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Mid-Term Evaluation

The Euro-Mediterranean Youth Programme

2001-2003

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List of Acronyms

BNI	Beneficiaries interviews during field missions
BNW	Beneficiaries workshop, Evaluation stakeholders meeting, June 2004
CoE	Council of Europe
DEU	European Delegation
DG Aidco	EuropeAid Co-operation Office – European Commission
DG EAC	DG EAC – Directorate General Education and Culture – European Commission
EC	European Commission
ECD	European Commission Delegation
EMYP	Euro-Mediterranean Youth Platform
Euromed	The Euro-Mediterranean Youth Programme
EYP	European Youth Platform
MEDA	Mediterranean partner countries (see list below)
NA	National Agency
NAW	National Agencies Workshop, Stakeholders meeting, June 2004
NC	National Coordinator
NCI	National Coordinators Interview
NCW	National Coordinators Workshop, Stakeholders meeting, June 2004
RELEX	DG RELEX – Directorate General for External Relations – European Commission
SALTO	Support and Advanced Learning and Training Opportunities within the Youth Programme
TAO	Socrates, Leonardo and Youth Technical Assistance Office

Participating Mediterranean partner countries during the evaluation period 2001-2003

European Union Countries	ID Code	Mediterranean Countries	ID Code
Austria	AT	Algeria	DZ
Belgium	BE	Cyprus	CY
Denmark	DK	Egypt	EG
Finland	FI	Israel	IL
France	FR	Jordan	JO
Germany	GE	Lebanon	LE
Greece	GR	Malta	MT
Ireland	IRL	Morocco	MA
Italy	IT	Occupied Territories	OT
Luxembourg	LU	Syria	SY
Netherlands	NL	Tunisia	TN
Portugal	PT	Turkey	TK
Spain	ES		
Sweden	SE		
United Kingdom	UK		

EXECUTIVE SUMMARY

The background to the evaluation

In March 2004, the European Commission (DG EuropeAid, in association with DG Education and Culture and DG External Relations) instructed the European Consultants Organisation (ECO) to conduct an independent mid-term evaluation of the Euro-Mediterranean Youth Programme (Euromed). The assessment was to cover the period from 2001 to 2003, thus partly encompassing both the first phase (1999-2001) and the second phase (2002-2004) of the programme. This evaluation would follow a previous mid-term evaluation conducted by Ecotec in August 2001.

The Euro-Mediterranean Youth Programme (Euromed)

Euromed is the EU action programme set up to promote intercultural youth exchanges, volunteer service, and activities for youth workers between the countries of the Euro-Mediterranean Partnership. The participating Mediterranean partner countries during 2001-2003 were: Algeria, Cyprus, Egypt, Israel, Jordan, Lebanon, Malta, Morocco, Occupied Territories, Syria, Tunisia, and Turkey.

The management of the programme has been sub-delegated by DG EuropeAid to the Youth Unit in DG Education and Culture, in collaboration with the Technical Assistance Office (TAO). In the period between 2000 and 2003, two new structures were established. The first was the SALTO Euromed Resource Centre (SALTO resource centre) for training in all aspects of the programme including project design. The second was the Covenant with the Council of Europe for training on Euromed values. A third structure, the Euro-Mediterranean Youth Platform (EMYP), replaced the former Euro-Mediterranean Youth Forum with the goal of promoting networking among the youth associations.

The total number of projects funded during the period between 2001 and 2003 was 451. The direct beneficiaries of the programme between 2001 and 2003 were 254 youth and civil associations (134 from the EU and 120 from MEDA). As an indication of the size of the programme, during the 2001 to 2002 period 8194 young people participated in the programme (4008 from the EU and 4186 from the MEDA countries). The overall budget for the period covered by the evaluation was approximately 14 million euro.

The objectives, scope, and approach of the evaluation

This evaluation assesses the relevance, effectiveness, efficiency, impact, and sustainability of Euromed in terms of achieving its general and specific objectives. Furthermore, this evaluation explores the strengths and weaknesses of Euromed, as well as the opportunities and main obstacles facing the programme. It places particular emphasis on issues of regional and national coordination, the Euro-Mediterranean Youth Platform, and the SALTO resource centre. Findings and recommendations are arranged under the sections of relevance, effectiveness, efficacy, impact, and sustainability of the programme.

The evaluation was carried out between April and September 2004¹ using research, fieldwork, evaluation workshops, and face-to-face interviews in nine MEDA countries (Algeria, Egypt, Jordan, Lebanon, Israel, Morocco, Syria, Tunisia, and the Occupied Territories). It also encompassed a stakeholder meeting in Brussels with over 70 participants from Europe and the Mediterranean. The evaluation draws on data from personal contact with over 140 MEDA youth associations. It is additionally supported by on-line questionnaires launched on the web portal of the Euro-Mediterranean Youth Platform. Given that the programme has funded 120 MEDA organisations from 2001 to 2003, the research sample accessed provides a solid and credible base for findings and recommendations for the new phase of the programme, particularly for the MEDA region.

The mid term evaluation takes into consideration relevant policy documentation on the past and current Commission's actions related to youth policy as well as the Euro-Mediterranean partnership. This includes regional strategy papers and the White Paper on Youth amongst others. It also takes into account the new generation of Education, and Training and Youth programmes, which run from 2007.

