promote the advantages of Information and Communication Technologies (ICT) in a wide number of stakeholders. It brought together various partners, holding key roles in all 5 addressed sectors.
- The results were in general promising and the active involvement of relevant actors was quite high, even though continuation of project benefits beyond the projects' end is in most cases not sure.
- The overall picture of the EUMEDIS Programme at the level of analysis allowed by the ROM work seems above average, although sustainability is a major issue for over half of the projects. Most of the projects had been completed by 2006 and the projects' coordinators and partners have managed, despite the delays, to implement the foreseen activities.
- The cost for the implementation of the projects can be considered high, but this is partially justified from the high number of involved stakeholders, and by the pilot character of the operations. The EUMEDIS initiative can be considered as a significant investment of the EC in the direction of bridging the digital gap between Europe and the MED countries.

The experience gained through the monitoring of the EUMEDIS Programme has shown the following:

- Proper design: Participative approach for the project design and proper use of the PCM guidelines can facilitate the management and monitoring of the projects.
- Efficient management: Participating approach for the management of the projects leads to better results. Project partners have valuable knowledge to offer and they should not be merely countered as task-executing bodies.
- Ensured sustainability: In future similar initiatives, sustainability is one of the highest priorities to be considered, even at project design stage. Issues regarding sustainability of the project results and better ways on how to disseminate the results should be discussed among the Partners before the end of the projects. Extended visibility of the projects could help ensuring sustainability.

Following the analysis carried out in the frame of the current synthesis report, some of the recommendations presented for the consideration of the relevant EC Services are as follows:

- Projects should be requested to submit comprehensive LFM, detailed work break down, a short but complete list of deliverables, and a network diagram illustrating the relations between tasks and respective deadlines outlining the critical path of the project.
- The period between elaboration of ToR for tendering and contract awarding should be kept as short as possible. For domains like Information Society Technologies, a proposal which is implemented 2 or 3 years after its initial conception could result in obsolete outcomes.
- The number of partners in a consortium should not be a precondition to award a contract. In the EUMEDIS Programme it was observed in several cases that wrong selection of partners took place, without extensive talks and agreements for the implementation of the projects.
- Well organised inception workshops with the participation of all core parties and key partners should be foreseen and implemented by the Project Coordinators.
- Predefined templates with analytical guidelines should be provided to the projects in order to improve the quality of reporting. In their technical reports, progress should be clearly specified and assessed against the detailed plan of activities prepared by the project. Furthermore, proper guidelines should be prepared (probably by a support team such as the MDP or RMSU), covering key project issues, especially the ones hiding administrative difficulties, as indicated above.
- The use of Arabic is very important to disseminate the messages to MED local authorities and local communities. At least the projects' technical reports should have an executive summary in Arabic, while key deliverables should be translated into Arabic
- Closer coordination among similar projects on a Programme-wide level is needed, in order to exchange experiences, secure complementarity, enhance networking and avoid overlapping or duplication of effort. This could be achieved by taking advantage of the regional ROM Team which can identify similarities and propose clustering approaches.
- Project Coordinators as well as project partners should always receive a summary of the monitoring report (if not the full-fledged report).

- It is better to avoid, to the possible extent, multiple changes in the EC management of the contracts. It is obvious that the plethora of projects, as well as the various EC internal procedures (e.g. rotation) render the implementation of such recommendation quite complicated, however keeping the same Task Manager would ensure less transaction costs, continuous follow-up, higher visibility and better institutional memory concerning the implementation of the EC external assistance projects.

1. INTRODUCTION

In its Technical Proposal, the MED Monitoring Contractor proposed to elaborate and submit to the EC Synthesis Reports on the main Regional Programmes. The role of these Synthesis Reports is to present briefly the intervention logic of the Programme by providing a concise programme synopsis, the implemented workplan, the insights of the programme focusing on the ROM¹ results and their analysis, focus on special issues like deconcentration, follow-up of ROM recommendation and application of the LFA, provide an example of success and finally present the overall conclusions and recommendations. Experience from the past had shown that the Synthesis Reports, due to their concise and consolidated content, were very welcome by the EC Services.

This is the first Synthesis Report on a Programme in which the majority of existing projects have been completed. The methodology used for the monitoring of completed projects is still in a testing phase. The conception of this approach is dated in November 2005, while in 2006 the experimental testing phase of the so-called ex-post ROM² had been launched, using the ROM tools for ongoing projects (mainly the BCS³). Ex-post ROM is the adaptation of the known ROM monitoring system for completed projects⁴. It aims at gathering information on the performance of projects with a focus on their real impact and sustainability, while giving a better understanding of relevance, efficiency and effectiveness as explicative causes of a project's success or failure.

The reason for which the ex-post ROM methodology was built on the same framework as ROM for ongoing projects is to keep consistency with the monitoring outputs (and particularly the BCS) on the projects' progress and performance during their implementation. In addition to information on the performance of the projects after closure, the benefits from this new tool cover also lessons learned.

In 2006, in the frame of the external monitoring of external assistance projects, 190 closed projects were visited across all regions through visits to 80 countries (20 projects in the MED region). On the basis of these reports and other relevant surveys it was assessed to what extent the conclusions of the ROM outputs on ongoing projects concerning relevance and quality of design, efficiency and effectiveness are confirmed through the ex-post ROM and reflect notably the real impact and sustainability as realised after the end of EC support and recorded in the ex-post Monitoring Reports. Furthermore, based on the analysis, a new BCS was developed in 2007 which was thoroughly tested in the MED region through the monitoring of 46 completed projects.

For the majority of the monitored projects of the EUMEDIS Programme, the methodology applied in 2007 is the ex-post ROM. In total, 12 projects from the EUMEDIS Programme were monitored and 11 of them had been completed by the date of the ROM visit. The EUMEDIS projects represent 24% of all completed projects selected to be monitored in the MED region in 2007.

All ROM visits to the projects of the EUMEDIS Programme had been concluded by 5 December 2007. In consultation with AIDCO/A2, AIDCO/A3 and the EC Delegation in Cairo (during the debriefing of the first group of the monitoring visits on June 5, 2007) the MED Monitoring Team elaborated the present Synthesis Report on the EUMEDIS Programme, based on the monitoring outputs of the visited projects.

¹ Results-Oriented Monitoring (ROM)

² The new system is called ex-post ROM (ex-post Result-Oriented Measurement). The main purpose for EuropeAid management of ex-post ROM under the ROM system is to have more solid information on the impact and the sustainability of the development interventions. Regular ROM during the lifetime of a project can only give an estimate with regard to the 'impact prospects' and the 'potential sustainability'. The year 2006 has been selected to test the ROM methodology and tools and provide the necessary feedback concerning appropriate adjustments for the application of the ex-post ROM. Based on the findings of all five regions (MED, Tacis, ACP, Asia and Latin America) as well as on the feedback by the EC Delegations, the AIDCO/03 finalised a consolidated method with adapted monitoring tools, which was applied in 2007.

³ The Background Conclusions Sheet (BCS) has the form of a structured questionnaire which is primarily designed to maintain consistency and uniformity across the ROM regions. It also performs another important function: in the event the monitor's judgement is questioned, or more information is required, the BCS can support and explain the conclusions and narrative text in the MR.

⁴ A project is considered technically closed when there are no longer activities undertaken with EC financing. Projects which were one year after closure administratively or financially not yet closed could however only be subject of an ex-post visit under ROM if such would not create any problem and/or unfounded expectation.

2. PROGRAMME SYNOPSIS

2.1. Background of the Programme

In the Barcelona Declaration, adopted on 28 November 1995 by the EU and the Mediterranean countries, it was agreed in the chapter of “Economic & financial partnership: Creating an area of shared prosperity” to promote mechanisms to foster transfers of technology (in the frame of ‘Free-trade Area’) and to develop the information technologies (in the frame of ‘Economic cooperation and concerted action’). Furthermore, in the chapter “Partnership in social, cultural and Human affairs: Developing human resources, promoting understanding between cultures & exchanges between civil societies”, the participants recognised that the traditions of culture and civilization throughout the Mediterranean region, dialogue between these cultures and exchanges at human, scientific and technological level are essential factors in bringing their peoples closer, promoting understanding between them and improving their perception of each other.

On 22 February 1999, the EC approved a regional MEDA initiative for the development of the:

Euro-MEDiterranean Information Society (EUMEDIS),

specifically designed to reduce the region’s informational and technological gap vis-à-vis the neighbouring countries. EUMEDIS is the largest regional programme ever undertaken by the EC in the development of the global information society and aimed at developing regional applications with user communities in the largest number of Mediterranean Partners. The Programme is complementary to the first and second phase of a regional telecommunications regulatory framework project “New Approaches to Telecom Policy” launched around the same time.

The development of Information and Communication Technologies (ICT) is necessary for a competitive economy in any modern society. The EUMEDIS initiative, launched with a total budget of € 65 million, as a pilot demonstration of the concrete advantages which ICT can offer in 5 sectors of the Euro-Mediterranean partnership:

- **Education** (Information and communication technologies applied to Education)
- **Commerce** (Electronic Commerce and Economic Cooperation)
- **Health** (Health Care)
- **Tourism** (Multimedia Access to Cultural Heritage and Tourism)
- **Industry** (Information and communication technologies applied in industry and innovation)

The call for proposals for the EUMEDIS initiative was published in the Official Journal on 25 May 2000 and closed on 22 January 2001. Over 160 proposals were received, of which 45 were addressed to education and the rest were evenly split across the other sectors. Over 24 countries participated in the call for proposals, including all 12 (at that time) Mediterranean Partner countries. Further to the awarded 12 Focal Points and the infrastructure project EUMEDCONNECT, 21 Pilot Projects have been approved during the next years (2001-2004). An additional contract was signed in 2003 for the Monitoring and Dissemination of the EUMEDIS projects results (MDP).

2.2. Programme Intervention Logic

The overall objectives of the EUMEDIS programme are:

- The acceleration of the overall economic development rate through the modernisation of the most strategic sectors and the most active layers of the Mediterranean societies.
- The reinforcement of the tools and the methodologies that support mutual comprehension and understanding of the numerous cultures and beliefs that compose the Euro-Mediterranean richness and diversity.
- The overall improvement of the quality of life as a direct consequence of the large scale deployment of regional information society initiatives in various sectors of the Euro-Mediterranean social life.
- The primary targets of the EUMEDIS initiative are hospitals and other medical research institutes; chambers of commerce and industrial federations; universities, research and professional institutions; public and private research centres; museums (including NGO’s

promoting cultural heritage); those players involved in the promotion of tourism in the region. The secondary targets are other organisations and the public at large who will benefit from the services provided by the above mentioned national bodies and institutions.

The results expected from the EUMEDIS programme are:

1. Harmonious development of the information and communication technologies across the strategic sectors of the Mediterranean Partners.
2. The telecommunication resources of the Mediterranean academic institutions upgraded and modernised.
3. New software applications provided and public services modernised.
4. New cooperative work methodologies for a large number of Euro-Mediterranean “network supported” communities implemented.
5. Electronic cooperation platforms conducive to the sharing of intellectual resources created.
6. New professional competencies, new curricula, new content edited Mediterranean multimedia.

The EUMEDIS programme is composed of two Strands:

Strand One

Strand one aims at providing the basic resources needed for the development of the Euro-Mediterranean Information Society. There are two main actions in Strand One, namely:

Focal Points

Contracts have been signed with EUMEDIS **Focal Points** in each of the Mediterranean Partner countries (12 Focal Points). During the implementation of the Pilot Projects (see Strand Two) the Focal Points should participate in the collection and the dissemination of results, maintain relations with the media and organise awareness raising activities.

EUMEDCONNECT

This action envisages to fund the implementation of a direct Internet based broadband interconnection linking the existing European National Research and Education Networks (NRENs) with Mediterranean NRENs.

Strand Two

Strand two funds the Information Society Pilot Projects in five sectors. There was the provision to have a maximum of 24 pilot projects receiving a total funding of approximately € 49 million from the EC. Each consortium responsible for the pilot project would be led by a European coordinator and could have several EU and/or Mediterranean organisations participating as partners.

The final breakdown of projects per sector is the following:

1. Health care (5 projects)
2. Commerce (2 projects)
3. Tourism (4 projects).
4. Industry (5 projects).
5. Education (5 projects).

2.3. Projects under the Programme

A table recapitulating all the Projects of the Programme is presented overleaf:

Table 1: Projects under the EUMEDIS Programme

Table 1: Projects under the EUMEDIS Programme														
N	CRIS	Project Title	Coordinator	End date	EC Budget	Monitoring History						Partner Countries	Short description	Mgmt
						'02	'03	'04	'05	'06	'07			
Focal Points														
1	60392	EUMEDIS: Information Society Focal Point Project for the Palestinian Authority	MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION	24/04/2003	166.426							PS	The objective of the I.S.F.P. is that action has to be taken in order to avoid the risk of initiating only very fragmented actions which will not create the required synergies in the networking of existing key players in IST. To achieve the aforementioned objective an Information Society Action Plan will be implemented based on three core activities: <u>Brokerage Function</u> • Promotion and support of the development of a national IS strategy • Harmonize coordinate the national initiatives Develop the networking of key players <u>Analytical Function</u> • Monitor IS development nationally (create map of actors, available infrastructures, regulatory background, initiatives) in coordination with the ESIS II team (European Survey of Information Society projects and actions) • Monitor IS developments regionally using the network of national ISPO <u>EUMEDIS related function</u> • Monitor IS development nationally/regionally with the view to interlinking actors and supporting national proposals for the EUMEDIS call for proposals	AIDCO
2	60393	EUMEDIS: Information Society Focal Point Project for Morocco	Secretariat du Premier Ministre, Chargé de la Poste et des Technologies de l'Information	18/07/2003	183.100							MA		AIDCO
3	60394	EUMEDIS: Information Society Focal Point Project for Egypt	Ministry of Communication and Information Technology (MCIT)	05/06/2003	200.000		√					EG		AIDCO
4	60395	EUMEDIS: Information Society Focal Point Project for Malta	Ministry of Transport and Communications	28/06/2003	139.336		√					MT		AIDCO
5	60396	EUMEDIS: Information Society Focal Point Project for Jordan	National Information Centre (NIC)	16/04/2003	171.500		√					JO		AIDCO
6	60397	EUMEDIS: Information Society Focal Point Project for Israel	MATIMOP	17/05/2003	173.132							IL		AIDCO
7	60398	EUMEDIS: Information Society Focal Point Project for Cyprus	Research Promotion Foundation, Cyprus	06/01/2003	160.010		√					CY		AIDCO
8	60399	EUMEDIS: Information Society Focal Point Project for Turkey	TUBITAK ODTU BILTEN	07/08/2003	93.746							TK		AIDCO
9	60400	EUMEDIS: Information Society Focal Point Project for Tunisia	Secretariat d'Etat a la Recherche Scientifique et a la Technologie (SERST)	05/07/2003	171.068		√					TN		AIDCO
10	60401	EUMEDIS: Information Society Focal Point Project for Algeria	Centre de Recherche en Information Scientifique et Technique (CERIST)	26/06/2003	161.061		√					DZ		AIDCO
11	60402	EUMEDIS: Information Society Focal Point Project for Syria	Syrian Computer Society (SCS)	13/09/2003	211.542		√					SY		AIDCO
12	60403	EUMEDIS: Information Society Focal Point Project for Lebanon	Ministry of Economy and Trade	21/08/2003	178.505		√					LB		AIDCO

N	CRIS	Project Title	Coordinator	End date	EC Budget	Monitoring History						Partner Countries	Short description	Mgmt
						'02	'03	'04	'05	'06	'07			
Horizontal Projects														
1	60462	EUMEDIS: EUMEDCONNECT	DANTE	12/06/2002	156.000	√						UK	Conduct planning studies for technical, commercial & organisational groundwork aiming to establish the Internet-based interconnection for National Research and Education Networks (NRENs) among the MED countries as well as with the European Research and Education (R&E) network GÉANT2.	EC Del
2	60489	EUMEDIS: EUMEDCONNECT Phase 2	DANTE	14/07/2007	9.804.965		√	√	√		√	UK FR IT GR DZ EG IL JO MA PS SY TN TR	Provide international connectivity and expertise to establish research and education networking in the Mediter-ranean (MED) region on an enduring basis to support the development of the Information Society in the region.	EC Del
3	65448	EUMEDIS: Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP)	KANTOR Management Consultant S.A.	31/01/2007	3.137.155			√			√	GR BE DK	Support EC services in implementation of the EUMEDIS initiative, ensuring the effective, complete and impartial internal monitoring of the projects funded and the dissemination of the results amongst the MEDA partners, stakeholders and general public.	EC Del
Pilot Projects														
1	60471	EUMEDIS: BurNet	Mediterranean Council for Burns and Fire Disasters	30/06/2005	1.650.000		√	√				IT DZ CY EG FR GR IL JO LB MT MA ES SY TN TR	Improve considerably the care and emergency capabilities of health-care and other personnel in each of the countries involved in the project and stimulate the growth of social awareness in the field of fire prevention and first aid.	EC Del
2	60479	EUMEDIS: CANCER GEMED NETWORK	European Genetics Foundation (EGF)	10/07/2005	1.040.000		√	√			√	IT MA DZ TN EG LB IL	Facilitate the development of genetic centres of excellence in MED countries and support their economic development through the most rational utilisation of their final resources allocated to Health care systems. The case of thalassemia is quite instructive in this context.	EC Del
3	60477	EUMEDIS: EMISPHER	OP 2000/Charite Hospital	01/09/2004	1.774.327		√	√				DE BE FR GR IT DZ CY EG MA TN TR	Improve qualitatively the health care system of the Euro-Med countries by interconnecting them through an inte-grated Internet-satellite network for the supply of telemedicine services.	EC Del