More specifically, the evaluation focused on the following major issues:

Relevance

1. Pertinence of the objectives and actions of the programme
2. Adequacy of the intervention mechanisms
3. Coherence of Euromed with the objectives of the third chapter of the Barcelona process and the objectives of the Youth programme
4. Appropriateness of the budget

Effectiveness

1. Roles and responsibilities of the programme structures
2. Procedures to select, manage, and disseminate projects
3. Effectiveness and coherence of the administrative management

Efficiency

1. Relationship between the inputs of the programme and the programme results

Impact

1. Level of participation and interest in the programme
2. Regional co-operation
3. Added value of the Euromed youth programme
4. Barriers affecting impact

Sustainability

1. Level of ownership of the programme
2. Role of training in sustainability of the programme
3. The critical mass of the programme
4. Contribution to cross-cutting issues

¹ The evaluators responsible for the study are Judith Neisse and Esther Gelabert.

The Key Findings and Recommendations of the Evaluation

The Euromed programme has become the singularly most focussed regional instrument to promote youth intercultural dialogue within the Euro-Mediterranean area and to foster the development of the youth associative sector in the MEDA countries. Both these aspects are key strategic issues, given the current international political context and the emerging importance in several MEDA countries of creating a basis for a civil society in which the youth sector is at its core.

Euromed's importance is due to the fact that it is the only programme to facilitate exchanges between the youth of countries that have, historically and traditionally, often been lacking in co-operation. In the long run, co-operation between youth organisations in these countries is likely to create broader regional links, change misconceptions and societal attitudes towards both EU and MEDA countries, and strengthen bilateral relationships.

The 'bottom-up' approach of the programme allows youth organisations to submit projects according to their specific interests and needs. In addition, this strategy allows a certain degree of independence, creativity, and diversity among the youth and civil organisations that participate. Furthermore, the programme fills a funding gap in MEDA countries that in general have marginal youth budgets and scarce support from other international donors.

- **There is in general a consistency and complementarity between the objectives set by the concerned Directorates General for Euromed.**

DG EuropeAid and DG Relex set up the political objectives of the programme, such as the development of civil society and democratisation. The youth related objectives such as intercultural dialogue are, for the most part, set by DG Education and Culture. Analysis of the programme reference documents shows there is in general a consistency and complementarity between the objectives set by both. However, translating these objectives into a coherent strategic action plan becomes a complex procedure between the several DGs involved. The central management of the programme should further foster careful coordination among Directorates General in the future.

The official texts, the basis for the legal framework for the Euromed youth programme, do not present operational objectives against which to measure the level of performance of the programme. Yet, these objectives partially appear as operational content, in the description of the programme actions.

Recommendation 1

The different implementation mechanisms (actions, including training) should be related to quantifiable objectives such as: number of beneficiaries, characteristics of target beneficiaries, types of projects, number of projects, and areas of intervention. Moreover, the aim of these objectives should be proportional to the funding allocated to achieving them. This will enable a better monitoring and assessment of the performance of the programme.

➤ **The needs of the beneficiaries are in line with the objectives of the Euro-Mediterranean Youth Programme.**

The needs of the beneficiaries of the Mediterranean region are in line with the objectives of Euromed. This is the case for all the programme objectives, with the exception of the creation of national youth councils in MEDA countries. The evaluation found that the political will in MEDA countries is insufficiently developed to support the creation of these councils.

However, this matching between the needs of the beneficiaries and the objectives of the programme is not optimal. The current programme is not based on a recent analysis of the beneficiaries' needs. This is particularly important given the changing political and social scenario that the Mediterranean partner countries are encountering.

Recommendation 2

To launch a needs analysis in the youth sector.

This should not be restricted to youth associations participating in the programme but should be extended to policy-makers in order to optimise the matching between the real needs of the youth sector (youth trainers, workers, and leaders) in the MEDA countries and the objectives of the programme.

➤ **The implementation of the Euromed training objectives has been successful; but these have been only partially implemented during the evaluation phase.**

The SALTO resource centre and the National Coordinators (NCs), the main training providers during this evaluation period, have focused their activity on the programme objective of training for Euromed youth work, including the design of successful proposals. This objective has been effectively met.

However, the programme objective of “supporting youth organisations in capacity building and in youth policies” has not yet been sufficiently tackled. This objective is particularly important given the increasing sensitivity of the MEDA countries in developing political youth agendas.

Recommendation 3

Euromed should strengthen the current training strategy to optimally cover the key objective of “developing capacity building at the level of youth structures and policies”.

If properly set, the strategy will contribute to addressing the present gap in professional training in the youth sector of the MEDA region.

- **The thematic priorities of the programme should enhance its influence on the content of the projects.**

Active participation in civil society, Strengthening of citizenship, Place of women in society, Fight against racism and xenophobia, Minority rights, and Heritage and environmental protection are the thematic priorities of Euromed and their influence on the content of the projects should be enhanced. With the goal of strengthening the content of the proposals, it would be of interest to make them a binding selection criterion.

Recommendation 4

More emphasis needs to be placed on promoting the Euromed thematic priorities at the pre-proposal stage.