N	CRIS	Project Title	Coordinator	End date	EC Budget	Monitoring History						Partner Countries	Short description	Mgmt
						'02	'03	'04	'05	'06	'07			
4	60474	EUMEDIS: EMPHIS	Fondation Merieux	28/02/2006	2.679.434		√	√			√	FR MA DZ TN EG LB JO	Better monitoring of preventable diseases by enhancing exchange and dissemination of relevant data and experiences at regional level through the use of ICT to improve communication and networking	EC Del
5	60488	EUMEDIS: PARTICipative Approach to Disease Global MAnagement-PARADIGMA	Ospedale Maggiore di Milano (IRCCS)	31/12/2005	1.849.428		√			√		IT DZ AT EG DE LB NL PT SY TR	Deploy an Internet based network and a set of working services aimed to support Global Management of major Diseases, by enabling scientific resources and findings share.	EC Del
6	60487	EUMEDIS: EMED TDS.COM	Euro-Med Trade Distribution and Services, Rome	04/07/2005	1.670.498		√	√			√	IT MA, DZ, TN, EG, JO, SY, IL	Establish a general Technical Platform that will enable the formation of a pilot e-Market network interconnecting all project partners (15 Chambers of Commerce), enabling their members (local SMEs) to engage in electronic trading on a local, international and global scale.	EC Del
7	60463	EUMEDIS: MEDChartNET	International Maritime Organisation IMO-IMA	28/02/2005	3.894.643	√	√	√			√	IT CY MT MA DZ TN EG SY PL IL	Marketing of Official Electronic Navigation Cartography (ENC) to the advantage of the international maritime community.	EC Del
8	60468	EUMEDIS: DAEDALUS	Istituto per le Technologie Informatiche Multimediali (CNR-ITIM)	31/05/2005	2.008.294	√	√	√			√	IT CY TN JO IL	Creation of a Mediterranean cultural tourism framework.	EC Del
9	60464	EUMEDIS: MEDINA	IMED - Istituto per il Mediterraneo	01/06/2006	2.231.544	√	√	√				IT DZ AT BE CY FR GR JO LB MT MA PS SY TN	Creation of a state-of-the-art technical, methodological, organisational and economic infrastructure to support the development of culture-related tourism within and across several Mediterranean countries.	EC Del
10	60466	EUMEDIS: Networked Journeys - Tourist Itineraries following the ancient trade Routes of the Mediterranean: Trade & Culture a bridge between civilisations	TECLA - Associazione per la cooperazione transregionale locale ed europea	01/06/2006	1.000.028	√	√	√				IT GR TR MA MT EG	Encourage cooperation between archaeological areas along the ancient trade routes of the Mediterranean, create integrated tourist routes and stimulate art and craft enterprises specialized in the archaeological sector towards an increase in the quality of production.	EC Del
11	60467	EUMEDIS: STRABON	Maison des Sciences de l' Homme (MSH)	01/06/2006	2.964.000	√	√	√			√	FR MA DZ TN EG LB JO SY PS	Provide the Mediterranean region with a coherent set of on-line, multimedia, multilingual information, utilisable in Arab and accessible to everybody, on the cultural heritage and the tourism of each country, as well as to offer, through a	EC Del

N	CRIS	Project Title	Coordinator	End date	EC Budget	Monitoring History						Partner Countries	Short description	Mgmt
						'02	'03	'04	'05	'06	'07			
													common "portal", public information, specific services and innovative working tools addressing the professionals of culture and tourism.	
12	60472	EUMEDIS: E-MED TEX-NET Cluster for the Development of a Euro-Mediterranean Partnership Network in the Textile Clothing Sector	Chambre de Commerce et d'Industrie de Paris	29/05/2004	1.239.617		√	√				FR GR DE MA DZ CY EG JO SY TN	Promote existing and build new human networks of excellence for key players directly associated to the Textile industries. Support the co-operation among the textile industries across the Mediterranean Region, using Internet technologies.	EC Del
13	60469	EUMEDIS: ICT Solutions in the Mediterranean SMEs	Cirem Foundation	31/03/2006	1.899.930		√	√			√	ES MA DZ TN LB JO SY	Contribute to SME development in Mediterranean countries by providing IT solutions enabling enterprises to improve their internal work procedures, management of knowledge, and transfer of innovations, production and commerce.	EC Del
14	60481	EUMEDIS: MEDITERRANEAN PROJECT FOR INNOVATION DEVELOPMENT	Sviluppo Italia S.p.A.	16/03/2005	1.825.469		√	√				IT CY EG LB MT MA PS TN UK	Set up a network of Centres of Excellence in MEDA Countries based on the common use of an operational model addressed to the creation and the development of innovative enterprises.	EC Del
15	60470	EUMEDIS: Mouvement Euro-Méditerranéen pour le Management et la Qualité dans les Petites Entreprises et les Entreprises Artisanales	Assemblée Permanente des Chambres de Métiers (APCM)	01/09/2004	1.679.892		√	√				FR DE BE IT DZ EG IL JO LB MT PS SY TN TR	The project associates higher education and professional training institutes as well as public and private structures of European and Mediterranean SMEs and craft industries in the involved countries. It aims to impel to the above structures a durable and autonomous movement for Management and Quality, by adopting of a common approach, training of first trainers, and optimising the use of Information Society Tools.	EC Del
16	60465	EUMEDIS: SMITE	Department of Chemical Engineering, NTUA	31/03/2005	1.298.398		√	√				GR CY DK EG JO LB MT PS SY TN TR	Creation of a unique Mediterranean information node for supporting SMEs in their environmental business	EC Del
17	60482	EUMEDIS: AVICENNA	UNESCO	31/10/2005	3.697.102		√	√			√	FR MA DZ TN EG LB JO SY PS	Create a European and Mediterranean know-how training and exchange structure using ICT tools for higher education.	EC Del
18	60473	EUMEDIS: MEDFORIST	TIME Center, Graduate School of Business, Groupe ESC Grenoble	01/06/2005	2.249.635		√	√				FR FI UK GR MA LB DZ CY EG	Implement a Euro-Med network for sharing pedagogic resources in e-business aiming to answer to the growing	EC Del

N	CRIS	Project Title	Coordinator	End date	EC Budget	Monitoring History						Partner Countries	Short description	Mgmt
						'02	'03	'04	'05	'06	'07			
			(ESCG/TIME)									JO MT PS SY YN TR	needs of Mediterranean countries in skills for managing e-business projects and their effects on economic, educative, cultural and social organisations.	
19	60480	EUMEDIS: Mediterranean Network for Unified Distance Learning (MED NET'U)	NETTUNO	30/06/2006	4.110.012		√	√			√	IT MA TN EG LB JO SY	Consolidate a self-sustainable Open Distance Learning Network composed of different Euro-Med Universities and continuous Vocational Training Institutes, administrative and institutional bodies	EC Del
20	60478	EUMEDIS: ODISEAME	CEDETEL	30/06/2006	2.179.743		√	√			√	ES DZ MA JO MT	Elaborate hypermedia contents for higher education. To use these contents in tele-learning experiences. To establish a human network of students and teachers that facilitates the relations between the regions and communities taking part into the project.	EC Del
21	85243	EUMEDIS: MVU - Mediterranean Virtual University	University of Strathclyde	15/11/2006	3.193.652							UK CY DK EG JO LB MT PS SY TR	Develop and deliver high quality, online modules which meet the requirements of industry and individuals. To build a lasting international educational network where academic and technical expertise in e-learning can be exchanged between partners in Europe and the MED region.	EC Del

3. WORK PLAN 2007

3.1. Monitoring approach of the MED Monitoring Team

The portfolio of EC-funded Projects in the Mediterranean Region consists of various types of projects which mainly differentiate due to their:

- Design,
- Geographical location,
- Size and complexity,
- Central or deconcentrated management.

There are two main types of projects, to which all MED projects can be grouped: (a) National (bilateral), (b) Regional.

The EUMEDIS Programme consists of regional projects grouped under 5 general sectors addressing a group of countries through specific interventions. The responsibility for their implementation is usually with the Project Coordinator, i.e. the leader of the implementing consortium who is based in Europe, while the EC DG INFSO and later the EC AIDCO were the EC Service responsible for their management. Early in 2005, the deconcentration of the Regional Programmes began and in February 2005 the management of the EUMEDIS Programme was assigned to the EC Delegation in Egypt.

The MED ROM Team, based on its experience gained in the previous period of ROM implementation in the MED Region (2002-2006), has classified (with the approval of the AIDCO/A2, AIDCO/A3) the Regional Projects into three main categories with the characteristics summarised in the flowing table:

Code	Characteristics	Example	Monitoring approach
A	There are strong components in the MED countries and/or projects addressing a small number of MED countries	<i>The 12 focal points of the EUMEDIS Programme</i>	Monitoring in the MED country where the big bulk of activity is implemented and/or the Project Coordinator is based
B	The main bulk of activity of which is implemented in one country (usually in Europe) by their EU leading partner, while there are some activities in the MED	<i>The 21 pilot projects of the EUMEDIS Programme</i>	The Projects' Coordinators are visited first and, depending on the findings of these visits and on the needs of the Task Managers, a plan of sample visits to high priority partners and countries is set, which helps among other to identify best practices and problem issues. The number and locations (countries) of the sample visits is subject to the limits of the M-Project's budget. In case of ex-post ROM the maximum possible number of partners is visited.
C	The implementation takes place in Europe to produce results concerning the MED Region	<i>the Regional Management and Support Unit (RMSU) or as it was most commonly known: the EUMEDIS MDP Project</i>	Visits to the Project' Coordinator in Europe.

The monitoring of each Regional programme is assigned to a team of monitors with complementary relevant skills and experience. The Regional Support Network Experts and the National Monitors of the ROM Team complement the selected team of monitors in the visits to the MED countries. Finally, the Leading Monitor of the Programme is responsible for the elaboration of the Synthesis Report and works in close cooperation with the other involved monitors. In 2007, four monitors were assigned the ex-post monitoring of the EUMEDIS Programme.

3.2. Incorporation of the EUMEDIS Programmes in the Workplan

The definition of the M-Portfolio started with the reception of the list of projects to be monitored in March 2007, prepared by AIDCO/A2 in coordination with the EC Delegations in MED Countries and with AIDCO/A3 for (non de-concentrated) regional programmes. The portfolio was studied by the MED

M-Team so as to ensure the monitorability of the projects versus the three main monitorability criteria. Based on this, the M-Team prepared a proposed Workplan for 2007, which was adjusted and consolidated through continuous coordination and consultation with the concerned AIDCO Units (A2 and A3) and with the EC Delegation in Cairo.

The following parameters were taken into consideration for the monitoring of the projects under the EUMEDIS Programme:

- The 12 Focal Points had been monitored in the past and given their low budget, their end date (4 years ago) as well as their ad-hoc character of intervention (the proper initialisation of the EUMEDIS Pilot Projects) have not been selected by AIDCO to be monitored.
- The EUMEDCONNECT Phase 1 ended in 2002 and given that EUMEDCONNECT Phase 2 is still ongoing, the latter was selected as a monitorable project.
- The project PARTicipative Approach to Disease Global Management-PARADIGMA was monitored in 2006 in the frame of ex-post ROM, so it was not selected in 2007.
- Ten pilot projects have not been selected by the EC services to be included in the ex-post ROM exercise of 2007:
 - BurNet
 - EMISPHER
 - MEDINA
 - Networked Journeys - Tourist Itineraries following the ancient trade Routes of the Mediterranean: Trade & Culture a bridge between civilisations
 - E-MED TEX-NET Cluster for the Development of a Euro-Mediterranean Partnership Network in the Textile Clothing Sector
 - MEDITERRANEAN PROJECT FOR INNOVATION DEVELOPMENT
 - Mouvement Euro-Méditerranéen pour le Management et la Qualité dans les Petites Entreprises et les Entreprises Artisanales
 - SMITE
 - MEDFORIST
 - MVU - Mediterranean Virtual University

This process resulted in the following 12 projects to be monitored in 2007:

- EUMEDCONNECT Phase 2
- Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP)
- CANCER GEMED NETWORK
- EMPHIS
- EMED TDS.COM
- MEDChartNET
- DAEDALUS
- STRABON
- ICT Solutions in the Mediterranean SMEs
- AVICENNA
- Mediterranean Network for Unified Distance Learning (MED NET'U)
- ODISEAME

The above process resulted in the following plan of operations for the monitoring of EUMEDIS projects in 2007:

Table 2: Portfolio of projects and monitoring plan of EUMEDIS projects in 2007

Table 2: Portfolio of projects and monitoring plan of EUMEDIS projects in 2007																											
#	CRIS Contract	Title	Mission	BE	DE	CY	ES	FR	GR	IT	MT	DK	PT	UK	DZ	EG	IL	JO	LB	MA	PS	SY	TN	TK	Partner Countries	Visited	Coverage
1	60489	EUMEDCONNECT Phase 2	1			x	x	√	x	x	√			√	√	√	√	√		√	√	√	x	x	16	10	63%
2	65448	MDP	1	√																					1	1	100%
3	60479	CANCER GEMED NETWORK	3							√					x	√	√		√	√			√		7	6	86%
4	60474	EMPHIS	2					√							√	x		√	x	√			√		7	5	71%
5	60487	EMED-TDS.COM	1				x	x	x	√	x		x		√	√	√	√		√	√	√	x	x	15	8	53%
6	60463	MEDChartNET	3			√				√	√				x	x	√			√	x	√	x		10	6	60%
7	60468	DAEDALUS	3			√				√							√	√					√		5	5	100%
8	60467	STRABON	2					√							√	√		√	√	√	√	√	√		9	9	100%
9	60469	ICT SOLUTIONS MED SMEs	1			x	√					x			√			√	√	√		√	√	x	10	7	70%
10	60482	AVICENNA	2					√							√	x		√	x	√	x	x	√		9	5	56%
11	60480	MED NET'U	1					x	x	√					x	√		√	√	√		√	√	x	11	7	64%
12	60478	ODISEAME	1			x	√				√				√			√		√	x			x	9	5	56%
					x	x	√				√				√			√		√	x			x			
																								Average coverage:		73%	

√: Existing and visited partner, x: Existing partner

The main data of the Monitoring Missions in the frame of which EUMEDIS projects have been monitored in 2007 are presented in the following two Tables:

Table 3: Monitored EUMEDIS projects in 2007

N°	Mission code	Period	Projects monitored	Monitoring Reports produced
1	ME2	30 April 05 June	<ul style="list-style-type: none"> EUMEDCONNECT Phase 2 Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP) EMED TDS.COM ICT Solutions in the Mediterranean SMEs Mediterranean Network for Unified Distance Learning (MED NET*U) ODISEAME 	6
2	ME4	16 September 22 October	<ul style="list-style-type: none"> EMPHIS STRABON AVICENNA 	3
3	ME5	5 November 5 December	<ul style="list-style-type: none"> CANCER GEMED NETWORK MEDChartNET DAEDALUS 	3

Table 4: Overview of the monitoring activity for the EUMEDIS Programme in 2007

Statistics of the EUMEDIS Monitoring Activity from 30/04/07 to 05/12/07			
N° of projects monitored	12	N° of project visits	73
N° of specified sectors covered (at the level of CRS code)	7	N° of monitoring reports	12
N° of missions undertaken	3	Million € covered (All projects monitored)	38,4
N° of Countries visited	17	Average size of Project monitored (mio €)	3,2

3.3. Preparation of Missions

The preparation of the missions was carried out based on the experience gained in the previous years and especially in 2006, during the first experimental phase of the ex-post ROM. The key element for the successful preparation is the smooth cooperation with all involved actors.

Cooperation with AIDCO

As mentioned in Section 3.2 above, the workplan for 2007 was adjusted and consolidated through coordination and consultation with the AIDCO/A2, responsible for the MED ROM Project and the AIDCO/A3, responsible for Regional Programmes and Projects:

1. On the level of AIDCO/A2, regular meetings were held to update the Work plan and to prepare the Monitoring Missions.
2. On the level of AIDCO/A3, working contacts and consultation concerned fine tuning of the "Regional Projects" component of the Work plan and preparation and organisation of all planned monitoring missions.

Cooperation with the EC Delegation

In early 2007, an Introductory Note was sent by AIDCO/A2 to all concerned EC Delegations in MED Countries, presenting to them the portfolio of projects for 2007. Based on this Note, the M-Project established its first working contact with the AIDCO/A3 and the EC Delegation in Egypt on 23 March 2007, proposing dates and tentative contents for the monitoring missions for the EUMEDIS Programme. Given that the management of the EUMEDIS Programme had been deconcentrated to the EC Delegation in Egypt since February 2005, the MED ROM Team worked more closely with the

EC Delegation for the organisation of the missions. The cooperation has been efficient and all proposed missions (to the EUMEDIS project coordinators and to the components of some projects in some other MED countries) have been fine-tuned during the organisation of each one of the 3 missions. Following the provision of the green light by the EC Delegation, direct contacts and consultation of the MED ROM Team with the projects' coordinators (and their partners) for all projects were initiated, as well as the EUMEDIS MDP in order to collect the necessary documentation and prepare all the technical and logistical aspects of the missions.

Preparation and organisation of the Monitoring Visits

The timing of the monitoring missions was set and agreed in April 2007, in cooperation with the AIDCO and the EC Delegations.

After the assignment of the projects to the relevant monitors, respecting the criteria of availability, sectoral background and previous re-monitoring experience of the EUMEDIS Programme, the monitoring teams for each mission were formed.

The MED ROM Team expanded the documentation already available from the previous ROM implementation period (2002-2006), with documentation received from the projects (ensuring all final reports for the completed projects) and in particular the MDP. All collected documentation was forwarded to the involved monitors, early in advance of the planned M-Visits' dates. No particular problems arose during this procedure.

The organisation of the meetings, as well as the compilation of the monitors' schedules, consumed considerable time especially for the completed EUMEDIS projects. The MED ROM Team had to encounter several issues (non availability of stakeholders due to absence of contractual commitment, entities no longer existing, retired beneficiaries, faded away key persons etc.), however in most of the cases the results were more than satisfying mainly due to the large number of stakeholders involved in the EUMEDIS Programme and their good will for cooperation.

Briefing and debriefing meetings with the EC Delegation in Cairo were organised, as appropriate. Furthermore, the Deputy Team Leader participated in the first debriefing presenting the whole set-up for the monitoring of the EUMEDIS Programme in 2007, as well the first findings from the monitoring of the 6 first projects. Moreover, one of the Leading Monitors participated in two debriefing meetings in November and December 2007 presenting the findings of the ex-post monitoring of the last 6 projects.

4. INSIGHTS OF THE PROGRAMME

4.1. Programme performance

The following table presents the average performance of the EUMEDIS projects monitored in 2007. The performance of the projects is calculated as the average of the five monitoring criteria (Relevance and quality of project design, Efficiency of implementation during the project's lifetime, Effectiveness during the lifetime of the project, Impact to date, Sustainability to date). For the calculation of the average the grades a, b, c, d have been replaced by scores 4, 3, 2, 1 respectively.

Table 5: Average ratings per each main criterion (EUMEDIS)

Criterion	Average rating	Number of Projects	Number of M-Reports
Quality of project design	2.93	12	12
Efficiency	2.82	12	12
Effectiveness	2.78	12	12
Impact	2.87	12	12
Sustainability	2.71	12	12
AVERAGE	2.82	12	12

As presented in the above table, the EUMEDIS Programme performed relatively well (average performance at programme level is 2.82/4,00).

Among the projects monitored in 2007, the following are considered as successes (projects with ratings "a" and/or "b" for all criteria):

- EUMEDIS: Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP)
- MEDChartNet
- Cancer GEMED Network
- EUMEDIS: ODISEAME

On the other hand the following project is considered as the least successful one, currently being at a critical stage (two or more "d" ratings):

- EUMEDIS: DAEDALUS

4.2. Projects performance by monitoring criteria and prime issues

From the five monitoring criteria, "Sustainability" can be considered as the weaker point, though still with relatively good performance. The "Relevance and quality of project design" (with more weight to relevance) is the strongest point of the EUMEDIS Programme.

The table below presents analytically the scores per criterion and sub-criterion (prime issue) as they are addressed in the Background Conclusion Sheet corresponding to the project's coordinator.

Table 6: Average ratings for main criteria and prime issues

Code	Criterion	Projects												Average
		EUMEDCON ECT	MDP	CANCER GEMED	EMPHIS	EMED TD.COM	MEDChartNET	DAEDALUS	STRABON	ICT Solutions	AVICENNA	MED NET'U	ODISEAME	
M1	Quality of project design	3,00	3,00	3,70	3,00	2,60	3,70	2,00	3,00	2,60	3,00	2,60	3,00	2,93
M11	Actual Relevance	3,00	3,00	3,00	3,00	4,00	3,00	2,00	3,00	4,00	3,00	4,00	3,00	3,17
M12	Feasibility & flexibility	3,00	3,00	4,00	3,00	2,00	4,00	2,00	3,00	2,00	3,00	2,00	3,00	2,83
M2	Efficiency	3,20	3,00	3,00	3,00	2,40	3,00	2,00	3,00	2,80	3,00	2,40	3,00	2,82
M21	Input availability	3,00	3,00	3,00	3,00	3,00	3,00	2,00	3,00	3,00	3,00	2,00	3,00	2,83
M22	Activity timeliness	3,00	3,00	3,00	3,00	2,00	3,00	2,00	3,00	2,00	3,00	2,00	3,00	2,67
M23	Results achievement	4,00	3,00	3,00	3,00	2,00	3,00	2,00	3,00	3,00	3,00	3,00	3,00	2,92
M24	Partner contribution & involvement	2,00	3,00	3,00	3,00	3,00	3,00	2,00	3,00	3,00	3,00	2,00	3,00	2,75
M3	Effectiveness	3,50	3,00	3,20	3,00	1,90	3,30	2,10	2,80	2,70	3,00	2,20	2,67	2,78
M31	Accessibility of results	4,00	3,00	4,00	3,00	1,00	3,00	2,00	2,00	3,00	3,00	2,00	3,00	2,75
M32	Use of results	3,00	3,00	3,00	3,00	2,00	4,00	2,00	3,00	2,00	3,00	1,00	2,00	2,58
M33	Project Purpose achievement	4,00	3,00	3,00	3,00	2,00	3,00	2,00	3,00	3,00	3,00	3,00	3,00	2,92
M34	Status of previous key observations	2,00	N/A	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	N/A	2,90
M4	Impact	3,35	3,50	3,90	3,00	2,00	3,10	1,10	2,10	2,35	3,00	3,45	3,55	2,87
M41	Ensuring of impact achievement	4,00	3,00	4,00	3,00	2,00	3,00	1,00	1,00	2,00	3,00	3,00	4,00	2,75
M42	Wider planned effects	3,00	4,00	4,00	3,00	2,00	3,00	1,00	3,00	3,00	3,00	4,00	3,00	3,00
M43	Status of previous key observations	2,00	N/A	3,00	3,00	2,00	4,00	2,00	3,00	1,00	3,00	3,00	4,00	2,73
M5	Sustainability	2,25	2,88	3,60	2,44	2,88	3,60	1,25	2,22	2,13	3,00	3,00	3,22	2,71
M51	Economic viability	1,00	2,00	3,00	2,00	4,00	3,00	1,00	2,00	2,00	3,00	3,00	3,00	2,42
M52	Local ownership	3,00	3,00	4,00	3,00	2,00	4,00	1,00	2,00	2,00	3,00	3,00	3,00	2,75
M53	Policy support	2,00	3,00	4,00	3,00	3,00	4,00	1,00	2,00	2,00	3,00	4,00	3,00	2,83
M54	Institution building	3,00	4,00	4,00	2,00	2,00	4,00	2,00	2,00	3,00	3,00	3,00	2,00	2,83
M55	Socio-cultural adequacy	4,00	4,00	3,00	3,00	2,00	3,00	1,00	2,00	2,00	3,00	3,00	4,00	2,83
M56	Gender equality	N/A	N/A	4,00	3,00	N/A	4,00	N/A	3,00	N/A	3,00	N/A	4,00	3,50
M57	Technology appropriateness	3,00	3,00	4,00	2,00	2,00	4,00	2,00	3,00	2,00	3,00	2,00	4,00	2,83
M58	Consideration for environ. protection	N/A	N/A	4,00	N/A	N/A	4,00	N/A	N/A	N/A	N/A	N/A	N/A	4,00
TOTAL AVERAGE		3,06	3,08	3,48	2,89	2,36	3,34	1,69	2,62	2,52	3,00	2,73	3,09	2,82

With regard to the quality of project design, the overall conceptual design of two out of the twelve monitored projects is considered to be precisely focusing on providing solutions to actual practical needs and problems of the sectors they were dealing with, namely: MEDChartNET in improving the electronic charting capability of the participating Hydrographic Offices of the partner countries and Cancer GEMED Network in providing high academic level of training for genetic disorders in the Mediterranean area through courses delivered to medical professionals from the participating countries, during specific training courses and workshops as well as via web casting. Although the Logical Framework Matrix (LFM) of these projects was rather generic, their structure in work-packages and activities was quite accurate, depicting the needs and steps to reach the project goals. The design of nine of the other monitored projects was concise and well presented and the projects were well structured, and this is illustrated in fairly well developed Logical Framework Matrices (LFM). Minor design weaknesses were revealed during implementation, mainly having an impact on the timely implementation of the projects and requiring some adjustments in their structure. The case of the DAEDALUS project was the weakest one as, despite its good intentions and the initial interest of the partners, there is a common view that project objectives were not backed by a strong commercial and/or business plan for utilising the proposed tool in the tourism market. Relying only on the good will and collaboration of partners, without any realistic and specific plan for fund raising and/or self-sustainability, resulted in a non-viable system. The fact that the EUMEDIS initiative concerns only pilot projects can be a valid argument for the inconveniences observed in the projects design. Furthermore, this programme was initiated in a period where the workpackages were prevailing as the main structural approach of the design of an EC-funded project.

At the level of Efficiency and Effectiveness, it is worth noting that all the projects with the exception of the project "Cancer GEMED Network" have received extensions of their duration, in order to cope with delays that occurred in their implementation. These delays are mainly related to a combination of factors ranging from the slow procurement procedures for equipment, difficulties in compliance of project reporting with the EC guidelines, especially by the non-EU MED partners as well as the necessity for fine-tuning according to local specificities visible only during project implementation. The clustering approach which was initiated in the early implementation stages of some projects also created further delays and although it was well conceived as an idea, its results are considered as rather low. On an average, cost efficiency was not an issue for any project, while beneficiaries in 9 of the projects seem to have access to project results beyond project end. The DAEDALUS project seems to have lacked the efficiency necessary for creating a viable system and mobilising the necessary actors for sustaining it, and because of that, most beneficiaries did not have the opportunity to appreciate the project results. In the case of TDS.COM, major delays in the infrastructure procurement resulted in an average efficiency and effectiveness of the project, especially as regards to the achieved results, while access to project services by the end-beneficiaries was also quite low. Similarly the MEDNETU project was affected by delays in equipment procurement and although results are still promising, effectiveness and efficiency during project implementation were at an average level with the beneficiaries not fully appreciating project services yet.

In general, impact prospects of the EUMEDIS projects were above average, however there were some projects with lower real impact. The DAEDALUS project, despite its good intentions and relatively well-thought objectives, did not seem to have a proper exit-strategy, understood and accepted by all partners, while the lack of a commercial or at least market oriented approach in the system's sustainability potential resulted in rendering the project idle. The TDS.COM project has limited impact to date, mainly due to the fact that the virtual platform developed is not fully operational yet and despite some positive overall prospects, expectations are rather low in the case of the partners from Israel, Jordan, Morocco and Algeria. The results of STRABON, although well understood by all partners, seem not to be fully utilised by most partners, while the lack of a clear exit strategy, as well as of additional financial resources, will affect further development, updating and maintaining of the systems implemented. In the case of the "ICT Solutions in the Mediterranean SMEs" project, the absence of a real strategy to promote the actual exchange of experiences among SMEs is to be accounted for the low impact, with the exception of the Jordanian partner.

As mentioned before, sustainability is the weakest criterion for the EUMEDIS Programme, however in 7 projects the overall further expectations can be considered as good. In most of these cases, partners have expressed their willingness to actively support projects' results. For the remaining 5 projects, further prospects seem problematic mainly due to weak exit strategies and limited sense of local ownership after the end of their implementation. Allocating national funds and adapting relevant policies and legislation could further promote project results.

A short analysis of the situation for each project follows hereafter:

EUMEDCONNECT Phase 2 (ROM)

After 55 months of implementation, the project task of interconnecting national education and research networks (NREN) to the GEANT2 network remains relevant. Although all other EUMEDIS projects have already ended and many of their partners were not NREN members, this project remains still useful. The project logframe was updated in May-07, focusing more on sustainability risks. Efficiency is adequate, with all scheduled meetings implemented and project deliverables completed. Overall connectivity in MED region increased more than 1.5 times since the last monitoring visit. Impact prospects are also good: all partners connected have access to the GEANT2 network, with further connections to 34 European countries' NRENs. Future sustainability of this type of operations is not easy to ascertain at this stage, unless further funding would be provided by the EC, and depending on the political situation in the region (conflict areas etc). Therefore, the appropriation differs from one country to another.

Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP) (ex-post ROM)

The MDP is the type of projects which are always relevant, with a clearly supportive character; its intervention logic is clear and coherent, but lacks quantified OVIs. The overall efficiency of the project was good; by its end, on top of the 1370 planned deliverables, 381 EUMEDIS deliverables were reconciled and 48 were still due, with a quite variable quality. Close relations were developed with all involved actors in order to increase effectiveness. The project contributed to expansion, qualitative improvement and cooperation / networking of the EUMEDIS information society. Its results can be taken as basis for similar projects which could follow, in the frame of big regional programmes. The project's sustainability is supported by the fact that it targets mainly entities that are open for networking and knowledge exchange (universities, research centres, hospitals). Furthermore, the supportive website created by the project and the corresponding Information System are still available in the web.

CANCER GEMED NETWORK (ex-post ROM)

The project was concluded timely and successfully in July 2005, having implemented without major deviations all planned activities, 9 Training courses, 3 Workshops and one Conference. The institutional set-up was good, with mostly public partner organisations, good scientific level of participants and high-level of tutors / lecturers in the training courses. The Alexandria Conference in Oct-04 had very good results and good visibility. New courses are now implemented through the Remote Training Centers (RTCs), equipped and operating in all partner institutions. The project was considered by the Italian government as a model for replication in implementing their initiative of "Diplomacy of Health" aiming to transfer knowledge to the health sectors of developing economies. As a continuation, a new project funded by INCO is currently under implementation involving the same partners and using the facilities which resulted from the project. Individual partners are participating or plan to participate also in FP6/FP7 projects. The material implemented through the project and the continuing training activities are considered valuable for improving the curriculum of doctors following the genetics specialisation, especially in Israel. Community Services on genetic disorders have improved substantially in all partner countries with the highest impact seen in Egypt. A more specialised approach or at least training depending on the level of development of each country could have been foreseen. The APEX chip results did not reach all partners although DNA samples were selected by all for testing it. An alternative form of distribution of the material presented by lecturers electronically in training courses could have been foreseen so that partners could use it for their own training purposes.

EMPHIS (ex-post ROM)

The project was concluded successfully in February 2006; however, sustainability of achievements is rather country dependant, with some partners temporarily supporting project results and others still struggling to ensure possible funds in order to utilise and further develop them. As regards the quality of the results, the high level of the deliverables is verified by the external evaluation performed within the project's contractual obligations as well as by the positive feedback received from most partners and beneficiaries. The eventual commitment of all partners and the determination of the Project Coordinator to achieve the Project Purpose led to the high quality project results surpassing in quantity the OVIs, which by itself is an unplanned positive effect. There was a high production of e-learning courses, especially from the partners in Algeria, Lebanon and Jordan, who also created relevant units promoting the sustainability and further development of the distance learning module. The continuation of this support is not secured in all partner countries, mainly due to funding problems

and other prevailing priorities. There are promising cases, such as Jordan, Algeria, Lebanon and Egypt, but also weaker cases such as Tunisia and Morocco.

EUMEDIS: EMED TDS.COM (ex-post ROM)

The original design was correct but its major drawback was that it did not foresee in its assumptions the difficulties of implementing the foreseen technology in certain partner countries. Project efficiency was strongly undermined by delays in procurement procedures (hardware & software), which eventually reduced the available time for testing the developed applications. As a result, the main services of the project are not, to date, accessible to the final beneficiaries (MED SMEs); this was expected to happen once the platform becomes fully operative, by Oct-07. The achieved impact is very limited mainly due to the fact that the virtual platform is not fully operational. Longer term sustainability has, nevertheless, better prospects, with the decided transformation of the platform into a private law company, expected to be economically and financially sustainable. The crucial remaining issue to solve is the still pending technical problems.

MEDChartNET (ex-post ROM)

The project was concluded successfully in June 2006, after a 16-month time-extension necessitated by delays in data acquisition by the partners and consequently the preparation of the digitised charts, together with technical issues related to the IT systems installations in the partner organisations. The project was a continuation of the MEDA7 project which was considered as a success by all partners and had managed to achieve the homogenisation of the charting capacities of the participating organisations from all partner countries, while at the same time eliminating the knowledge differences in the field among them. It gave the possibility to each individual country in the Mediterranean to be responsible for producing electronic charts following the international ENC standards and ensure maritime security in their own waters. Each country can now choose how to manage their charts, which distributor to choose and select whether to be independent of the main charting actors in the Mediterranean e.g. UK and France. The training courses implemented were considered as successful and of high level by all partners. The cost of systems maintenance is generally considered low. Syria is currently the most active partner in post-project elaboration of project results while Israel and Cyprus will soon be fully utilising the systems implemented. Malta, although using the systems already, seems rather dependant on the existing production/distribution scheme for data and hydrographic charts. The Palestinian partner did not manage to conclude training and project participation due to the instability in the region, while the Egyptian partner withdrew after conclusion of the training. They did not submit sample charts for digitisation and did not receive any equipment or software. The initiative for the VRENC implementation is now in process, involving all project partners and coordinated by Italy.

DAEDALUS (ex-post ROM)

The project was concluded in June 2006 after a 12-month time extension necessitated by delays in the provision of project inputs and implementation of activities, either due to the slow content delivery by the partners, the clustering activities, or reporting difficulties. It represented a good proposition for a tool and a gateway to help the combined development of the tourism sector and cultural heritage promotion in the partner countries and in the Mediterranean area in general. Despite the good intentions and the initial interest of the partners, there is a common view that the project objectives were not backed by a strong commercial and/or business plan for utilising this tool in the tourism market. Relying only on the good will and collaboration of the -mainly public sector- partners, universities and national tourism organisations, without any realistic and specific plan for fund raising and/or self-sustainability did not result in a viable system. The interest of the partners faded gradually when it was realised that the system developed through the project would not really be sustainable and some partners, e.g. Israel developed their own national portals on similar concept, but using their own resources and information. The project offered to the partners some training on the technological background for the development of the portal, content management and the software platform. Sector support was expressed during project implementation and especially during the promotion events organised in some of the participating countries. However, notwithstanding this relatively positive environment, the project did not manage to capitalise on the interest and willingness of the partners and the sector actors and translate this support to a real sustainable force that could keep the DAEDALUS portal operating beyond the project end.

STRABON (ex-post ROM)

The project was concluded in June 2006 and according to the Project Coordinator, the “Fondation Maison des Sciences de l’Homme”, it was consistent and supportive of government policies in all participating countries and was linked with corresponding sector programmes. The distribution of the project work among the partners, as well as agreements in the form of MoUs giving specific responsibilities along with financial management at a local level to the partners, contributed to a mostly decentralised and successful project management and implementation. Achievement of results can be considered as satisfactory, with all MED partners having contributed to the web portal with their pilot sites. However, the project web portal has not been fully utilised for tourism promotion, thus rendering it more of an academic documentation tool. The sustainability of the action was not achieved, at least at this stage, as nothing tangible was managed and no real plan is foreseen. Each individual partner is left with a very useful system which however they do not actually utilise. The Project Coordinator is currently hosting the web portal and is searching for external funding to further develop the system and perhaps create a similar one in other areas of the world. However nothing was secured and since FMSH has a lot of activities, it is not sure whether STRABON would remain a priority.

ICT Solutions in the Mediterranean SMEs (ex-post ROM)

The project remains very relevant for SME needs. Its inputs were adequate but the time frame set forth was not realistic, given the size of the consortium. Overall, cost efficiency was good, coordination was strong, participative and transparent and the main problems of coordination were met in Algeria. The dissemination component was probably the weakest, financially and technically. Effectiveness was adequate too, and the specific objectives have been attained to a very satisfactory extent. It remains that the real accessibility is hampered by local connectivity problems and bottlenecks. In terms of impact, the project has contributed very little to the achievement of the overall objective, and there is an absence of a real strategy to promote the actual exchange of experiences among SMEs. The VC is not, as planned, self-sustainable after the project end and is currently hosted by a Jordanian NGO.

AVICENNA (ex-post ROM)

The project was concluded successfully in December 2006 and focused on accelerating the adoption and best use of ICT-assisted Open Distance Learning (ODL) and promoting the creation of an e-learning system with AVICENNA Knowledge Centres (AKCs) in 9 non-EU and 5 EU MED partner countries. The quality of results is claimed to be better than anticipated and of high academic value, although the quality control system was eventually performed mainly in-country by the partners. All planned beneficiaries had access to the project’s results as soon as these were made available, e.g. published e-learning courses on the project portal. With most of the 11 AKC operational, all having similar infrastructure and the number of e-learning courses included in their systems exceeding the foreseen estimation, the Project Coordinator considers that all OVIs were reached and exceeded at the end of the project. AVICENNA introduced in the educational systems of most partners an approach to better education opportunities through new, flexible and universal technological tools, easily accessible and highly adjustable to cover various educational sectors. The project needed some time to be established in the participating countries, and its integration to their educational systems is progressing. Nonetheless, it is not sure whether funds will be allocated, internally in each country or attracted by external donors, in order to further develop the courses, maintain and update the material and extend the system to cover more courses in the same and also in other disciplines.