This task could be undertaken by the NCs, the National Agencies (NAs), and the training structures. Additionally, bearing in mind the goal to increase the quality of the proposals, the User's Guide should state the importance of these priorities in a clearer way. To ensure their impact, a binding rule could be developed to take them fully into consideration as a selection criterion in the selection process.

- **The current age range of the programme (15 to 25 years) does not fully correspond to the age range of young Mediterranean people available for project activities.**

This is particularly but not exclusively the case concerning the European Voluntary Service (EVS). In many MEDA countries, this age group has constraints imposed upon it that include military service and the university cycle, which cannot be interrupted. Consequently, they are unavailable, particularly for actions that demand a longer period of participation, such as the European Voluntary Service.

Recommendation 5

The upper range of the programme participants needs to be extended to 30 years old to increase the availability of young people to the programme.

- **Gender equality is a general objective and a priority for Euromed and yet gender is not introduced as a binding criterion for selection of projects.**

Although participation of young women is both an objective and a priority of the programme, proposers have not been asked to consider it formally where appropriate in their proposals.

Recommendation 6

Proposers should be asked whether and how their projects contain a gender component. Gender balance should be introduced where appropriate as selection criteria for project proposals.

- **There has been a steady rise in participation in the programme over the evaluation period, particularly from MEDA countries.**

The key political goal of the second phase of Euromed was achieving a greater balance between the number of successful project proposals funded from MEDA and from EU countries. This has been accomplished.

Indeed, in earlier years, the number of approved projects from the EU has outweighed those from MEDA countries. However, the percentage of successful projects from MEDA countries has gone up from 33% in 2001 to 48 % in 2003.

An analysis of the programme participation statistics indicates a success in participation in the Actions of Youth Exchange (Action 1) and Support Measures (Action 5). Both show a steady rise in participation over the evaluation period (number of applications from MEDA rose from 107 in 2001 to 157 in 2002).

- **The European Voluntary Service (Action 2) needs to be strengthened.**

The last evaluation of Euromed found that the European Voluntary Service (Action 2) had a low participation rate. This has seen only a slight improvement during this evaluation period, despite some increase in promotional activity. The evaluation finds this action still pertinent for the MEDA region. However, its implementation encounters problems in the cultural and practical preparation of volunteers; the description of tasks to be undertaken; the support structures; and the accurate matching of the volunteers with positions available.

Recommendation 7

More promotion of this Action should be undertaken at the NC level, through specialised training seminars.

In order to regenerate participation in the European Voluntary Service, the upper age limit of programme participants should be raised to 30 years of age. As for the other problems, the European Voluntary Service needs additional guidelines for sending and hosting organisations as well as for beneficiaries. The NCs should undertake additional monitoring of host organisations and the volunteers.

- **The programme has generated the first generation of regional networks.**

The formal and informal networking activities of the programme, such as project partnerships, contact-making seminars, and multilateral training to promote networking are resulting in the emergence of the first generation of regional networks. An appropriate mechanism has to be put in place to give it the support it needs. The current programme channel to select and fund regional networks is to submit proposals at the NA level of the EU countries.

Recommendation 8

A stronger strategic approach needs to be introduced to give support to the emerging regional networks.

The evaluation demonstrates that network projects need to be selected and funded at the EU central level. This will ensure the balanced development of the networks at this level and their independence from national considerations. Additionally, it opens the possibility for Mediterranean partners to apply as promoters of networks.

➤ **Overall, Euromed achieved a satisfactory level of performance and it has significantly improved its effectiveness during the evaluation period.**

The programme has strengthened its management from 2001 to 2003. Today, it has reached satisfactory levels of performance in the administrative management of the programme.

Two main outcomes regarding structures have been achieved:

1. The incorporation and/or consolidation of the role of new actors into the programme (the SALTO Resource Centre and the Euro-Mediterranean Youth Platform, as well as the Covenant with the Council of Europe).
2. The decentralisation of programme selection and management by the National Agencies, which started in 2003.

In this second phase the MEDA structures have had their management strengthened and have extended to almost the entire Mediterranean region.

The evaluation finds the role of the NCs critical to the functioning of the programme at the country level. The NCs actively influence the number and quality of proposals submitted in their countries.

At the EU level, the decentralisation process implies increased programme efficiency, but at the expense of a reduction in the number of projects funded.

The geographical coverage of NCs in MEDA is now complete with the exception of Syria.

Recommendation 9

A NC should be set up in Syria. This would greatly enhance Syria's participation in the Euro-Mediterranean Youth Programme.

➤ **Consolidation of the role of the Mediterranean National Coordinators.**

During this phase, a consolidation of the role of the NCs has taken place with the support of several programme mechanisms such as the successful twinning scheme and job

shadowing. However, several MEDA countries experience a low level of communication between the EU Delegation and the NC.

Recommendation 10

The exchange of information and communication between the NCs and the Delegations needs to be improved in order to forward the programme objectives.

- **The Euro-Mediterranean Youth Platform has established the basis of an effective networking tool for the youth organisations of the Euro-Mediterranean region.**

The Euro-Mediterranean Youth Platform, through its web portal, has achieved high dynamism in its first year of operation, as the figures of registered organisations and hits to the website indicate. It provides the expected support in partner search for Euromed.