EUMEDIS: Mediterranean Network for Unified Distance Learning (MED NET’U) (ex-post ROM)

This project was a very relevant pilot cooperation experience, of strategic relevance. Its overall design was technically very good, with, nevertheless, a non-realistic time frame and insufficient attention paid to certain risks & assumptions. This impacted on efficiency and effectiveness: financial issues not clearly sorted out, delays due to political instability in certain countries, the crucial issue being the late installation of IT equipment and absence of technical training in some countries. Moreover, in spite of the achievement of certain objectives, the project effectiveness remains low, although this could improve in the years to come thanks to improved connectivity in certain countries. Impact and sustainability to date are appropriate; impact could be improved in the near future assuming that a real Euromed network in distance learning could be created. The truly added value of this project has been its ability to create long lasting links, based on common values and interests.

ODISEAME (ex-post ROM)

Compared to the other 4 EUMEDIS pilot projects in the education sector, ODISEAME had low ambition and easily reachable objectives. Its set up was appropriate, whereas the logframe was not used as management tool. Implementation was appropriate in spite of procurement delays, and both quantity and quality of the achieved results are good. The beneficiaries agree that effectiveness was good: a useful project with rewarding experience. The impact to date has been very good indeed with nearly 1,000 students enrolled in e-courses, constituting now the network created by the project. The project took part in 24 international conferences with good visibility and communication, as well as synergies with other EUMEDIS projects. The achieved sustainability (on the basis of 5 visited partner countries) is good, and the project managed to build adequate capacity on the level of each individual partner, without, however, any real synergies among them. The late introduction of affordable internet connections played a detrimental role.

4.3. Performance of projects over time

As reported in previous sections, 12 EUMEDIS projects have been monitored in 2007 through 3 monitoring missions. The average performance at Programme level, as it results from the findings of the monitoring visits, is presented in the Table below together with the respective average performance identified in the previous years by the MED ROM Team. It is noted that the number of EUMEDIS projects monitored each year varies significantly.

Table 7: Performance of projects over time

Criterion	2002	2003	2004	2005	2006	2007
Number of Projects	6	29	21	1	1	12
Number of Visits	6	31	21	1	4	73
Quality of project design	3,13	2,80	3,04	3,00	2,00	2.93
Efficiency to date	2,65	2,66	2,70	3,20	2,20	2.82
Effectiveness to date	3,00	2,93	2,81	3,30	1,60	2.78
Impact Prospects	3,00	2,96	3,00	2,90	1,05	2.87
Sustainability	3,00	2,97	3,10	2,33	1,38	2.71
AVERAGE	2,96	2,87	2,91	2,95	1,65	2.82

Overall, the Programme maintains a rather steady, good performance over time, with an exception in 2006, where however the monitoring sample was rather low to allow safe assessment. The Table above indicates an apparent better performance of the projects of the first phase of the Programme. It is however important to note that the EUMEDIS projects included in the Monitoring portfolios of 2002, 2003 and 2005 are different, since a number of projects of the EUMEDIS Strand I, which were monitored in 2003, had been completed in 2003. Moreover the general impression of the projects after the ex-post monitoring visits in 2007 focusing on impact and sustainability seems relatively positive.

4.4. Strong and weak points by criterion in 2007

The strengths and the relative weaknesses of the monitored projects are presented in Table 10 below:

Table 8: Strong and weak points per main criterion and sub-criterion

Project		EUMEDCONNE CT	MDP	CANCER GEMED NETWORK		EMPHIS	EMED TDS.COM	MEDChartNET		DAEDALUS	STRABON	ICT Solutions	AVICENNA	MED NET'U	ODISEAME	TOTAL
Project-visits		1	1	1		1	1	1		1	1	1	1	1	1	12
Strongest	Main Criterion	M3	M4	M4		multi	M5	M1		M3	M1 M2	M2	No comparative strong or weak points	M4	M4	M1
	Sub- criterion	M23	M42	M12	M53	multi	M11	M12	M54	M34	multi	M11		M11	M41	M58
		M31	M54	M31	M54		M32	M56	M42					M43		
		M33	M55	M41	M56		M43	M57	M53					M55		
		M41		M42	M57		M52	M58						M56		
		M55		M52	M58		M53							M57		

Weakest	Main Criterion	M5	M5	M3		M5	M3	M2		M4	M4	M5		M3	M3	M5
	Sub-criterion	M51	M51	M11 M21 M22 M23 M24	M32 M33 M34 M43 M51 M55	M51 M54 M57	M31	M11 M21 M22 M23 M24	M31 M33 M34 M42 M51 M55	M41 M42 M51 M52 M53 M55	M41	M43		M32	M32 M54	M51

4.5. Analysis per MED country

Among the EUMEDIS projects, the EUMEDCONNECT has more horizontal character than all the other EUMEDIS projects (except MDP) and it addresses all MED partners. In 2007 the majority of the MED partners were visited and many aspects were revealed through the visits to the Research and Education Networks (NRENs) in each of the MED countries. The NRENs had been initially foreseen as the main beneficiaries of the EUMEDIS Initiative.

Given that EUMEDIS was aiming to bridge the EU-MED digital gap, the cost and availability of the interconnections was one of the main aspects of the programme which introduced many constraints in the implementation of the pilot projects. The role of the EUMEDCONNECT was to contribute in this aspect, facilitating the interconnections between the EU and MED NRENs. Concerning this project, it was observed that Algeria had the most appropriate structure for NREN; in Morocco, although the NREN was competent, they do not have the necessary power to obtain a prevailing role in the country; in Egypt currently a very strong backbone is being built and this distracts the local NREN to focus on the project; in Syria the general environment does not motivate the local NREN; in Jordan the NREN is a new entity trying to establish its position in the R&E community; in Palestine there is no precise legal status for the NREN, which has to operate in an environment full of restrictions; Israel is since long ago connected to GEANT2 and cannot be compared with the other partners, however it has to be mentioned that they have a strong feeling that they are excluded by the other partners.

The EUMEDCONNECT Rome Declaration was signed on 14/09/2006. In this Declaration all partners are stressing the importance of the interconnection of the NRENs for the academic community, as well as the importance of collaboration with the MED partners. The signatory partners are: Algeria, Egypt, Jordan, Morocco, Palestine and Syria.

This section provides a country-specific outlook of the situation regarding the implementation of the EUMEDIS Programme in the region. It also presents, to the extent allowed by the monitoring activity, a synthetic view of MED partners regarding their capacity to support the proper implementation of the project in their countries. It should be noted, without neglecting the importance of the National factor, that the key aspect affecting the overall performance of projects is the capacity, experience and motivation of the partner institutions, rather than their origin and/or the general political environment. In the analysis of each country there is a first paragraph focusing in general on the situation in the country and its cooperation with the EC, then some more specific comments are cited concerning the IST and finally some specific country cases (depending on the country partners visited) are presented:

Algeria

Algeria is recovering from a long period of violence. The political situation is more stable in the last three years and the growth is well above than the EU average (Algeria is the 3rd energy supplier of the EU). Since September 2005, the Association Agreement (AA) with the EU provides for a free trade area (FTA) between the two parties after 12 years. The agreement constitutes the framework for EU-Algeria political, economic, social, scientific and cultural cooperation. The Algerian government has made considerable efforts to be able to ratify the AA. In addition, the government's reform programme accords to the AA an important role in the liberalisation of the economy. The EU strategy is dictated by the need to further the objectives of the AA and of the European Neighbourhood Policy (ENP), namely to establish an area of peace, stability and shared prosperity. The Algerian people are anxious to see not only economic growth and employment, but also an improvement in basic services, greater equality and good governance. To this end the main pillar of the 2007-2010 National Indicative Programme (NIP) are a) political reform and human rights, the rule of law and good governance, b) economic growth and employment, c) improvements in basic public services.

At national level, the development of the Information Society is not the first priority in Algeria. However, the financial progress in the last years and the development of the country in other domains resulted in positioning the Information Technologies higher in the agenda. From 2002 to 2004, there was only satellite connection with the international networks (20 Mbit), connecting Algeria with the

international academic society. In the last years, the Universities which use the existing national backbone of 155 Mbit, and which contribute financially, become gradually more demanding for ever higher bandwidth, increasing the need for upgrading the international connections of the country. During the monitoring visit (Jun-07), a major national network upgrade was underway: 10 universities now connected at 34 MBps, further 20 being connected at 10Mbps. Major projects using the network: e-learning (60 universities involved), e-library, national grid initiative.

Although Algeria is the country with the most solid infrastructure among the MED countries, except Israel, political factors in the country do not promote interconnections with other MED countries (e.g. Morocco); however, through the Rome Declaration it seems that Algeria can reach to mutually agreed conclusions with the other partners. In Algeria a quite high number (7) of EUMEDIS projects (GEMED NET, STRABON, E-MED TEX-NET, AVICENNA, MEDFORIST MED NET'Ux2, ODISEAME) had access to the academic network.

EUMEDCONNECT: Due to this project, the Academic Research Network (ARN), connected through lines of 34 Mbit, are now connected at a speed of 155 Mbit through CERIST (which contributes by 35% to the overall connection costs through the EUMEDCONNECT). The ARN functions in 3 levels 1) Design of the R&D network, 2) Services e-mail, hosting of websites, e-library, R&D, 3) Network Operations Center (NOC) for the every day needs of the network use. The upgrade to 155 Mbit took place on 04/05/05 through a line which coexists with a commercial line of 60 Mbit. In 2002, Internet capacity charges from commercial providers were at least 4000\$ / Mbps/Month, while the cost reduced dramatically to 1000\$/Mbps/month in 2006. Today, due to the project, the cost is about 300 Euro/Mbps/Month. The EUMEDIS Programme had a small, but positive impact on the increase of exchange of academic information with other countries. Through CERIST (National Research and Education Network) and its 3 main Points of Presence (PoP) outside Algiers, in Oran, in Constantine and in Ouargla, the academic community in Algeria had some additional tools to perform research activities.



Photo from EUMEDCONNECT Algeria: Interconnection through circuit with Spain with the International NREN community and distribution to the local Points of presence in Algeria

ODISEAME: It seems that the selection of the Algerian partner was not very successful. Although the Institut Supérieur de Gestion et de Planification has previous experiences from EC projects, the selection of partners in the frame of the EUMEDIS programme was done in a way to increase to maximum possible extent the number of the consortium's partners (pre-condition for being awarded at the level of the EUMEDIS proposal). The selected partner had not been provided with the sufficient inputs and this resulted in an early disagreement with the project coordinator. Unfortunately the key person for this project in Algeria has faded away.

E-MED TDS.COM: The Ministry of Post and New Technologies is in charge of promoting the adoption of new technologies at all levels in the country, and the objective of the project has been identified as a priority by the Government. Also, the Government is currently implementing the Economic Recovery Programme II, which includes allocating credits to SMEs to promote sectors of the economy non dependent on oil revenues. The choice of the Algerian partner was appropriate, as it is the national Federation of Chambers of Commerce, it was a member of the Association Euromed TDS before the project start, and embraces 28 CC in Algeria and a total of 150.000 members. However, the partner proved not to be adequately functioning in the framework of the project. Even to date, the Coordinator wants to look for another Algerian organisation that would be willing to participate in the network already created, given that the CACI was not a suitable partner during project lifetime.

ICT: The design of the Virtual Community to incorporate SMEs of all economic sectors seems too ambitious and possibly problematic as it concerns the achievement of real impact and sustainability in Algeria. For the Algerian partners, no funds are currently made available for a continuation of support, even though all of them would be interested in capitalising all the results achieved until now and consider that a meeting with the whole network would be very useful to analyse further perspectives. However, they are not ready to commit further financial resources in this sense.



Photo from MED NET'U in Algeria: Visibility of the project after its end in the *Institut Supérieur de Gestion et de Planification* and equipment installed in the Institut financed by the project.

Egypt

Egypt is a leading recipient of EU aid among the Mediterranean partners in terms of total funds received from the **MEDA** programme, the principal financial instrument of the European Union for the implementation of the Euro-Mediterranean Partnership (its successor, from 2007 and on, being the European Neighbourhood Policy Instrument, ENPI). At present, the portfolio of cooperation activities in Egypt is €1.2 billion. Increasing priority is given to supporting reforms, such as in the area of health and industrial modernisation, but also in more traditional areas such as education and social development. MEDA represents a fundamental change of strategy in financial co-operation and a substantial increase of funds in comparison to the financial protocols in force in 1976-1995. It is focused on policy-led, national structural reform and trade liberalisation programmes with a sector-wide approach.

Information Society in Egypt has a big potential given that major investments have taken place in the country from foreign companies in order to establish strong inter-country interconnections (e.g. FLAG Telecom). This involves decisions on a high political level, which could result in bottlenecks, but is important since it can promote a quite sustainable network.

Since 1994, the Egyptian domain was divided into 3 major sub-domains: 1) The academic "eun" (Egyptian Universities Networks) which provides the service via the gateway at the Supreme Council of Universities, 2) The "sci" which serves the scientific research institutes at the Academy of Scientific Research via ENSTINET, as well as other research centers like the National Telecommunication Institute, 3) The gateway at IDSC/RITSEC which provides its services for the governmental authorities under "gov.eg", as well as to the commercial entities served via the various Internet Service Providers (ISP's). Therefore, among the existing 17+1 Public Universities, 3 Private Universities and 19 small research institutes are connected to EUN, the Public Universities are connected through EUN, the research institutes through ENSTINET and the rest through the commercial ISPs.

In Egypt, it was found that the following 7 EUMEDIS projects were connected to directly with the international community of NRENs: BurNet, EMISPHER, PARADIGMA, AVICENNA, MED NET'U, ODISEAME, and MVU. The EUN, as NREN administrator, was also aware of the existence of all other EUMEDIS projects with partners in Egypt.

MEDNETU: The key aspect ensuring the success in Egypt is that Helwan University is the most successful partner of the project. Furthermore, the project is highly relevant in Egypt (country open to explore new opportunities; necessity to expand distance learning due to the size of the country), and the networking strategy of the project has significantly raised the interest of Helwan University. Both Helwan and Cairo Universities contributed to the development of high quality video-courses with the participation of the, allegedly, best IT Professors. Helwan University has signed a special agreement to create a Joint Venture with Uninettuno, which permits the double recognition of diplomas in Italy and in Egypt.

E-MED TDS.COM: The drawback of the design that affected the partner in Egypt was the choice of the technology (Linux operating system), which could not be supported technically by the partner at the time of the project start, and which proved cumbersome to install (actually, it was not operating up to the date of the project visit). The project was embedded in local structures (Federation of Egyptian Chambers of Commerce), and the level of ownership achieved was good, despite the demoralisation caused by the above technical problem.

Israel

Because of its high National income, Israel is not eligible for bilateral funding under MEDA. It has however been involved in a wide variety of Euro-Mediterranean regional programmes funded under the MEDA Programme. As a rule, the country is cautiously participating in a small number of projects,

where MEDA partners such as Malta, Cyprus (already EU members), as well as Turkey and Morocco are involved. The EU/Israel Action Plan allows for the possibility of Israel to participate progressively in key aspects of EU policies and programmes, to upgrade the scope and intensity of political cooperation, to encourage the approximation of Israeli legislation as a means to opening the EU internal market to Israel, and for the pursuit of greater liberalisation of trade, services and agriculture. The Action Plan identifies inter alia as priorities: cooperation in areas such as the Middle East conflict, counter-terrorism, non-proliferation of weapons of mass destruction, human rights, improved dialogue between cultures and religions, migration issues, fight against organised crime, human trafficking, police and judicial co-operation, transport, energy, environment, science and technology, and people-to-people contacts.

Therefore, science and technology, although lower in the Action Plan, is one of the priorities in Israel. In particular concerning research, innovation, education and culture, exploratory talks were held on co-operation in the development and use of information society applications (e-government, e-health, e-culture, etc.), cultural matters and education. Israel is discussing arrangements for direct entry into the EC 7th Framework Programme for R&D. Both sides explored ways to develop cooperation between their respective civil societies. Israel was the first non-European country to be associated to the European Community's Framework Programme for Research and Technical Development (RTD). Israel's special status is the result of its high level of scientific and research capability and the dense network of longstanding relations in scientific and technical cooperation with the EU.

To date, in the framework of the EUMEDIS Programme, Israel was involved actively in 5 projects which are already completed relatively successfully. Judging from these projects and other regional programmes, Israel's involvement has been professional and is characterised by commitment, good organisation, adequate technical skills and very good samples of work.

EUMEDCONNECT: The planned beneficiary of EUMEDCONNECT in Israel is the Inter University Computation Center - IUCC (MACHBA). The IUCC is a registered non-profit association established by Israel's eight universities, and supported by the Planning and Budget Committee of the Council for Higher Education. It is engaged in telecommunications and computation. The association goal is to nurture mutual cooperation and assistance in these fields between its member organizations, as well as between the universities and other research institutions and organizations, engaging in university-level research and teaching. Israel is already connected to GEANT through the funds of the FPs and is contributing to this connection by 50%. The connection is through two lines of 622 Mbit (to Greece and Italy). All Universities are connected to the national backbone and it is estimated that there are around 20.000 PCs in the Universities and 40-50.000 PCs in the other research (e.g. Hospitals) and education/cultural institutions. The partner in Israel had the feeling that he was isolated from the other members of the consortium due to political reasons.

EMED TDS.COM: The SMEs in Israel are mainly interested in trading with the EU and the US, but the difficult political situation in the Middle East creates a very difficult business environment (SMEs are not so interested in joining a truly Mediterranean network with Arab countries among which we find Algeria, Lebanon, Syria and Palestine, with whom Israel does not hold diplomatic relations). Although the SMEs could definitely benefit from the project, it seems that they didn't show the appropriate interest; the project objectives were not as relevant as they were for the rest of the Mediterranean countries, at least as seen from their perspective. The Israeli partner is not hosting its (previously operative) local access point, and has not allocated any resources for the follow-up of the project. Also, it does not show any willingness to capitalise project results, nor further disseminate them, even if the platform becomes operational. However, it must be stated that the partner considers that these projects are really important to promote cooperation and understanding in the region, and would be willing to participate in any new projects (provided that they would prove useful for final beneficiaries).

DAEDALUS: The local partner considered the project a failure and early during implementation they limited their participation to the contracted minimum required. They developed their own portal with regard to the project. They did not consider that the project offered them anything beneficial. There was no phase-out strategy oriented to the market needs and the design of the project was too academic. A business plan of some sort should have been set-up from the beginning so as to have a basis for sustaining the portal and further developing it. Perhaps a market actor could have been a main partner as well, in order to take over the management of the portal after project closure.