Despite this success, the management structure of the Euro-Mediterranean Youth Platform created in 2003 does not represent the target groups of the Mediterranean countries. The Platform aims to incorporate in the steering committee national councils or similar organisations but these types of institutions are not in existence in MEDA countries.

Recommendation 11

In the absence of National Councils, the Platform should develop an alternative representation from the MEDA countries in the steering activities.

- **The administrative procedures of the programme have increased in efficiency.**

The efficiency of the administrative procedures has increased. Their duration has been shortened particularly in the areas of selecting projects and issuing contracts. This is partly due to stopping the inter-service consultation among the DGs that used to take place in selecting projects. This shortened selection procedure has had a direct positive effect: beneficiaries gain more time to prepare for the project since contracts are signed earlier.

Recommendation 12

To monitor the appropriate application of the 45-day rule regarding payments.

Generally, the impression is that the European rules do not create big problems when confronted with the country rules and that the people or organisations concerned find ways of solving them.

- **The decentralised process has improved the conditions for European project promoters.**

The process of decentralisation was qualified as positive by the NAs regarding their own work of guidance, management, and selection for the programme. However, the NAs and

NCs agree that the decentralisation is suffering from a deficient flow of information to the NCs/NAs concerning project partners and selected projects and their outcomes in their countries.

The decentralisation of the selection and funding processes for EU countries that took place in 2003 has created a problem of information flow between the NCs and NAs. The main instances of this have resulted in the respective NA and NC not knowing that their nationals are participating in projects. There is a need to catalogue project partnerships on a central database and pass it on to the NAs and NCs.

- **During this phase, the information activities of the programme have improved both at the central and decentralised levels. However, the strategy needs to be reviewed and enhanced to promote further access and strengthen the visibility of the programme beyond the youth sector.**

As a result from the previous evaluation, initiatives, such as the issuing of a Euromed brochure, were put forward at the central level to improve the identity and the visibility of the programme. The NCs have also progressively improved their information and dissemination strategy.

However, the current sources of information on Euromed are still fragmented, and important information, such as the possibility of submitting applications directly to Brussels without the intermediation of the NC, is not available in any of the programme brochures or on official websites.

The visibility and access to Euromed beyond the youth sector remains low – for example, in civil associations, universities, and government structures such as ministries in the MEDA countries.

Recommendation 13

The Programme would benefit from strengthening the overall Euromed information dissemination strategy, as well as from an improvement in the efficiency of the information strategy at the MEDA country level.

Guidelines for a strategic information approach should be set at the central management level and distributed to the NCs. This should include producing materials in at least the more widely spoken languages of the region, such as Arabic and all relevant information on the programme (application deadlines, training seminars, etc.) should be published in the local newspapers.

- **The programme is relatively efficient.**

The second phase of Euromed has experienced a budget increase of 40% compared to the first phase of the programme.

A comparison between the amount committed and spent for the different actions of the programme show that the envisaged budget for Action 2 (European Voluntary Service) has

been overestimated for the whole period, since the number of projects approved has remained way below the estimate. This could be an important indicator for the problems this action has encountered and confirms the assertions of beneficiaries about their mobility difficulties and their availability in the eligible age range.

An analysis of the number of MEDA projects funded by the programme shows that it has risen in the period between 2002 and 2003 from 58 to 88 selected projects, a close to 50% increase. In parallel to the increase of the number of projects, there has, in general, been a tendency towards a decrease **of the amount funded per project**. This trend is evident for the whole period of the evaluation, independent of the action or the year.

Finally, the following figures indicate the size, impact, and expenditure of the programme in the MEDA region: 120 organisations from the MEDA zone benefit from Euromed grants and about 10,000 MEDA beneficiaries could enjoy the benefits of the programme. This means that the average amount per MEDA beneficiary is estimated at 4000 euro.

Recommendation 14

Part of the initial budget planned for projects for the EVS should be reorientated to training and awareness campaigns about this action.

- **Impact has been achieved at three levels: that of the individual, the youth managers and leaders, and the youth associations.**

Young individuals have gained new visions, personal assertiveness, skills, and better understanding of “the other”. In several cases, young people have indicated that the programme has been a means to find out their rights as individuals.

The design and implementation of a project proposal has provided hands-on experience in working in a diverse multicultural environment. The direct effect of the programme has been the facilitation of networking at local and regional levels. It also has increased the capacity to raise awareness on youth issues.

Informal learning and participatory approaches to youth work, and new concepts and practices for MEDA youth organisations have been introduced through the SALTO resource centre.

The level of South-South co-operation, considered by the Commission as an important tool to promote understanding in the social and cultural field, has increased during this period. The co-operation between youth organisations of the Euro-Mediterranean region that is fostered by Euromed is likely in the long run to create broader regional links, change misconceptions and societal attitudes in both EU and MEDA countries, and to strengthen bilateral relationships.

- **During the second phase of the programme, Euromed has achieved a critical mass.**

A total of 256 associations have been active in the programme from 2001 to 2003. Of these 136 were from the EU and 120 were from the MEDA countries. This critical mass has

been achieved with the support of the NCs and the SALTO resource centre. The evaluation, therefore, envisages a reasonable level of sustainability of the programme, with balanced participation of associations both from MEDA and the EU. The level of sustainability depends also on the support of MEDA and EU youth public authorities.