Jordan

The Association Agreement with Jordan was signed on November 24, 1997. It entered into force on May 1, 2002, and replaces the Cooperation Agreement of 1977. The Association Agreement is part of the bilateral track of the Euro-Mediterranean Partnership and provides a comprehensive framework for the economic, political and social dimensions to the EU-Jordan partnership. The main aim of the Association Agreement is to create a free trade area between the EU and Jordan over a period of 12

years, and help increase economic growth for the businesses community. Jordan is classified as a "lower middle income country"; it is one of the smallest countries of the region with around 5.6 million inhabitants, with around 79% of the population living in urban areas. The services sector is dominating in Jordan (around 70% of GDP). Jordan has made great strides in opening and liberalising its economy, notably investment and trade legislation, and progressing on a programme of privatisation. Jordan has recognised the benefit that foreign investors can bring in terms of know-how, access to markets, foreign exchange and the creation of employment opportunities for Jordanians and is relatively open to foreign investment.

In general, Jordan is strongly committed to the reinforcement of its cooperation with the EU. The NGOs in Jordan are quite active and the universities are involved in many projects by providing highly qualified experts. Very positive elements in Jordan are the absorption capacity and its commitment to the Barcelona Process. Furthermore, it is a part of the national strategy of the country to become a regional IT and education hub in the Middle-East. It is however important to note that the regional instability often neutralises the above positive elements. The Ministry of Education has recently adopted the "Jordan Education Initiative" and the "Jordan Connection Initiative", aimed at connecting all Jordanian Universities.

EUMEDCONNECT: The planned beneficiary of EUMEDCONNECT in Jordan is the Jordan Universities Network (JUNet). JUNet (formerly known as UniCo) is a non-profit company with limited liability founded in July 2003 by the Public Universities. The EUMEDCONNECT network is offering to the JUNet Internet connections with over 3.500 Institutions in Europe and with research and education communities through the GEANT. Also it provides International Connectivity Services through the following networks: SEEREN (Balkan Countries), SPONGE (Central Asia), RedCLARA and ALICE (Latin America), GREN (North America), TEIN (Asia). However, JUNet is an Institute not fully supported by the entire University community. This fact reduces the possibility to embed the project in the institutional structures very soon. On the other hand, this partner has very good relations with Princess Sumaya (very much involved in Technology issues) and has good relations with the related Ministries.

ODISEAME: The project's objectives started recently to be one of the priorities of Jordan, within the frame of making the country an IT and education hub of the Middle-East, given the good relations they have with the neighbouring, as well as the western countries. The selection of the JUST as local partner was successful and coherent with the majority of the other project partners (who focused on IT issues). On the other hand, despite the fact that there are plans for implementation of e-courses in the future, the general integration into the institutional structure of the JUST can not be assessed as satisfying. Currently the e-courses developed by the project do not consist part of the respective regular courses in the University.

MEDNETU: The project was relevant to partner Jordanian Universities because of its strategic added value, and to Jordanian students because of the potential to access Higher Education top level courses and to obtain a diploma partially recognised in the MED region and in the EU. The letter of intent signed among Uninettuno and Jordanian Universities provides for this necessary framework, so prospects for potential sustainability are good in Jordan, but it is early to ascertain this. The fact that Nettuno is strong in political lobbying is a very strong point that might play an important role in this sense.

E-MED TDS.COM: The support of the local partner to the project during its implementation was important, but now it is questionable whether they continue to provide support to the same extent, despite the fact that the relevant sectoral policies are very much in coherence with the project objectives. The Ministry of Information and Communication is committed to take measures to upgrade IT in SMEs, enhancing the competitiveness of the private sector in the field of communications and IT at the local, regional and international levels. The project objective corresponded very well to the local perception of needs, and this is proved by the level of interest raised among Jordanian and Mediterranean SMEs, and their willingness to take part in the virtual platform.

ICT Solutions: The project's institutional set-up was appropriate, and the local partner (Royal Scientific Society) was very appropriate to develop the project in Jordan. It was one of the most active partners and one of the only two partners that attended the final EUMEDIS Conference in Alexandria in Jun-06. Also, they offered to host the website at project end, which proves their strong commitment. The main remark is that project design should have incorporated a mechanism to integrate the Jordanian business sector after the end of external assistance, so as to ensure sustainability. The local partner remains a research institution with no real business orientation.

Lebanon

Lebanon is a small, service-based, upper-middle income country. Confessionalism is central to Lebanon's political system, with a careful balance maintained between the 18 different sectarian groups in government, parliament and in the civil administration. According to the Taëf Agreement Christians and Muslims are represented on a 50:50 basis in the Parliament, the Council of Ministers,

as well as in all high ranking civilian and military posts. All sub-communities Alawi, Druze, Shia, Sunni within the Muslim community, and Armenian Catholic, Armenian Orthodox, Greek Catholic, Greek Orthodox, Maronites and Protestants within the Christian community are represented in a "proportional" manner within this overall ratio. The power sharing arrangement provides its own complex system of checks and balances. The inter-communal political competition maintains a large space for political dialogue and no leader or group can dominate. Broad consent is required to pass important government decisions, decrees, or laws.

In view of the country's economic and political situation, projects and programmes under MEDA focus mainly on economic transition and reform, rehabilitation of public institutions, industrial modernisation and balanced social development. Nevertheless, the country is adequately present also in regional initiatives such as the EUMEDIS Programme. Lebanon participated very modestly in most of the EUMEDIS projects. There are no remarkable successes identified in this respect, especially in cases where public bodies were involved.

MEDNETU: The project's institutional set-up in Lebanon was not successful. The Project Coordinator never made technology available to the partner, thus depriving them of the opportunity to fully participate in the project; also, no partner was foreseen for the University sub-project. Therefore, the project potential in Lebanon was limited from its very start and a good opportunity was lost. Also, public participation would have been desirable (Ministry of VET) to allow for project expansion, but the weakness of institutional structures and political instability in Lebanon would have produced unfavourable conditions to make a workable project. The real beneficiaries of the project, the eventual students, did not receive any benefits, despite the fact that the courses can be reached through the Internet and digital TV. The relevant Ministry has not signed the agreement with Uninettuno that would allow for a recognition of the Uninettuno diploma in Lebanon. The issue of the property of the courses also limits access of the partner to the services. It is to be noted that Lebanon is not a signatory of the Catania Declaration, signed by 14 Ministers of the Euromed region and aiming at a Euro-Med Higher Education Area.

ICT: No specific support has been provided by national authorities to the results of the project, but the Lebanese government is very keen in IT developments. The local partner considered that their participation in the project was very interesting for them to develop their capacities as high level providers of IT consultancy. They were engaged in seminars and knowledge transfer, opening new fields of exploration. However, it cannot be said that this enables them to continue service delivery after the end of the project. Furthermore, traditionally the SMEs in Lebanon do not provide with real data the national authorities, due to tax reasons.

Morocco

The EU-Morocco Association Agreement was signed on 26 February 1996, and following its ratification by the Parliaments of the EU Member States, the European Parliament and the Moroccan Parliament, entered into force on 1 March 2000. It replaces the 1976 Cooperation Agreement. During the third Association Council, the European Union and Morocco decided to intensify bilateral cooperation in the framework of the Association Agreement by establishing six strategic sub-committees in the following areas: internal market; industry, trade and services; transport, environment and energy; research and innovation; agriculture and fisheries; justice and security. In Morocco the allocation of EC assistance is the highest among the MED countries. As a consequence, the biggest part of the national operations, both in terms of projects and budget, is allocated to this country.

As mentioned above, research and innovation is one of the subjects of the sub-committees. Interventions like EUMEDIS can be considered very relevant for the country. In Morocco, economic constraints and the need to work at an early age prevent many students to pursue University studies (only 40% of secondary education students follow University courses), however distance learning and e-learning are still under-developed. On the other hand, the IST is very active and the existing infrastructures are developing very fast. The speed for the commercial internet recently upgraded and until now the students had not the opportunity, due to technical constraints, to participate actively in the various e-learning components of EUMEDIS programme. In general, the education system is quite developed with financially autonomous universities. The educational structure in Morocco is giving liberty to the teaching staff to be creative and communicative with the students, since their promotion to higher ranks of the hierarchy depends on this.

EUMEDCONNECT: The planned beneficiary in Morocco is the Moroccan Academic and Research Wide Area Network (MARWAN) which aims at interconnecting the R&E community in Morocco. MARWAN was conceived in 1997 and was established in 2002 with a backbone of 2 Mbps offering to the various institutions connections between 64 Kbps and 512 kbps. In order to meet the national needs the Ministry of Higher Education decided in 2004 to extend MARWAN to MARWAN2, a network of high bandwidth (operational since 01/01/05). The relations are very good between the MARWAN and the Ministry, but not necessarily between MARWAN and the

Universities. It would be useful to increase awareness on the new opportunities, and to actively promote the effective utilisation of EUMEDCONNECT in the research and education community. While the primary responsibility for promoting EUMEDCONNECT usage within R&E communities lies with the MARWAN, there are a number of trans-national opportunities where project-wide action is being undertaken. One of them is the EUMEDGRID Project which aims at connecting distributed computing resources.

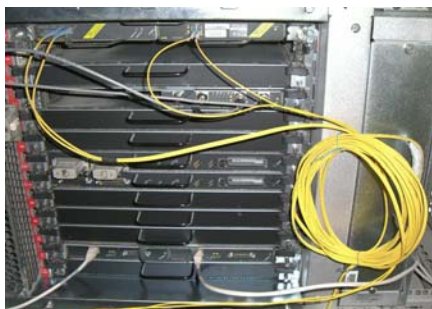


Photo from EUMEDCONNECT Morocco: Interconnection of MARWAN through circuit with Italy with the International NREN community

ODISEAME: The selection of the partner in Morocco (Institute Agronomique et Veterinaire Hassan II – IAV) was successful, but not coherent with the other partners selected for this project. The IAV has already experience from other projects, but this was the first time it participated in an EC funded project. The partner was already familiar with the introduced technologies and this facilitated them to develop material for the e-learning platform. Unfortunately, the Moroccan partner did not manage to participate in any of the project events. Furthermore the veterinary domain was of concern only of the IAV and not of any of the other 15 partners. The IAV is financially autonomous, however due to the fact that the e-learning is quite new as learning methodology results in a non-easy introduction of this technology in the physical courses of the IAV. Currently the e-courses developed during the project are hosted in a US server, this being the most economical offer for the IAV.



Photo from ODISEAME Morocco: The purchase of the equipment was financed by the project. On screen the e-platform developed by the local partner, based on the experience gained from the project.

MEDNETU: A good degree of enthusiasm about the project can be found among all Moroccan partners, who would be ready to further commit in order to finalise the platform and promote the sustainability of the project in Morocco. However, it remains unclear whether this will take place without more resources from the EC, whether Nettuno will provide with the necessary impetus to finalise the cursus, and whether financial resources will be made available by Nettuno and the Moroccan partners, despite their sincere interest. The fact that Nettuno is able to move political will (support of the Moroccan Minister of Higher Education) is a very strong point that might play an important role in this sense.

EMED TDS.COM: The Ministry of Economic Affairs, through its website, states that ICTs play a pre-eminent role in social and economic sustainable development. The choice of the local partner was appropriate, as the national Federation of Chambers of Commerce, was a member of the Association Euromed TDS even before the project start, and embraces in Morocco a total of 800.000 members. The other national partners provided a strong institutional set-up to the Consortium.

ICT: The main objective (promoting ICT solutions among SMEs) is very relevant regarding the needs of the SMEs in Morocco. Moroccan SMEs urgently needed upgrading in ICT technologies at the time of the project start, according to the project partner and to the survey implemented under WP1. In particular, as the survey demonstrated, despite the fact that the SMEs had a high average number of Internet connections (compared to

other countries of the region), there are many data that contradicted this positive appreciation, such as the minimal actual use of the internet navigation, lack of will to use it, minimal connection with ICT providers, small number of PCs per number of workers, etc. As concerns local business mentality, the project did not sufficiently consider that SMEs in Morocco are reluctant to share their data with others, and even more through the Internet.

Palestinian Authority

Since the outbreak of the 'Al Aqsa Intifada' in late September 2000, the occupied Palestinian territory of the West Bank and Gaza Strip has been in a constant state of political turmoil. Official negotiations between Israel and the Palestinian Authority (PA) for a peaceful resolution to the conflict collapsed soon after the Taba talks and violence increased dramatically. The violence associated with the conflict has claimed thousands of lives. The publication of the Quartet (UN, US, EU and Russia) Roadmap in April 2003 had initially raised expectations of a breakthrough in the Israeli-Palestinian conflict. The Roadmap set out the steps which need to be taken towards a comprehensive settlement to the Israeli-Palestinian conflict by 2005, by which time an independent, democratic and viable Palestinian state should emerge, living side by side in peace and security with Israel and its neighbours. Whilst the timeline set out in the Roadmap has slipped, its objectives remain valid and the EU, along with the rest of the international community, continues to lend full support to this process. In the legislative elections of January 2006, Hamas won majority of 74 out of 132 seats in the Palestinian Legislative Council. In reaction to Hamas victory, the Quartet stated that all members of a new Palestinian government must be committed to non-violence, recognition of Israel and acceptance of previous agreements and obligations, including the Roadmap. Following the General Affairs and External Relations Council (GAERC) of 10 April 2006, the European Commission decided to uphold direct assistance to the Palestinian people and to provide relief during the crisis through the establishment of the Temporary International Mechanism (TIM) to which many EU countries and Norway contributed some €200 million in 2006. The EU has supported development and reform in the occupied Palestinian territory with significant financial assistance. Taking the contributions of the European Communities and the EU Member States together, the EU provides more than 0.5 billion € to the Palestinians each year to promote stability, economic regeneration and reform, including support for staging elections. As the biggest donor to the Palestinians, the EU has the potential to make a significant contribution to the future establishment of a Palestinian State living in peace with Israel.

In spite of the situation prevailing for some years now, Palestine is participating in the MEDA Programme with an intense interest and remarkable commitment to the projects. Although no major events have been taking place in the territories, Palestine representatives prove very active and efficient with respect to carrying out their foreseen tasks.

The Internet Society (known as ISOC) is the umbrella organization of the Internet Engineering Task Force (IETF), Internet Architectural Board (IAB), Internet Societal Task Force (ISTF), and other bodies. Within ISOC, a number of chapters have been created on a geographic scale, with a scope to promote the association of individual and organizational members to ISOC, to help spread the Internet culture locally and to consolidate opinions of the local Internet community. The consultants advise those involved in the activation of the ".ps" registry to consider promoting the creation of a Palestinian chapter of ISOC as an instrument to ease the organization of the local Internet community and to accelerate the diffusion of the Internet culture; for 7 years now there is no green paper in this direction.

EUMEDCONNECT: Due to the embargo, the planned beneficiary of EUMEDCONNECT in Palestine changed from the Government Computer Center to the Palestinian Association for the Development of the Internet2 (PADI2). The PADI2 is a non-profit association of Higher Education Institutions, Research Centers, Health Organizations, Cultural Centers and Public Benefit institutions in Palestine. The PADI2 has access to the project's results and is already using EUMEDCONNECT. The connection is currently at 45 Mbps (since 26 October 2005) and it is directly linked to GEANT2 through the British Telecom. In Palestine there is no defined national backbone and PALNET is administering all the connections. For the moment it is very difficult for all the universities to have access to the network. Furthermore, all institutions in Gaza Strip are totally isolated. The local partner, PADI2, does not have a fully recognised role in Palestine, and this reduces the possibility to embed the project into the institutional structures. On the other hand, the partner is willing to do whatever is possible to establish PADI2 in Palestine.

Syria

While Association Agreements with all other Mediterranean partner countries have been signed or have entered into force, negotiations with Syria were particularly slow and were only finalised at the end of 2004. Syria was late in accepting the terms of cooperation under the MEDA regulation and only signed a Framework Agreement in 2000. Since then, economic cooperation has taken place within the

MEDA framework and reform-oriented projects have been launched, focusing on economic and administrative reform in both the private and public sector. Syria is gradually improving absorption of funds in MEDA cooperation and in most cases manages to prove its capacity as a MEDA Partner. In general Syrian partners have maintained an adequate level of participation in the EU projects and demonstrate an average performance.

Introduction of ICT to the economic activities of the country is of great priority for the Syrian Government. A good proof of this is the recent decision of the Government to allocate USD 100 million to improve connectivity in Syria by 2010. The local authority responsible for the interconnections for the Research & Education Community in Syria is the Higher Institute for Applied Science and Technology (HIAST). The HIAST was established in 1984 in Damascus. Its aim is to qualify personnel in order to conduct scientific and technological research in all applied sciences and technology fields, so they can actively participate in the scientific and economic process in Syria. The HIAST is directly related to the Ministry of Higher Education, where the monitoring visit took place. The HIAST has limited resources and no particular authority and is acting under the authority of the Ministry of Higher Education. It is not fully supported by the University community, which from its side is very active concerning participation in EUMEDIS projects. Indicatively it is mentioned that the University of Damascus is participating in AVICENNA and HIAST in MEDFORIST.

EUMEDCONNECT: The local partner (HIAST) needs to find a way to ensure the cooperation of the Universities which want to be independent concerning Internet connection and not passing through HIAST. The political environment in Syria does not promote interconnections with other MED countries (e.g. Israel, but also Jordan), however through the Rome Declaration it seems that Syria has reached to mutually agreed conclusions with some of the MED partners.



Photo from EUMEDCONNECT Syria: Interconnection with the international NREN community of HIAST through the EUMEDCONNECT hub in Cyprus.

MEDNETU: Syria is not a signatory of the Catania Declaration to implement a Euro-Mediterranean Higher Education area. The institutional set-up of the project was complicated in Syria, with 3 partners, under the supervision of Syrian Virtual University (SVU) since 2005. However, SVU did not ensure a sound follow-up of activities of the other two partners. Specificities of the political system of Syria had not been sufficiently taken into account in the project design.

EMED TDS.COM: The main objective was very relevant to Syrian SMEs in the Agri-food sector. SMEs represent a very important share of the Syrian economy; however, business opportunities for them within the global marketplace are limited. This can be attributed to: (a) a low utilisation of modern instruments that could promote the opening of new opportunities, (b) the limited use of IT Technology (web and other IT tools). This is strongly notable when considering the Agri-food sector.

ICT: As it concerns the Syrian partner, no funds are currently made available for a continuation of support, even though HIAST considers it would be interesting to capitalise all the results achieved until now and could be interested in continue cooperation in this sense if there would be a new source of financing.

Tunisia

Tunisia has established a strong and strategic partnership with the EU and has good relations with most of the international partners. As a member of the Euro-Mediterranean partnership, Tunisia

benefits from financial cooperation in the framework of the MEDA Programme. Tunisia is one of the chief beneficiaries of financial cooperation in the Mediterranean having received, thanks to its good absorption capacity, around 13% of the MEDA budget while having only 4% of the population of the Mediterranean region.

Tunisia's restrictions on the Internet are more onerous than elsewhere. However, Tunisia has the region's most detailed Internet legislation. While Tunisia's Internet regulations establish standards and rules for an emerging commercial sector, they also reflect the government's general restrictive approach. Internet filtering is a general practice and blocks substantial on-line material. Tunisia's position as host of the United Nations (UN) World Summit on the Information Society (WSIS) in November 2005 has cast a spotlight on the state's information technology and media policies.

DAEDALUS: The project was relevant for the needs in the sector of tourism in Tunisia, but the whole approach did not meet the expectations and ambitions of the Tunisian partner (IT-COM). The project should have paid more attention to alerts made by the partners on website hosting. In this aspect, the project did not contribute to institutional or management capacity development, nor to transfer of know-how. The Tunisian partner had the impression that it was being used only to provide data/input for the portal. Their proposal to host the portal was not taken into account at project end, when the issue of hosting was coming up in the consortium meetings.

Cancer Gemed: The local partner promoted the trainings to students, and students in contact with the project's website were informed on the trainings and workshops in the various countries (this is how some students from Brasil, Norway or Lybia took part in the International workshop in Tunis). The Tunisian partner has developed good relations with genetic centers in Egypt, Cyprus and Lebanon and, thanks to this project, a research programme is currently being developed with the Egyptian partner. The local partner seems to have been a privileged partner since it was involved in both the set-up and implementation of the project and also as a representative of the MED partners of the project in front of the EC officials.

MEDNETU: Tunisia seeks to promote its vocational training programmes, but distance learning and e-learning are still very under-developed. The Ministry of VET created a link (signature of an agreement) with Nettuno, which is still valid to date. The rest of the results do not differ much from those initially planned for Tunisia, except for the important issue of the training that was never received in two of the partners, despite their interest and availability. The project was completely integrated into institutional structures that continue to operate to date. There are prospects for continuation of the cooperation with Nettuno, although these prospects might not realise in the same shape as the project.

EMED TDS.COM: The Final beneficiaries (SMEs in Tunisia) do not have access to the services yet. However, they consider that the services would be very useful, and the cost for their access according to the business plan could be adapted to their potential (if the initiative would work).

The following table summarises the picture of EUMEDIS projects in the various beneficiary countries, as illustrated through the monitoring activity.

Table 9: Situation of projects in the various MED countries

Country	EUMED CONNECT	MDP	CANCER GEMED	EMPHIS	EMED TDS.COM	MED Chart NET	DAEDALUS	STRABON	ICT Solutions	AVICE NNA	MED NET'U	ODISEAM E
Algeria	😊	No MED partners	.	😊	😞	.	.	😊	😊	😊	.	😞
Egypt	😊		😊		😊			😊		.	😊	.
Israel	😊		😊		😞	😊	😞
Jordan	😊			😊	😊		😞	😊	😊	😊	😊	😊
Lebanon			😊					😊	😊	.	😞	.
Morocco	😊		😊	😊	😞			😞	😊	😊	😊	😊
Palestine	😊				😊			😊				
Syria	😊				😊	😊		😊	😊		😊	
Tunisia			😊	😊	.		😞	😊	😊	😊	😊	

Key: 😊 Good, 😊 Room for improvement, 😞 Problems

4.6. Analysis per type of partner

The EUMEDIS Programme has already attracted a large number of multi-disciplinary partners, with a wide range of technical, administrative, financial and scientific capacities. Partners are mainly falling under the following generic categories:

- National Authorities,
- Universities,
- Public Sector Institutions,
- NGOs,
- Private Sector entities,
- International Organisations.

Depending on the scientific, technical and business project context, the involvement, motivation and effectiveness of each partner type may vary significantly, also depending on the capacity of each individual partner institution. The type of partners for the monitored EUMEDIS projects is presented in the table below.

Table 10: Type of Partners of EUMEDIS Projects

Type of partner	EUMEDCONNE CT	MDP	CANCER GEMED NETWORK	EMPHIS	EMED TDS.COM	MEDChartNET	DAEDALUS	STRABON	ICT Solutions	AVICENNA	MED NET'U	ODISEAME
National Authorities			✓	✓	✓	✓	✓	✓	✓	✓		✓
Universities			✓	✓			✓			✓		✓
Public Sector Institutions			✓		✓		✓				✓	✓
NGOs	✓		✓			✓				✓		
Private Sector Entities		✓					✓	✓	✓			
International Organisations (UNDP, Others)	✓					✓		✓	✓	✓	✓	
Other associations (Arab Maghreb Union/ METAP/ MEDCITIES)					✓			✓			✓	

An analysis is provided below of the performance and attitude of each partner type group, as observed through the monitoring of the implementation of the EUMEDIS Projects.

National Authorities

The National Authorities constitute an important driving force for 9 of the 12 EUMEDIS projects as illustrated in Table 10. Ministries, Agencies/Centres and State Offices are the main National representatives involved in the Programme. In almost all cases the higher-level representative of each partner country is the Ministry related to the pilot projects' sectors. Their presence and support is always essential, especially for facilitating procedures that could otherwise consume a large amount of time and effort to implement. In most of the cases National Authorities rather undertake administrative and organisational roles, by assigning the appropriate human resources and securing that all local resources are made available to the projects. In general they have skilful personnel and administrative efficiency, lacking somewhat in IT infrastructure. However, most of the times they do not demonstrate enough motivation and interest.

Universities

Universities prove to be most valuable partners for projects of technical content such as the EUMEDIS projects. Their capacity is usually high, providing skilled staff. In most cases they possess significant knowledge critical to the projects. Universities possess the required resources and are efficient, effective, knowledgeable and motivated. In general they are well familiar with EC procedures and have the administrative capacity to carry out project tasks. On the other hand, due to their strong

academic focus, universities are not really able to provide the projects with adequate practical expertise and address real life problems. Moreover they tend to have limited market and business perspectives when necessary for securing sustainability of project results. In several cases the approaches followed by university partners are somehow theoretical, away from the situation in the field.

Public Sector Institutions

Public sector institutions include state controlled bodies like the National Tourism Organisations, the Hydrographic Offices and other bodies directly or indirectly involved in the sectors of the EUMEDIS pilot projects. These institutions have sometimes demonstrated considerable commitment and efficiency in their participation in the projects. Their staff is usually experienced, open to cooperation and willing to benefit from their participation to the projects. These organisations are in general efficient, effective and well performing in project consortia and have adequate ICT infrastructure.

NGOs

In many cases NGOs, based on their experience and strong networking in the region, provide and secure the necessary level of cooperation and visibility of project efforts in the beneficiary area. NGOs are ideal for motivating local stakeholders, promoting the projects and effectively dealing with local communities. Besides, they are usually unbiased by political factors, thus having a clearer view of the regional development and networking. Moreover EU NGOs excelled as Project Coordinators e.g. in projects such as EMPHIS and "Cancer GEMED Network". A potential risk in NGOs participation, especially as non-EU partner, is the limited administrative capacity and means, the lack of experience in project management and the emotional approach to existing needs. It is therefore essential that NGOs efforts be combined with the knowledge and managerial experience of other types of partners.

Private Sector entities

Independent firms and consulting companies are usually able to conceive, design and execute projects of original concept and good quality, and possess the required resources and experience to carry out all steps included in the typical PCM approach. In most cases of the EUMEDIS projects, they had the required administrative capacity and experience to smoothly run EC funded projects without major deficiencies, but they sometimes put the overall usefulness and sustainability of efforts at second priority, focusing on short-term benefits, usually acquired within the projects' life cycle. Although they add the business and market orientation which sometimes is essential for ensuring sustainability of project results, the participation of public institutions and stakeholders is also necessary as a balancing factor, both during the project design and implementation phases.

International Organisations

International Organisations such as the United Nations Educational, Scientific and Cultural Organisation (UNESCO) or the International Maritime Organisation are directly or indirectly involved in the development of ICTs and their application and utilisation in the region. By their mandate and scope, these organisations are valuable partners in such projects, they can mobilise any relevant expertise required and can undertake any of the roles, including coordination, stabilisation of the partners' team and management. Moreover they can use their facilities to surpass practical difficulties, e.g. UNESCO using their regional offices for easier achieving tax exemption of procured equipment. Nevertheless, in some cases problems have occurred, due to their framework of procedures and reporting templates, which is different than the EC one.

5. SPECIAL ISSUES

5.1. Deconcentration

Deconcentration aims at ensuring direct contact between the EC management of projects and the projects on the spot. Following the deconcentration process, the EUMEDIS Programme has been assigned to the EC Delegation in Cairo in February 2005. There have been two consecutive Task Managers (TMs) so far, with the current TM having taken over the project files in the last year of the Programme's implementation, when the majority of the projects had ended. As mentioned in Chapter 3, the leading monitors debriefed the current TM on the overall findings and conclusions of the monitoring visits, presenting the primary overall conclusions concerning the performance of the Programme in 2007.

The EUMEDIS Programme, by design, included projects that were widely distributed in the entire MED through 235 partners. The Project Coordinators were based in the EU (as well as 132 EU partners) in the same structural way as in the majority of the big regional programmes in the MED region. However, the number of involved partners was phenomenal and not encountered in any of the regional projects of the past. According to the Monitors, the limited budget for travelling does not permit the responsible EC managers based in one country to visit regularly the other MED countries; in this frame the MDP project provided significant help, although it was based in Brussels as initially foreseen in its ToR. It was observed that the MED partners would prefer more frequent visits to their projects from the side of the EC. The MDP organised in this respect two big conferences with EC participation, trying to bring together all Programme stakeholders. These events can be considered quite useful and reportedly successful, since they gave the opportunity to exchange views and knowledge among people with common interests.

Furthermore, as revealed through the monitoring exercise, there was no available communication platform for the regional projects among the EC Delegations (except for the EUMEDCONNECT project). The weight of the whole Programme (especially since it had 388 partners and more than 1370 deliverables) was put only in one Delegation and in particular one person, who had to manage: (a) the coordination and follow-up of the projects in each MED country, (b) the provision of technical assistance related to specific country issues (e.g. customs problems etc), (c) the approval of all operational aspects and the provision of the green light to the financial unit to release payments. The MDP has helped the EC management in several aspects and tried to ensure close and efficient follow-up of the projects, supporting the Project Coordinators.

5.2. Follow up on recommendations

Recommendations to project partners were included in the Monitoring Reports, but also directly communicated, in more detail, during the Monitoring Missions. Monitors' comments covered the five performance criteria for each project, but focused mainly on lessons learnt. The majority of recommendations addressed to the Project Coordinators and Partners, falls into the following categories:

- Project design (LFM / Organisation / Structure);
- General implementation issues, efficiency, effectiveness, impact (quality of deliverables / outcome, partner's input, delays, etc.);
- Ad-hoc issues (funding problems / administrative difficulties / equipment procurement, etc.);
- Sustainability prospects.

In the final ex-post visits, comments focused particularly on sustainability prospects and possibilities for continuation activities. In most cases, the momentum created by the projects, mainly to the partners should be reinforced if the project results should remain useful and be further developed. However, only in about 50% of the cases the partners seemed to search for ways to build on the project outcomes and had located the resources to pursue new similar activities.

The key observations, lessons learnt and recommendations as cited in the monitoring reports are summarised further below:

EUMEDCONNECT Phase 2 (Regular ROM)

EC: 1) Extend the project until Dec-07. Afterwards, a new contract should be considered, which in view of the European Neighbourhood Programme, should involve new NRENs, while giving priority to the not connected MED partners (Lebanon and Libya). It is estimated that the yearly budget of such an operation would be more than € 3 mio (depending on the new telecom costs). Ensure that there will not be any financing overlap (from FP7 or other projects), but complementarity instead. Building on the experience of the EC Delegation in Cairo, ideally, the DG-INFOSO would provide the funds and outsource, early before the launching of the project, the management to AIDCO/A who have the required regional experience. The regional character of EUMEDCONNECT is very important, because it facilitates the exchange of experiences among the partners. Furthermore, the efforts should be supported by projects of bilateral cooperation between the EC and the respective countries in order to reinforce the necessary structures and observe sustainable solutions (permission to use dark fibre, interconnections and PANARAB network, FLAG Telecom etc.). This would promote the involvement of the EC Delegations, which had and should continue to have a very important role given the political dimensions of this project. In this context, projects like the regional NATPII or national telecommunications reform projects can be very useful. 2) Include the subcontract of DANTE with CS in Paris for the Network Management (~50 K€/year) in the planned audit of the project. DANTE: 1) It would be useful to develop an annual schedule of project meetings and trainings in order to ensure optimal travel arrangements for the participants. 2) Increase EC visibility. For example, consider adapting the project logo according to the guidelines of the EUMEDIS MDP. 3) Promote the EUMEDCONNECT benefits to the MED countries. This will accelerate the upgrade and extension of the NRENs, which in turn will lead to a need for higher EUMEDCONNECT connectivity.

Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP) (ex-post ROM)

The lessons learnt from the ex-post results-oriented assessment of the MDP for future RMSUs are: 1) They should be launched early in the implementation of the Programmes in order to establish the necessary activity-oriented monitoring tools (reporting templates, web-based friendly repository document and pictures system, web-based mechanism for online daily consultation of the performance of the projects), as well as tools enhancing EC visibility, such as logos and brochures. 2) All RMSUs should integrate in their design a “communication / visibility component” to ensure appropriate credit to the EC External Aid. 3) The logframe of the RMSUs should contain at the launch of the project quantified OVIs, in order to facilitate the regular monitoring. 4) The EC entity managing the RMSUs should preferably remain the same throughout the project. 5) The RMSU should be located in geographical proximity to the EC management. 6) At the RMSU kick-off, a workshop should be organised, bringing together the EC services and the monitoring experts in order to decide on the requirements, monitoring strategy and expectations. 7) The commitment of the beneficiaries to cooperate with the RMSUs can be ensured through the appropriate provisions in the general conditions in their contracts. 8) A pilot Programme, such as EUMEDIS, would better comprise only one project per sector, in order to avoid duplication. 9) If there is a need for an infrastructure project (i.e. EUMEDCONNECT), this should be operational after the RMSU and before the other projects. 10) Bigger involvement of local MED experts is necessary in order to increase the visibility and sustainability of the EC External Aid.

CANCER GEMED NETWORK (ex-post ROM)

The project implementation was rather well co-ordinated and there seems to be a good sustainability potential. As was commented by some partners, more advanced courses could have been foreseen in order to accommodate needs of more advanced participants. Continuation of the training courses scheme is welcome from all partners visited and should be reinforced by participation in more funded activities. The diffusion of the APEX DNA chip results to partners is still necessary, even if the technology might not yet be integrated by the partners who use existing conventional or custom systems for DNA analysis.

EMPHIS (ex-post ROM)

More involvement of all partners to all WPs should have been foreseen in order to better disseminate project results among them. There was no connection to a business perspective or at least to some sort of sustained funding of the systems implemented in order to better ensure sustainability, maintenance and further development of the project results and services, not only at the local level but also as a network.

EUMEDIS: EMED TDS.COM (ex-post ROM)

Key observations: High relevance of the developed e-market in the Agrifood sector for MED SMEs. The reduction in training budget undermined real access to technology for southern MEDA partners. Success will largely depend on partners' dissemination efforts after the platform is fully operative. Lessons learnt: Need for a more realistic design (time-frame) and size of the Consortium. Need to consider limitations of some southern Mediterranean countries before choosing the software.

MEDChartNET (ex-post ROM)

There was good project management as exercised by the Project Co-ordinator, together with very well focused objectives in compliance with the needs of the partners. A balanced strategy by the partners and agreements with distributors and/or other providers will most probably lead to sustainability of the project results. Participation of all partners in the VRENC initiative as well as in various committees aiming to co-ordinate the sector among the Mediterranean enhances these positive perspectives. The closure of IMA is by itself negative in the sense that there is no longer a strong co-ordinator for the network of partners. However, there are efforts by the IMO, the IHO and other related organisations to re-open IMA even in a different location.

DAEDALUS (ex-post ROM)

The project was a great opportunity for the creation of a common framework combining resources from around the Mediterranean region and creating a unique promotion tool. However, it did not take into account the need for a realistic sustainability plan and the project time was mainly consumed into developing the tool instead of also securing its operation and utilisation. There should be some effort either individually by each partner country or collectively as a network of partners to revive the project results, mainly involving the tourism sector on a market oriented approach.

STRABON (ex-post ROM)

Utilisation of the system by the tourism industry is essential. Decision on a possible business plan and/or commercialisation could provide a sustainable solution. Location of other national or international funding mechanisms through development or research programmes could help further development of the system.

ICT Solutions in the Mediterranean SMEs (ex-post ROM)

The project provided with a useful pilot experience, but despite an excellent coordination and cost-efficiency, the VC is not self-functioning, and the project has not ensured wider impact and sustainability, due to insufficient forecast already in project design. A stronger business plan and dissemination component would have helped to cope with the rapid obsolescence of technology and to involve business organisations during execution. Most partners would be willing to continue but have not obtained new funds. EC: Speed up procedures related to the clearance of the final payment.

AVICENNA (ex-post ROM)

The project presented a good approach in developing an e-learning system, but the final networking between the participating countries is seen as rather weak. Funding for maintenance, updates, development could come from other research and development programmes and each individual partner should apply more effort to this direction. Any possible simplification of procurement procedures for equipment such as IT infrastructure could improve implementation times for future projects and might also prove to be more cost-efficient.

EUMEDIS: Mediterranean Network for Unified Distance Learning (MED NET'U) (ex-post ROM)

MEDNET'U had a strategic impact in the creation of a Euro-Med Higher Education and VET area. The creation of Uninettuno, the agreements and the high degree of political support provide for excellent sustainability prospects. Property of project-produced courses should be shared by the partners to improve their real access to the benefits. Lessons learnt: Need for a more realistic design and size of the Consortium. Need to keep focus on direct beneficiaries. At Programme level: proper timing of launch of Focal Points vs projects ensures adequate coordination among projects / with other programmes.

ODISEAME (ex-post ROM)

EC: 1) Towards a more competitive European Higher Education by 2010 through the reforms set by the Bologna Declaration, the attraction of the interest of the MED countries and in general the new European Neighbourhood is of fundamental importance. Internet access in the MED countries is

gradually improved rendering e-learning feasible in the near future. Given that there is no language barrier (Arabic is commonly used as lingua franca in the MED region), such initiatives can potentially attract a large number of students. 2) It is proposed to keep the number of the participating partners in such projects as low as possible (max 5). Furthermore, previous experience of working together is very important, and so are frequent meetings during the project. An inter-partner steering committee could help avoiding overlaps and address possible differences among the partners. A too high diversity among partners can hamper effective cooperation. 3) All tools and e-courses developed during a project should be open to the partners after its end. 4) In comparison to the other EUMEDIS pilot projects of the education sector, the choice of stand-alone e-courses instead of a Virtual University concept, for example, reduces project complexity by avoiding institutional / legal aspects. 5) The procurement of equipment should not be part of the contract. However, if it cannot be avoided, it has to be ensured that the coordinator has sufficient related experience to handle the tender procedure. The delivery of the equipment to the Palestinian partner, which is pending since 2006, should be followed-up. 6) The allocation of resources should promote the participation of MED partners thus limiting management costs. 7) Develop synergies with other EC projects in the education sector (Tempus, Erasmus Mundus, FP7). 8) More frequent monitoring visits are required (the last visit was 3 years ago) in order to detect developments that potentially have an impact on project sustainability, like the decision of the coordinator not to share the e-platform with the partners.