Recommendation 15

The Commission should encourage the intensification of MEDA local authorities' support to the NCs and their activities beyond the current agreement.

It is also important to ensure that most of the working time of the NCs is devoted to the management of Euromed

Conclusion

The Euro-Mediterranean Youth Programme has become the singularly most focussed and successful regional instrument to promote youth intercultural dialogue within the Euro-Mediterranean area and to foster the development of the youth associative sector in the MEDA countries. Both the aspects of intercultural dialogue and development are key strategic issues, given the current international political context and the emerging importance in several MEDA countries of creating a basis for a civil society in which the youth sector is at its core. Furthermore, the programme fills a funding gap in MEDA countries that in general have marginal budgets for the youth sector, and scarce support from other international donors.

The 'bottom-up' approach of the programme allows youth organisations to submit projects according to their specific interests and needs, within the current programme framework. Additionally, the strategy of the programme allows a certain degree of independence, creativity, and diversity among the participating youth and civil organisations.

During its second phase, Euromed has achieved important results including:

- **A balance in participation between the number of MEDA and EU youth associations in the programme**
- **Training in Euromed youth work for a significant number of youth leaders and trainers from the countries of both the EU and MEDA**
- **A satisfactory level of performance of the programme structures: the SALTO resource centre, the Euro-Mediterranean Youth Platform, and the Technical Assistance Office**
- **Efficient administrative procedures primarily concerning the selection process and the issuing of contracts.**

During the second phase of the programme, Euromed has achieved a critical mass. A total of 256 associations have been active in the Programme from 2001 to 2003. Of these, 136 were from the EU and 120 were from the MEDA countries. The programme experiences a genuine commitment and enthusiasm from the participants and youth leaders. Moreover,

the formal and informal networking activities of the programme, such as project partnerships, contact-making seminars, and multilateral training to promote networking, are resulting in the emergence of the first generation of regional networks.

Highlighted in this evaluation are a number of elements that need fine-tuning to further improve the performance and the impact of the programme. These include an improved coordination among the multiple programme actors, a more efficient information and communication strategy providing more emphasis in the thematic priorities of the programme, strengthening Action 2 (the European Voluntary Service), and a revised approach to training for the next phase.

Overall Recommendation

Given the short-term results and the expected long-term impact, and taking into consideration all the above, it is strongly recommended that the Euro-Mediterranean Youth Programme be continued.

Chapter One

INTRODUCTION

1.1: Context and objectives of the evaluation

This evaluative study of the Euro-Mediterranean Youth Action Programme (Euromed) responds to the Call for Tender (MEI/B/-4100/IB/98/0418) organised by the Directorate General for External Assistance (EuropeAid) in association with the Directorate General for Education and Culture and the Directorate General for External Relations (RELEX).

In accordance with the contractual requirements, this evaluation will cover the period from 2001 to 2003, thus partly encompassing both the first phase (1999-2001) and the second phase (2002-2004) of the programme.

Following the requirements specified in the Terms of Reference, it will provide:

- A summative evaluation of the current implementation of the programme.
- Conclusions and recommendations regarding the programme, based on complete analysis of the implementation and design.
- Suggestions for the continuation of the programme after 2004.

The key objectives of this evaluation are to assess the relevance, effectiveness, efficiency, impact, and sustainability of Euromed as regards the achievement of its general and specific objectives. This evaluation will also analyse the strengths, weaknesses, and opportunities of the programme as well as the main obstacles facing it. The evaluation will put particular emphasis on regional and national coordination issues, the Euro-Mediterranean Youth Platform (EMYYP), the SALTO Euromed Resource Centre (SALTO resource centre), and the Covenant with the Council of Europe.

The evaluation will also provide recommendations for the possible need for reorientation in the subsequent programme phases.

1.2: The Euro-Mediterranean Youth Programme (Euromed)

Euromed is one of the regional programmes set up in the third chapter of the Barcelona Process entitled 'partnership in social, cultural and human affairs'. It aims to facilitate encounters and partnerships among the young people of the Euro-Mediterranean partnership (27 countries for the period covering 1995 to 2004 and 35 countries as of May 2004 - a result of the enlargement of the EU).

Background

The Barcelona Declaration, adopted in 1995 at the Euro-Mediterranean Conference of Ministers of Foreign Affairs, set the foundations for the Euro-Mediterranean Youth Programme, comprising 15 European Union (EU) member states and 12 Mediterranean Partner Countries (MEDA).

The Declaration stressed that ‘youth exchanges should be the means to prepare future generations for a closer co-operation between the Euro-Mediterranean partners’. A Euro-Mediterranean youth exchange programme was established based on experience acquired in Europe, while taking into account the partners' needs.

Evolution of the programme

In June 1996, six months after the Barcelona Conference, actors responsible for youth work in governmental structures and in non-government organisations (NGOs) in EU member states and Mediterranean countries met in Amman to discuss the role of youth exchanges in Euro-Mediterranean co-operation, and to set out their objectives in a common declaration.