5.3. Logical Framework Approach

The projects of the EUMEDIS Programme have been originally conceived before 2002 by DG-INFSO. At that time, the break-down of the proposed activities in the proposals were based on the so called workpackages. Since the transfer of the project to DG AIDCO, it was requested from the contractors to complete their proposals with a LFM based on the PCM guidelines. Due to the fact that most of the contractors who submitted proposals were not familiar with the PCM methodology, the result was to produce indicative LFMs which would not be used as a management tool, but would be just a part of the contractual obligations of the implementing agencies. Setting up a proper LFM with a single project purpose and well defined results is a hard and demanding work, especially for those organisations with no prior experience on the PCM principles.

Out of 12 projects, 6 had adequately developed Logical Framework Matrices, with concise, structured and well presented design, while the remaining 6 had more generic LFMs. The Project Purpose (PP) and the Overall Objectives (OO) address actual needs, but sometimes they are rather broadly defined. Some of the deficiencies observed in the LFMs are the unclear activities' breakdown and vague Objectively Verifiable Indicators (OVIs), not easily measurable in practice. Projects with a fairly good LFM are "AVICENNA" and "EMPHIS"; their LFMs can be appropriate tools for organising project work and monitoring its implementation.

It is however noted that in the majority of the projects, the non-EU partners were not at all familiar with the concepts of PCM, let alone using their project's LFM for managing their part of the project implementation. This can be partly justifiable in the cases where the Project Coordinator had a strong control of the project management, however this situation was the rule, even in projects where management was distributed on a workpackage basis among the partners. Moreover, as reported also in the Synthesis Reports of other big regional projects, in general the LFM has not yet acquired its foreseen instrumental role for planning and especially for managing projects. Even in the cases where LFMs were adequate to good, they were not used as a project management tool, at least to the expected extent.

6. SUCCESS STORY

As reported in section 4.1, a number of projects have received, in 2007, only “a” and “b” scores; they can thus be considered as successes. Among them, the project “Cancer GEMED Network” due to the topic it addresses to could be considered as a real success story.

6.1. Background

The objective of the project was the creation of a Euro-Mediterranean network which will be sharing scientific expertise and resources and will be aimed at improving healthcare in two priority areas: Genetic Medicine and Cancer Prevention. The European Project Coordinator and partners (respectively from Italy, France and Greece) have been selected because of their expertise and/or their key position in the Mediterranean. The partners from five MED countries (Cyprus, Egypt, Lebanon, Morocco, and Tunisia) participated very actively in the preparation of the project proposal, while also partners from Algeria, Israel, Malta, Palestinian Authority, Syria, and Turkey are associated in the project by signing the Memorandum of Understanding. Thus the network, established in the most rapidly growing field of medicine, should become influential and self-financed within three years and subsequently grow during the next decade into a network of Euro-Mediterranean centres of excellence in genetics. The first goal of this project is the training of health professional from the 12 MED countries through 9 specialized courses, 3 practical workshops and 21 individual stages of practical training. Some of the specialized courses reproduce prototypes already experimented with success by the European School of Genetic Medicine (ESGM) for the training in Genetic Medicine and Cancer Genetics, while the other training activities are to respond to specific needs identified by the MED partners participating in this project. The second goal is the transformation of the specialized courses in Internet courses and at the same time the establishment of a Euro-Mediterranean network of clinical geneticists that will help each other in making diagnoses on problematic cases, using simple and robust Internet technology. The increase in knowledge in Genetics will contribute to prevention of all genetic disorders, including cancer, in the 12 MED countries. The third goal of the project is the testing and comparison of new technology (in particular DNA chips) for laboratory diagnosis of genetic diseases, which represent frequent health problems in Mediterranean countries (including the thalassemias and other common disorders). Finally various activities for the public awareness of genetics in MED countries are planned in collaboration with the project Genetics in Europe Open Days (GEOD) financed by the EC in the framework of the European Week for Science and Technology.

6.2. Reasons for success

The main reasons of considering this project as a success can be summed up in the following points:

- The project was concluded successfully on time, having implemented without major deviations all planned activities, 9 Training courses, 3 Workshops and one Conference.
- The project’s institutional set-up was good, with the Project Coordinator being in close collaboration with the project partners (mostly public organisations from the participating countries). The scientific level of the participants to the project activities was quite good, and there was a number of high-level of tutors-lecturers in the training courses.
- The results of the Alexandria Conference in Oct-04 were very good and there was satisfactory visibility about the project towards the medical community of the region.
- Courses are now implemented through the Remote Training Centers (RTCs) equipped and operating in all partner institutions, a facility implemented in parallel to the project, on the partners’ own efforts. On average 10 courses per year have been implemented after project end.
- The project was considered by the Italian government as a model for replication for implementing their initiative of “Diplomacy of Health” aiming to transfer knowledge to the health sectors of developing economies
- As a continuation, a new project funded by INCO is currently under implementation, involving the same partners and using the facilities which resulted from the project.
- There were positive remarks from all visited partner organisations, especially due to the fact that the project tackled with disorders that are common in the region and it was very useful to exchange knowledge and expertise on these issues.
- Certain partners, such as the Lebanese and the Egyptian, are currently participating in other related projects funded by other EC instruments e.g. FP7 and/or through INCO.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. Overall conclusions on the EUMEDIS Programme, as implemented

The EUMEDIS initiative, through a series of pilot projects, managed to promote in a wide number of stakeholders the advantages of Information and Communication Technologies (ICT) for a competitive economy. It brought together various partners holding key roles in the Health care, Commerce, Tourism, Industry and Education sectors of the Mediterranean region. Most of its interventions focused on real life problems concerning these sectors, capacity building and improvement of infrastructure as well as institutional frameworks of the partner countries. The projects involved stakeholders coming from National Authorities, public and private entities, NGOs, universities as well as end users, for example medical doctors and university students.

The projects were in general implemented in accordance with the general provisions of the EUMEDIS Programme. The results were in general promising and the active involvement of the relevant actors was quite high, even though continuation of project benefits beyond the end of the projects is in most cases unsure. Although most of the involved countries have national strategies and plans for developing the Information Society and utilising ICT, it seems that mobilisation so far has been triggered mainly by outside funding and not so much initiated as a result of concise national or regional policies. The pilot / demonstration interventions did offer the basis for the development and application of ICT in the partner countries, however, in many cases the expected regional networking seems to have expired together with the projects. National Authorities and public sector entities should be further mobilised through similar initiatives, while NGOs, research centres and universities should demonstrate the usefulness and the potential for development through ICT introduction in the sectors tackled by EUMEDIS pilot projects.

The overall picture of the EUMEDIS Programme at the level of analysis allowed by the monitoring work seems above average, although sustainability is a major issue for over half of the projects. Most of the projects had finished by 2006 and the Project Coordinators and partners have managed, despite the delays, to implement the foreseen activities. The Project Results delivered were of good quality in most of the cases and are appropriate to elaborate conclusions concerning the launching of future initiatives in the domain of IST. Eventually the cost for the implementation of the projects can be considered high, but this is partially justified from the high number of involved stakeholders and by the pilot character of the operations. The EUMEDIS initiative can be considered as a significant investment of the EC for observing how to bridge the digital gap between Europe and the MED countries. Nevertheless, more focus could be put on the phase-out strategies, in order to maintain and disseminate further the project benefits long after the end of the projects.

A summary of key issues identified by the Monitors is presented below:

■ Project Design

From the sample of the 12 projects monitored, 50% of the projects had adequately developed Logical Framework Matrices and analytical breakdown of the activities into workpackages. The original design of these projects, although sometimes ambitious, is consistent with the EC regional policy, as well as the needs of the targeted countries. The other 50% of the projects had more generic LFM's. In some cases adjustment of the original design was necessary in order to meet emerging priorities and local specificities, expand the planned project components, add new components and cope with changes of market prices of the procured equipment or the selected region. Furthermore, the lack of effective synergies was quite early observed by the EC services and corrective measures were taken by adapting the project design of the projects in the Tourism sector.

■ Project Duration

Most of the EUMEDIS projects received extensions in order to encounter delays in administrative procedures, delays of equipment procurement, as well as to implement in time the clustering approach requested by the EC. These extensions vary from 7 months to 3 years (except the Cancer GEMED and reportedly most of the projects in the Health sector which did not request any extension). Some of the delays were due to the rather optimistic planning of the duration of certain activities e.g. the tendering process (for equipment procurement and/or for services such as training etc.), and the lack of procurement specialists from the majority of the projects which faced procurement delays. The clustering approach, although correct as an approach, in some cases resulted in delays. This approach would be even more effective if it could have been requested at an earlier stage (e.g. during the project design).

■ Sustainability Prospects

Sustainability is the weakest issue for the EUMEDIS; However, there were several cases project partners have expressed their willingness to actively support projects' results. Although allocating national funds and adapting relevant policies and/or legislation could further promote project results, the mentality in most participating non-EU countries is still rather unchanged as regards investments and funded projects initiated by donors. Without external assistance funds local resources are hard to be ensured, so project results are not further developed and utilised. In addition, most projects did not seem to have a concrete phase out strategy and a plan (feasibility study or business plan) for ensuring viability of operations after the project completion. The "pilot" character of most projects, having been taken into account this is still a major issue related to project design, as any intervention which developed systems should also foresee ways of sustaining, utilising, maintaining, as well as further developing them. Of course there are positive examples, e.g. EUMEDCONNECT, Cancer GEMED Network, MEDChartNET, where either the project dealt with important issues of national development, or the Project Coordinator was willing to pursue further activities related to the project results.

7.2. Lessons Learnt

The experience gained through the monitoring of the EUMEDIS Programme indicates the following:

- Proper design. In order to better facilitate smooth and effective project design, partners should enhance the participatory approach for the design of the projects and ensure in-depth knowledge and better use of PCM/LFA. A correct and updated LFM helps the management of the project and the monitoring of its performance. There should be careful consideration of requirements, risks and especially costs before proceeding with a project. Project purpose should be clear and succinct and the management of the project should be supported by appropriate project management tools (implementation schedules, Critical Path Method techniques, etc).
- Efficient management. Experience of Project Coordinators, both in ICT application in the EUMEDIS pilot projects' sectors and in management of big international projects, as well as a record of previous cooperation among the partners are invaluable assets for efficiency and effectiveness. A common difficulty that each project faces in the beginning is that partners have their own view about the project and focus on their individual activities, becoming thus purely executive bodies without appropriate feeling of ownership for the project. A specific strategy should be available, for combining the different views and opinions into a common vision towards the achievement of the project purpose.
- Administrative Issues. Many projects have suffered from serious problems, related to unforeseen administrative difficulties sourcing from the need to apply EC rules & regulations. In many cases, the Project Coordinators failed to provide clear instructions to the involved partners at an early stage (before it was too late). The very positive and rather successful experience of the MDP project and its effect on the other EUMEDIS programmes demonstrates that the EC should foresee, early during the design phases of such programmes, common informative actions or even permanent support teams to facilitate these administrative issues as well as implementation and monitoring issues for all related projects.
- Ensured sustainability. Sustainability is one of the highest priorities to be considered, starting already at project design stage. Issues regarding sustainability of project results and better ways of disseminating the results should be discussed among the Partners long before the project ends, and phase-out strategies should be elaborated. Extended visibility of the projects could help ensuring sustainability, since it supports and facilitates the attraction of the required funds.

7.3. Recommendations

Following the above analysis, the following recommendations are presented for the consideration of the relevant EC Services:

1. Projects should be requested to submit a precise Project Description. The text should be simple, short and clear and should be complemented by a proper LFM, a complete and detailed work break down, a brief but complete list of deliverables, and a network diagram illustrating the relations between tasks and respective milestones outlining the critical path of the project.

2. The period between elaboration of ToR for tendering and contract awarding should be kept as short as possible. For domains like Information Society Technologies, a proposal which is implemented 2 or 3 years after its initial conception could result in obsolete outcomes.
3. The number of partners in a consortium should not be a precondition to award a contract. Not adequate selection of partners was observed in several cases of EUMEDIS projects, indicating lack of extensive talks and agreements for the projects' implementation. Furthermore, in case of financing pilot projects in pre-selected sectors, not only the number of partners should be kept lower than in EUMEDIS, but also only one project per sector should be considered to be financed, in order to ensure efficient operations and avoid duplications. This would allow, in parallel, the addressing of more sectors.
4. Well organised inception workshops, with the participation of all core parties and key partners should be foreseen in the projects' design. This approach seems appropriate in cases where one of the main objectives is to create stakeholders' networks. All organisational issues (e.g. inception report, technical approach and managerial issues, status of deliverables) would be discussed and analysed during these workshops, thus helping to avoid possible common misunderstandings.
5. Predefined templates with analytical guidelines should be provided to the projects, so as to improve the quality of reporting. In the technical reports, progress should be clearly specified and assessed against the detailed plan of activities that should have been prepared by the project. Proper guidelines should also be prepared (probably by a support team such as the MDP or RMSU), on key project issues, especially the ones hiding administrative difficulties.
6. In the MED region, high-level national decision makers are easily reached in English and French, but often they have difficulties in the translation of concepts into the local language in order to present them to key stakeholders and final users (local authorities and communities). The use of Arabic is very important for disseminating the messages to local authorities and local communities. As a minimum, the projects' technical reports should have an executive summary in Arabic, while key deliverables should be translated into Arabic.
7. Closer coordination among similar projects on a Programme-wide level is necessary, in order to exchange experiences, secure complementarity, enhance networking and avoid overlapping or duplication of effort. This can be achieved by taking advantage of the regional ROM Team which can identify similarities and propose clustering approaches. However, this should be planned ahead by identifying such operations early during the tender procedure, allowing thus for proper integration of the corresponding approaches in the proposals for projects.
8. Project Coordinators as well as project partners should always receive, if not the whole output, at least a summary of the outputs of the monitoring, mid-term/final review, and evaluation missions with special focus on the recommendations to be implemented by each of them. In this way they will be given the opportunity to respond to these comments and to take appropriate corrective actions whenever necessary.
9. In cases where various projects are contracted under a big programme, a support team such as the MDP or RMSU should be the first project launched, in order to apply common standards to all projects (e.g. management reporting, check for overlapping activities etc.). Such an approach will facilitate not only the work of the MDP, but also that of the EC services. The early launching of the RMSUs would also ensure the establishment of the necessary activity-oriented monitoring tools and of the overall plan for EC visibility.
10. It is better to avoid multiple changes in the management of the contracts by the EC. It is obvious that the plethora of projects, coupled to the various EC internal procedures (e.g. rotation), render the implementation of such recommendation quite complicated; however maintaining the same Task Manager would ensure less transaction costs, continuous follow-up, higher visibility and better institutional memory concerning the implementation of the EC external assistance projects.
11. Sustainability should be a concern of the project design as well as of its implementation. In special cases, as seen in the EUMEDIS programme, where the project outcome has a market perspective, effort should be made to include market actors as project partners, so as to enhance the possibility for developing viable business plans which would ensure sustainability. Phase-out strategies and dissemination strategies should be an integral part of the project's scope and this could be part of the requirements of the Terms of Reference.
12. If a strong initiative concerning the interconnection of the MED countries will finally be taken (e.g. the so-called PAN-ARAB Network), then connection cost could be reduced significantly, thus

promoting the interconnections among the MED NREN and other institutes. A feasibility study has been already elaborated and it has been calculated that if PAN-ARAB would be built on dark fiber (electric grid interconnecting the MED countries) then with CAPEX: 30 MEUR and OPEX 2,5 MEUR/year, good MED-MED interconnections can be ensured.

ANNEX I

Monitoring Reports produced in 2007

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
1	60489	EUMEDIS: EUMEDCONNECT Phase 2	31/12/07	DANTE	10147.05	b	b	b	b	c	EC: 1) Extend the project until Dec-07. Afterwards, a new contract should be considered, which in view of the European Neighbourhood Programme, should involve new NRENs, while giving priority to the not connected MED partners (Lebanon and Libya). It is estimated that the yearly budget of such an operation would be more than € 3 mio (depending on the new telecom costs). Ensure that there will not be any financing overlap (from FP7 or other projects), but complementarity instead. Building on the experience of the EC Delegation in Cairo, ideally, the DG-INFOSO would provide the funds and outsource, early before the launching of the project, the management to AIDCO/A who have the required regional experience. The regional character of EUMEDCONNECT is very important, because it facilitates the exchange of experiences among the partners. Furthermore, the efforts should be supported by projects of bilateral cooperation between the EC and the respective countries in order to reinforce the necessary structures and observe sustainable solutions (permission to use dark fibre, interconnections and PANARAB network, FLAG Telecom etc.). This would promote the involvement of the EC Delegations, which had and should continue to have a very important role given the political dimensions of this project. In this context, projects like the regional NATP/II or national telecommunications reform projects can be very useful. 2) Include the subcontract of DANTE with CS in Paris for the Network Management (~50 K€/year) in the planned audit of the project. DANTE: 1) It would be useful to develop an annual schedule of project meetings and trainings in order to ensure optimal travel arrangements for the participants. 2) Increase EC visibility. For example, consider adapting the project logo according to the guidelines of the EUMEDIS MDP. 3) Promote the EUMEDCONNECT benefits to the MED countries. This will accelerate the upgrade and extension of the NRENs, which in turn will lead to a need for higher EUMEDCONNECT connectivity.
2	60469	EUMEDIS: ICT Solutions in the Mediterranean SMEs	31/03/06	Fundación CIREM	10109.03	b	b	b	c	c	The project provided with a useful pilot experience, but despite an excellent coordination and cost-efficiency, the VC is not self-functioning, and the project has not ensured wider impact and sustainability, due to insufficient forecast already in project design. A stronger business plan and dissemination component would have helped to cope with the rapid obsolescence of technology and to involve business organisations during execution. Most partners would be willing to continue but have not obtained new funds. EC: Speed up procedures related to the clearance of the final payment.
3	60478	EUMEDIS: ODISEAME	30/06/06	CEDETEL	10139.03	b	b	b	a	b	EC: 1) Towards a more competitive European Higher Education by 2010 through the reforms set by the Bologna Declaration, the attraction of the interest of the MED countries and in general the new European Neighbourhood is of fundamental importance. Internet access in the MED countries is gradually improved rendering e-learning feasible in the near future. Given that there is no language barrier (Arabic is commonly used as lingua franca in the MED region), such initiatives can potentially attract a large number of students. 2) It is proposed to keep the number of the participating partners in such projects as low as possible (max 5). Furthermore, previous experience of working together is very important, and so are frequent meetings during the project. An inter-partner steering committee could help avoiding overlaps and address possible differences among the partners. A too high diversity among partners can hamper effective cooperation. 3) All tools and e-courses developed during a project should be open to the partners after its end. 4) In comparison to the other EUMEDIS pilot projects of the education sector, the choice of stand-alone e-courses instead of a Virtual University concept, for example, reduces project complexity by avoiding institutional / legal aspects. 5) The procurement of equipment should not be part of the contract. However, if it cannot be avoided, it has to be ensured that the coordinator has sufficient related experience to handle the tender procedure. The delivery of the equipment to the Palestinian partner, which is pending since 2006, should be followed-up. 6) The allocation of resources should promote the participation of MED partners thus limiting management costs. 7) Develop synergies with other EC projects in the education sector (Tempus, Erasmus Mundus, FP7). 8) More frequent monitoring visits are required (the last visit was 3 years ago) in order to detect developments that potentially have an impact on project sustainability, like the decision of the coordinator not to share the e-platform with the partners.
4	60480	EUMEDIS: Mediterranean Network for Unified Distance Learning (MED NET'U)	30/06/06	Consorzio NETTUNO	10112.03	b	c	c	b	b	MEDNET'U had a strategic impact in the creation of a Euro-Med Higher Education and VET area. The creation of Uninettuno, the agreements and the high degree of political support provide for excellent sustainability prospects. Property of project-produced courses should be shared by the partners to improve their real access to the benefits. Lessons learnt: Need for a more realistic design and size of the Consortium. Need to keep focus on direct beneficiaries. At Programme level: proper timing of launch of Focal Points vs projects ensures adequate coordination among projects / with other programmes.
5	60487	EUMEDIS: EMED TDS.COM	04/07/05	Euro-Med Trade Distribution and Services	10145.03	b	c	c	c	b	Key observations: High relevance of the developed e-market in the Agrifood sector for MED SMEs. The reduction in training budget undermined real access to technology for southern MEDA partners. Success will largely depend on partners' dissemination efforts after the platform is fully operative. Lessons learnt: Need for a more realistic design (time-frame) and size of the Consortium. Need to consider limitations of some southern Mediterranean countries before choosing the software.

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
6	65448	EUMEDIS: Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP)	31/01/07	KANTOR Management Consultant S.A.	10242.02	b	b	b	b	b	The lessons learnt from the ex-post results-oriented assessment of the MDP for future RMSUs are: 1) They should be launched early in the implementation of the Programmes in order to establish the necessary activity-oriented monitoring tools (reporting templates, web-based friendly repository document and pictures system, web-based mechanism for online daily consultation of the performance of the projects), as well as tools enhancing EC visibility, such as logos and brochures. 2) All RMSUs should integrate in their design a "communication / visibility component" to ensure appropriate credit to the EC External Aid. 3) The logframe of the RMSUs should contain at the launch of the project quantified OVIs, in order to facilitate the regular monitoring. 4) The EC entity managing the RMSUs should preferably remain the same throughout the project. 5) The RMSU should be located in geographical proximity to the EC management. 6) At the RMSU kick-off, a workshop should be organised, bringing together the EC services and the monitoring experts in order to decide on the requirements, monitoring strategy and expectations. 7) The commitment of the beneficiaries to cooperate with the RMSUs can be ensured through the appropriate provisions in the general conditions in their contracts. 8) A pilot Programme, such as EUMEDIS, would better comprise only one project per sector, in order to avoid duplication. 9) If there is a need for an infrastructure project (i.e. EUMEDCONNECT), this should be operational after the RMSU and before the other projects. 10) Bigger involvement of local MED experts is necessary in order to increase the visibility and sustainability of the EC External Aid.
7	60467	EUMEDIS: STRABON	01/06/06	Maison des Sciences de l'Homme (MSH)	10100.04	b	b	b	c	c	Utilisation of the system by the tourism industry is essential. Decision on a possible business plan and/or commercialisation could provide a sustainable solution. Location of other national or international funding mechanisms through development or research programmes could help further development of the system.
8	60474	EUMEDIS: EMPHIS	28/02/06	Fondation Merieux	10140.03	b	b	b	b	c	More involvement of all partners to all WPs should have been foreseen in order to better disseminate project results among them. There was no connection to a business perspective or at least to some sort of sustained funding of the systems implemented in order to better ensure sustainability, maintenance and further development of the project results and services, not only at the local level but also as a network.
9	60482	EUMEDIS: AVICENNA	31/12/06	UNESCO	10141.03	b	b	b	b	b	Good approach, but weak networking. Funding for maintenance, updates, development could come from other research and development programmes. Simplification of procurement procedures might help.
10	60463	EUMEDIS: MEDChartNET	30/06/06	International Maritime Academy IMO-IMA	10099.05	a	b	b	b	a	Good management together with very well focused objectives in compliance with the needs of the partners. A balanced strategy by the partners and agreements with distributors and/or other providers will most probably lead to sustainability of the project results.
11	60468	EUMEDIS: DAEDALUS	01/06/06	Instituto per le Technologie Informatiche Multimediali (CNR-ITIM)	10101.04	c	c	c	d	d	There should be some effort either individually by each partner country or collectively as a network of partners to revive the project results, mainly involving the tourism sector on a market oriented approach.
12	60479	EUMEDIS: CANCER GEMED NETWORK	10/07/05	European Genetics Foundation (EGF)	10143.03	a	b	b	a	a	Well co-ordinated project implementation with good sustainability potential. More advanced courses could have been foreseen for developed partners. Diffusion of the DNA chip results to partners necessary.

ANNEX II

Average score per criterion per project across the years

Project	Year	Quality of project design	Efficiency	Effectiveness	Impact	Sustainability	AVERAGE
Focal Points							
EUMEDIS: Information Society Focal Point Project for Egypt	2003	2,25	2,00	2,70	3,00	2,00	2,39
	Average	2,25	2,00	2,70	3,00	2,00	2,39
EUMEDIS: Information Society Focal Point Project for Malta	2003	2,00	1,90	2,80	3,00	2,00	2,34
	Average	2,00	1,90	2,80	3,00	2,00	2,34
EUMEDIS: Information Society Focal Point Project for Jordan	2003	2,25	2,00	2,90	2,00	3,00	2,43
	Average	2,25	2,00	2,90	2,00	3,00	2,43
EUMEDIS: Information Society Focal Point Project for Cyprus	2003	3,00	2,00	2,30	2,00	2,00	2,26
	Average	3,00	2,00	2,30	2,00	2,00	2,26
EUMEDIS: Information Society Focal Point Project for Tunisia	2003	2,50	2,20	2,10	3,00	3,00	2,56
	Average	2,50	2,20	2,10	3,00	3,00	2,56
EUMEDIS: Information Society Focal Point Project for Algeria	2003	2,00	3,00	2,90	3,00	2,00	2,58
	Average	2,00	3,00	2,90	3,00	2,00	2,58
EUMEDIS: Information Society Focal Point Project for Syria	2003	2,50	2,20	3,00	2,00	4,00	2,74
	Average	2,50	2,20	3,00	2,00	4,00	2,74
EUMEDIS: Information Society Focal Point Project for Lebanon	2003	2,00	1,10	1,00	1,00	2,00	1,42
	Average	2,00	1,10	1,00	1,00	2,00	1,42
Horizontal Projects							
EUMEDIS: EUMEDCONNECT	2002	3,00	3,00	3,00	3,00	2,00	2,80
	Average	3,00	3,00	3,00	3,00	2,00	2,80
EUMEDIS: EUMEDCONNECT Phase 2	2003	3,00	3,40	2,60	3,00	2,50	2,90
	2004	3,25	3,00	3,00	3,00	2,00	2,85
	2005	3,00	3,20	3,30	2,90	2,33	2,95
	2007	3,00	3,20	3,50	3,35	2,25	3,06
	Average	3,06	3,20	3,10	3,06	2,27	2,94
EUMEDIS: Pilot Projects Results Dissemination and Monitoring in Mediterranean Countries (MDP)	2004	3,00	3,10	2,90	3,00	3,00	3,00
	2007	3,00	3,00	3,00	3,50	2,88	3,08
	Average	3,00	3,05	2,95	3,25	2,94	3,04
Pilot Projects							
EUMEDIS: BurNet	2003	3,00	3,00	3,00	3,00	3,00	3,00
	2004	2,75	2,00	2,10	2,00	3,00	2,37
	Average	2,88	2,50	2,55	2,50	3,00	2,69
EUMEDIS: CANCER GEMED NETWORK	2003	3,00	3,00	3,00	4,00	3,00	3,20
	2004	3,00	3,00	3,10	4,00	3,00	3,22
	2007	3,70	3,00	3,20	3,90	3,60	3,48
	Average	4,85	4,50	4,65	5,95	4,80	4,95
EUMEDIS: EMISPHER	2003	2,25	2,90	4,00	4,00	4,00	3,43
	2004	3,25	2,70	3,80	3,00	4,00	3,35
	Average	2,75	2,80	3,90	3,50	4,00	3,39
EUMEDIS: EMPHIS	2003	3,00	3,00	3,00	3,00	3,00	3,00
	2004	3,75	3,50	2,80	3,00	3,00	3,21
	2007	3,00	3,00	3,00	3,00	2,44	2,89
	Average	3,25	3,17	2,93	3,00	2,81	3,03

Project	Year	Quality of project design	Efficiency	Effectiveness	Impact	Sustainability	AVERAGE
EUMEDIS: Participative Approach to Disease Global Management-PARADIGMA	2003	3,00	3,00	3,10	3,00	3,00	3,02
	Average	3,00	3,00	3,10	3,00	3,00	3,02
EUMEDIS: EMED TDS.COM	2003	3,75	3,10	3,80	3,00	4,00	3,53
	2004	3,75	3,10	3,80	3,00	3,00	3,33
	2007	2,60	2,40	1,90	2,00	2,88	2,36
	Average	3,37	2,87	3,17	2,67	3,29	3,07
EUMEDIS: MEDChartNET	2002	3,00	3,00	3,00	3,00	3,00	3,00
	2003	3,13	3,00	3,05	3,00	3,00	3,04
	2004	3,75	3,20	3,00	3,00	4,00	3,39
	2007	3,70	3,00	3,30	3,10	3,60	3,34
	Average	3,39	3,05	3,09	3,03	3,40	3,19
EUMEDIS: DAEDALUS	2002	3,00	2,00	3,00	3,00	3,00	2,80
	2003	3,00	3,00	3,00	3,00	3,00	3,00
	2004	2,75	2,00	2,00	3,00	3,00	2,55
	2007	2,00	2,00	2,10	1,10	1,25	1,69
	Average	2,69	2,25	2,53	2,53	2,56	2,51
EUMEDIS: MEDINA	2002	3,00	2,00	2,80	3,00	3,00	2,76
	2003	2,25	3,00	N/A	N/A	4,00	3,08
	2004	3,00	3,00	2,00	2,00	2,00	2,40
	Average	2,75	2,67	2,40	2,50	3,00	2,75
EUMEDIS: Networked Journeys - Tourist Itineraries following the ancient trade Routes of the Mediterranean: Trade & Culture a bridge between civilisations	2002	3,00	2,00	3,00	3,00	3,00	2,80
	2003	2,25	2,20	3,00	3,00	2,00	2,49
	2004	2,25	2,20	3,00	3,00	2,00	2,49
	Average	2,50	2,13	3,00	3,00	2,33	2,59
EUMEDIS: STRABON	2002	3,75	3,00	3,20	3,00	4,00	3,39
	2003	4,00	3,00	3,00	3,00	3,00	3,20
	2004	3,00	3,10	3,00	3,00	2,00	2,82
	2007	3,00	3,00	2,80	2,10	2,22	2,62
	Average	3,44	3,03	3,00	2,78	2,81	3,01
EUMEDIS: E-MED TEX-NET Cluster for the Development of a Euro-Mediterranean Partnership Network in the Textile Clothing Sector	2003	2,75	2,00	2,90	3,00	3,00	2,73
	2004	2,75	2,00	2,20	3,00	3,00	2,59
	Average	2,75	2,00	2,55	3,00	3,00	2,66
EUMEDIS: ICT Solutions in the Mediterranean SMEs	2003	3,00	3,00	3,00	3,00	3,00	3,00
	2004	3,00	3,00	2,00	3,00	3,00	2,80
	2007	2,60	2,80	2,70	2,35	2,13	2,52
	Average	2,87	2,93	2,57	2,78	2,71	2,77
EUMEDIS: MEDITERRANEAN PROJECT FOR INNOVATION DEVELOPMENT	2003	3,00	3,00	3,80	3,00	4,00	3,36
	2004	3,75	3,00	3,80	3,00	4,00	3,51
	Average	3,38	3,00	3,80	3,00	4,00	3,44
EUMEDIS: Mouvement Euro-Méditerranéen pour le Management et la Qualité dans les Petites Entreprises et les Entreprises Artisanales	2003	3,00	2,00	3,10	3,00	3,00	2,82
	2004	2,75	2,00	3,00	3,00	3,00	2,75
	Average	2,88	2,00	3,05	3,00	3,00	2,79
EUMEDIS: SMITE	2003	3,25	3,00	3,00	3,00	3,00	3,05
	2004	3,00	2,60	3,20	3,00	3,00	2,96
	Average	3,13	2,80	3,10	3,00	3,00	3,01

Project	Year	Quality of project design	Efficiency	Effectiveness	Impact	Sustainability	AVERAGE
EUMEDIS: AVICENNA	2003	2,50	3,00	2,30	3,00	3,00	2,76
	2004	2,25	2,00	2,10	2,00	3,00	2,27
	2007	3,00	3,00	3,00	3,00	3,00	3,00
	Average	2,58	2,67	2,47	2,67	3,00	2,68
EUMEDIS: MEDFORIST	2003	3,25	3,00	3,30	4,00	3,00	3,31
	2004	3,25	3,00	2,90	4,00	3,00	3,23
	Average	3,25	3,00	3,10	4,00	3,00	3,27
EUMEDIS: Mediterranean Network for Unified Distance Learning (MED NET'U)	2003	2,75	3,00	3,00	3,00	3,00	2,95
	Average	2,75	3,00	3,00	3,00	3,00	2,95
EUMEDIS: ODISEAME	2004	2,75	2,10	2,30	3,00	3,00	2,63
	2007	2,60	2,40	2,20	3,45	3,00	2,73
	2003	3,25	3,00	3,70	4,00	4,00	3,59
	2004	2,75	3,00	3,00	4,00	4,00	3,35
	2007	3,00	3,00	2,67	3,55	3,22	3,09
	Average	2,87	2,70	2,77	3,60	3,44	3,08

ANNEX III

EUMEDCONNECT: Analysis per visited partner

	UK	FR	ES	IT	GR	MT	CY	TR	IL	DZ	EG	JO	LB	MA	PS	SY	TN	Total
Name	DANTE	ENATE	REDES	GARR	GRNET	UoM	CYNET	ULAKBIM	IUCC	CERIST	EUN	JUNet	not connected	MARWAN	PADI2	HAIST	MRST	
National Network						Cynet_EMED				ARN	EUN	JUNET	-	MARWAN	PALNET	SHERN	RFR	
Connected with	PS	JO	DZ	MA,TN, CY,EG, MT,IL	TR IL CY	IT	GR IT SY	GR	GR IT	ES	IT	FR	-	IT	UK	CY	IT	
Established as Institution										1994			-	1997				
Connected to GEANT							16/02/05			19/04/04	18/04/05	13/10/05	-	10/05/04	26/10/05	15/05/06	05/05/04	
Bandwidth (Mbits) - before						20	200	155	310	155	34	45	-	34	-	8	45	
Date of last upgrade							16/02/05			04/05/05	18/04/05	13/10/05	-	24/11/06	26/10/05	15/05/06	05/05/04	
Bandwidth (Mbits) - now						45	200	622	1244	155	34	45	-	155	45	8	45	
Connection cost													-					
Backbone										155	1000		-	34				
Average traffic to (Mbits)							2,3			61,7	3,5	0,2		1,3	1,2	0	0,1	
Max Traffic to (Mbits)							33,9			114,2	32,7	10,5		6,4	5,8	1,1	1,8	
Volume to (Mbytes)							768,8			20.655	1180,5	70,8		428,8	410,5	7,5	41,1	
Average traffic from (Mbits)							6,4			50,8	0,5	7,8		25,1	5,0	0,06	1,7	
Max Traffic from (Mbits)							43,2			128,6	12,3	43,4		94,2	26,4	7,4	10,1	
Volume from (Mbytes)							2.146			17.009	168	2.596		8.397	1.682	76	565	
Av. Availab. of the network							99,90%			97,33%	99,14%	87,09%		98,82%	99,70%	98,22%	99,54%	
Sites Connected						0	12	0	48	138	13	11		30	5	8	166	371
Users Connected						0	9.210	0	181.000	506.500	100.000	120.100		310.900	85.000	10.950	100.600	1.234.050
Financing Ability						20%	25%		20%	35-40%	40%	20%		35-40%				
Cost (EUR/Mbps/month)										300				200				
Cost (EUR/year)										550.000				375.000				
BurNet									X		X			X		X	X	5
GEMED Net							X			X							X	3
EMISPHER							X				X			X				3
EMPHIS																	X	1
PARADIGMA											X							1
EMED TDS_COM																		0
MEDChartNET																		0
DAEDALUS							X										X	2
MEDINA																	X	1
Networked Journeys																		0
STRABON										X		X				X	X	4
E-MED TEX-NET																X	X	2
ICT Solutions										X				X		X		3
MEDPRIDE														X				1
Mouvement Euromed																	X	1
SMITE							X											1
AVICENNA						X	X			X	X			X		X	X	7
MEDFORIST						X	X			X				X		X	X	6
MED NETU										X2	X2	X		X4		X		5
ODISEAME							X		X	X	X			X				5
MVU						X	X2				X	X				X		5
Total EUMEDIS						3	8		2	7	7	3		8	0	8	10	
Navigation du Savoir							X											
Med Voices							X											
TEMPUS										X						X		
EUMEDGRID FP6						X	X							X	X		X	
Other FP6														X	X		X	
EUROMEDANET										X								
EUMEDGRID Real Partners	X		X	X	X	X	X	X		X	X			X		X	X	
Rome Declaration										X	X	X		X	X	X		