Exploratory missions took place in each of the countries between December 1996 and April 1997. The results of these missions enabled the European Commission and the authorities of the non-governmental structures of the member states and of all the Mediterranean partners to identify the priorities in the youth area - complementary to those of education and training - for each of the Mediterranean partners and to define a youth action programme which responded to their interests, their local conditions, and their possibilities.

The second Euro-Mediterranean Conference, held in Malta in April 1997, reiterated that a programme of activities for youth should be quickly developed. At the end of 1998, the European Commission and the Euro-Mediterranean Committee for the Barcelona Process adopted the Euro-Mediterranean Youth Action Programme (Euromed).

Operational approach to the programme

Euromed is a co-funded and co-managed programme under the control of two Directorates General - DG Education and Culture and DG EuropeAid. The operational management is carried out by DG Education and Culture, which has received a cross-sub-delegation from DG EuropeAid. DG Education and Culture is supported in the management of MEDA funds by the Socrates, Leonardo and Youth Technical Assistance Office (TAO).

At the national level, the programme is promoted and developed by National Agencies (NAs) in the Member States and National Coordinators (NCs) in the Mediterranean partner countries.

The eligible Mediterranean Partner countries mentioned in the Barcelona Declaration are: Algeria, Cyprus, Egypt, Israel, Jordan, Lebanon, Malta, Morocco, Palestine Territories, Syria, Tunisia and Turkey. The beneficiaries of the programme are young people aged 15 to 25 years. The programme is also directed to those responsible for youth associations, youth trainers and leaders, and those in charge of youth work at the local or national level.

Euromed I

The first Euro-Mediterranean Youth Programme - Euromed I - was adopted by the European Commission and the Euro-Mediterranean Committee and ran from 1999 to 2001.

This programme represents a concrete initiative prompted by the Euro-Mediterranean partnership (MEDA). It also heralds an extension of the European YOUTH Programme's activities to the MEDA region.

Euromed I was administered following the same guidelines, criteria, and rules as those applied to other activities with third countries within the YOUTH Programme. Euromed I programme activities were restricted to three of the five activities of the YOUTH Programme:

- Action 1. Youth for Europe Exchanges
- Action 2. European Voluntary Service
- Action 5. Support measures

The general aims of Euromed I were: 'to facilitate the integration of young people into the social and professional life and to stimulate the democratisation of the civil society of the Mediterranean partners by promoting the active participation of young people - in particular of young women and young people's associations - and by developing employability of the young people involved'.

The specific objectives included:

- 'Improving mutual comprehension between the Mediterranean partners, as well as dialogue, respect and tolerance between the various cultures.
- Encouraging youth initiatives.
- Encouraging the development of non-profit making structures working in the field of youth and in the training of youth leaders in this field, because of the vital role that NGOs play in maintaining and strengthening civil society.
- Promoting exchanges of experience and youth practice between youth NGOs of the Member States and those of the Mediterranean partners and those responsible for youth at national, regional or local level, in order to establish the basis for co-operation at the level of youth structures and policies.
- Defining a multi-annual operating and financial framework between the partners for implementing the programme.'
- In addition, it envisaged the creation of a Euro-Mediterranean Platform of youth organisations (Euro-Mediterranean Youth Forum - EYF).

This regional programme was provided with a budget of 9.7 M euro for 1999 and 2000, of which 6.0 M euro was financed by MEDA and 3.7 M euro by the EC's YOUTH Programme.

The Euromed I programme was subject to an evaluation carried out by external experts in 2001. The goals to be achieved in the second phase of the programme were inspired by this evaluation and focused primarily on strengthening support measures to enhance quality as well as increasing the number of youth projects with a focus on Mediterranean priorities in the field.

Euromed II

On 22nd November 2001 - following the MED Committee approval in September 2001- the European Commission adopted a second phase of the Euro-Mediterranean Youth Programme to cover the three years from 2002 to 2004 (MIS 2001/0186).

The general programme objectives for this second phase were “to improve mutual knowledge, understanding and dialogue between youth in the Mediterranean partner countries and in the EU, and to stimulate young people’s active citizenship, in particular by young women, within their local communities’ and youth NGOs’ contributions to their country’s public life”.

The specific objectives were:

- ‘To provide informal intercultural learning opportunities for young people, especially through exchanges and trans-national voluntary services.
- To provide training opportunities in Euro-Mediterranean youth for youth leaders and youth workers.
- To exchange experiences and youth practices, to promote the acquisition of new skills and approaches to international youth work among youth NGOs and among those responsible for youth work in the Mediterranean partners and in the EU, and to develop capacity building at the level of youth structures and policies.
- To promote the development of non-profit making structures working in the youth field and the establishment of independent and representative national youth councils in the Mediterranean partners.
- To improve, through youth associations, co-operation with civil society, as an element of democratic reform.
- To inform youth NGOs about EU institutions and the Euro-Mediterranean Partnership by strengthening the dialogue between the 27 Euro-Mediterranean partners, and to improve understanding between their cultures and perception of each other.
- To increase the participation of Mediterranean partner NGOs in Youth NGO trans-national networks’.

The thematic priorities of this phase are ‘active participation of civil society, strengthening of citizenship, place of women in society, fight against racism and xenophobia, minority rights, heritage and environmental protection’.²

The expected results over the three-year duration of this phase, as specified in the official documents, are:

- ‘Contacts, dialogue and exchanges between the EU and the Mediterranean Youth for a better understanding as an essential factor for peace and mutual respect.
- Strengthening of permanent networking and contacts in all participating countries, among the programme National Coordinators in the Mediterranean partner countries, the EU youth national agencies, and the major Youth NGOs through the implementation of joint training sessions, common programme data bases, regular coordination meetings, and regular exchanges of experiences and good practices.
- Strengthening the role of the Euro-Mediterranean Youth Forum, as a discussion platform for the organisations about relevant subjects in the region.’³

This second phase thus gives special priority to strengthening the support structures of the Euro-Mediterranean Youth Programme.

The overall budget for this phase was 14.0 M euro (10.0 M coming from MEDA and 4.0 M from the EC YOUTH Programme). This represents a budget increase of 40% over Euromed I.

1.3: The main evaluation questions

This evaluative study will be structured around the following questions: relevance, effectiveness, efficiency, impact, and sustainability of the Euromed programme.

Relevance

As regards relevance, this study will assess the appropriateness of the Euromed programme's objectives in relation to the identified needs and problems of the target beneficiaries, and more concretely those of the Mediterranean region. The analysis will also question whether sufficient attention was given to the current regional political, socio-economic and cultural environment, as well as to the regional and local capacities for implementing the Programme.

This section will further consider the appropriateness of the chosen Youth strategy and budget. The internal consistency of the Programme, as well as the external complementarities and the consistency with other Euromed regional and bilateral programmes will also be analysed

Effectiveness

In this section, the evaluation will assess the degree to which operational and specific objectives have been attained during the period 2001-2003. Furthermore, it will judge the quality of its implementation by analysing the following elements:

- The role and functionality of the management structures.
- The complementarity and synergies between the different programme structures.
- The selection and evaluation process.
- The procedures or project cycle (project management, follow-up, dissemination, visibility).
- The programme administrative management.
- The programme financial management.

The analysis will highlight the strengths and weaknesses of the programme structures as seen by the actors and beneficiaries. It will additionally focus on training and networking strategies as developed by the said structures.

² Youth Programme User's Guide, valid until January 2004

³ MIS 2001/0186, p.2

Efficiency of the programme

In this section, the evaluation will examine the cost-effectiveness of the programme. It will assess whether results have been achieved at reasonable cost: i.e. how well inputs and means have been converted into outputs and results.

Impact

This section will study the extent to which the objectives and thematic priorities of the Euro-Mediterranean Youth Programme and specific objectives of the Actions and training activities undertaken by the SALTO resource centre and the Council of Europe (through the Covenant) have been achieved in terms of having an impact on young people, youth workers, youth organisations, and on decision and policy makers. This section will also deal with the added value of Euromed to its main target groups: young people and youth workers. It will be approached under two different levels, the individuals themselves, and the effects that the programme has produced at the institutional level. By added value, we mean the supplementary contribution of the programme that was not directly intended at the beginning.

Given the complexity of the objectives and the short implementation period of Euromed, together with the diversity of the organisations and beneficiaries participating and the limited number of beneficiaries interviewed, it will not be possible to provide an exhaustive comment on the impact on young people. The study will rather provide suggestive information on how the actions have been received by young people. It will also provide indicative information on the extent of the immediate impact at the local level.

With regard to impact on youth leaders, the study will provide an analysis of the information provided by youth Mediterranean activities.

Sustainability

Finally, the evaluation will appraise sustainability and the ability of the programme to be replicated. The sustainability will be linked to the capacity of the regional stakeholders involved to perceive themselves as owners of the programme. The study will assess the extent to which target groups and youth beneficiaries have participated and have committed themselves to achieve the programme objectives. It will also assess how deeply they are involved. This will provide indicators to assess whether Euromed can acquire support from enough regional actors' to become sustainable in the long term.

Integration and crosscutting and overarching issues of particular concern to Euromed

A final criterion by which to assess Euromed is the degree to which a number of cross-cutting and overarching issues that are of concern to the programme have been integrated into Euromed, whenever relevant. Although these issues frequently touch upon other criteria, given their importance they will be treated in the study in a separate and explicit manner.

Key crosscutting issues that will receive particular attention include:

- Gender equality,
- Human rights,
- Equal opportunities,
- The environment and cultural heritage.

Moreover, this study will pay special attention to:

- Cultural diversity within the Mediterranean region.
- The intra co-operation potential and patterns within the Mediterranean region.

1.4: Research methodology

The methodology designed by the evaluators incorporates:

- Mainstream EC evaluation methodology.
- Methodology for policy analysis.

More specifically, the evaluators have used the following methods to gather information from primary and secondary sources:

- Review of official policy documents.
- Review of other evaluations that have been carried out in the area, as well as documents that refer to the MEDA region as a whole.
- Data collection through questionnaires and surveys.
- Tables and statistics.
- Interviews with key policy makers, programme co-ordinators, national representatives, EC officials.
- Participant observation, in the form of evaluation workshops with programme beneficiaries and participants.

The study includes both sociological (interviews, surveys) and anthropological (participant observation, time spent in the region) methodological tools.

In order to ensure systematic consideration of the various stakeholders and actors, the evaluators have developed survey methods, semi-structured questionnaires and assessment forms. They have also used statistical information and data, where considered appropriate.

Along with data selection, the evaluators have made extensive use of anthropological methodological tools and have used extensive **participant observation methods** through their missions in the region by applying a participatory approach.

This approach provides an added value to this evaluation study. It provides additional information related to the complex political and socio-cultural situation of the region. This could be useful in explaining certain particularities of the current developments of the programme and for future programme recommendations.

1.5: Strengths and weaknesses of the methodological approach

Strengths

- The field missions gave the opportunity to meet directly many beneficiaries of the programme. They stressed the importance of having the chance to meet evaluators to express the positive and negative aspects of the programme.
- The evaluation workshops were a unique opportunity to meet collectively all the group of beneficiaries (promoters and young people) from a specific country. These workshops created a rich discussion about the programme.
- The evaluators further explained the mechanisms of functioning of the programme within the context of the evaluation workshops but, more specifically, in meetings with high-level policy-makers. This had a direct effect in transparency building in Euromed.
- The stakeholders' meeting was a very useful tool for the evaluation. It has increased the richness of the analysis, confirmed several hypotheses launched by the beneficiaries, and provided new elements for reflection.
- The evaluation allowed a great amount of programme information to be assembled that otherwise would have remained scattered and fragmented.
- The moment when this evaluation took place was very timely. It occurred at a critical moment with regard to the evolution of the MEDA and EU programmes. This concerns the preparation of the new generation of education, training and youth programmes, and new MEDA regulations. The evaluation findings, results, and recommendations will contribute into the design of the current programme developments.

Weaknesses

The weaknesses have been classified according to different thematic sectors:

The framework of the evaluation

- The Terms of Reference for the present evaluation indirectly give priority to the assessment of the programme in the MEDA region. The main focus of the evaluation was to see what the programme is doing for the MEDA partners and to what extent it is valid to achieve the objectives of co-operation set by RELEX. Field missions are the basis for data collection. These were scheduled in the Terms of Reference for MEDA countries and for visiting the SALTO resource centre in Paris.
- The current framework and evaluation reflects this intended focus. The YOUTH programme has its own regular evaluations, which cover the member states. The only source of direct information for feedback from the NAs and their assessment of the programme has been the stakeholders meeting and the questionnaires. The decentralisation does not make it easy to access to the data and statistics. The evaluators estimate that increased feedback from the NAs and the EU beneficiaries would have further enriched the current assessment.

Programme design

- Euromed has not designed operational objectives to measure the level of performance of the programme. These would have been particularly useful in assessing the effectiveness of the programme and would have made the task of identifying impact and sustainability indicators easier.

Data Collection

- There is scarce literature and statistical data about the situation of young people and youth policies in the MEDA regions (either in Arabic or in English).

Few NCs have been able to provide an analysis of the youth policy situation or additional data about their countries. Basic statistical data about the programme is available for the most part.

- First steps have been done towards gender-segregated data (application forms for action 1) but this is not across the entire programme. Also very little is known about the participation of handicapped or disadvantaged persons.

Additionally, after 2003, data has to be drawn from decentralised sources, but the system could be improved in terms of access, rapidity and the amount of manipulation that it requires.

The evaluators have not been able to identify reference texts and internal assessments about the impact of the decentralisation of the programme.

Timing framework

The most important challenge faced in this evaluation is the time framework given for drafting the final report. Time is a key factor for ideas to mature and for quality to be assured at the conceptual and drafting levels.

- An added constraint was the timing, especially the timing for posting the questionnaire addressed to young people on the website. This was unfortunate as it coincided with the vacation period.

Concerning the scope of analysis of the programme structures, the following must be considered:

- This evaluation will barely cover the Covenant with the Council of Europe, as it was signed in April 2003 and the evaluation does not cover 2004;
- This evaluation will not analyse the TAO as a structure, because it provides assistance to other programmes (Leonardo and Socrates) and its functions and procedures go beyond Euromed;
- The analysis will be focused exclusively on the aspects that directly affect Euromed.

1.6: The methodological phases

The methodological approach focuses on four distinct phases of the evaluation:

- Setting up its structure and strategy,⁴
- Collection of data,
- Critical analysis of results,
- Conclusions and recommendations.

Phase 1: Setting up the evaluation structure and strategy

This phase took place between April and July 2004. The setting up of the evaluation framework and structure consisted of:

- A briefing session with the Commission officials (DG EAC and EuropeAid) to discuss the Terms of Reference.
- Preliminary examination of all relevant key documentation (secondary data).

⁴ The standard evaluative form is enclosed in the annex

- Formulation of the *Key Evaluative Questions* proposed in the Terms of Reference. This then led to:
 1. Break down the key evaluative questions into simple intermediate questions, and provide a framework for rapidly identifying information gaps.
 2. Define the judgement criteria.
 3. Set up types of analysis and indicators.
 4. Identify sources of information.
 5. Identify types of results.
- ❑ Establishing Quantitative and Qualitative Indicators for each Judgement Criterion identified (this in turn has determine the scope and methods of data collection).
- ❑ Defining proposals on the basis of the Evaluative Questions (their corresponding Judgement Criteria and associated Indicators) for the following:
 1. Suitable methods (sociological, statistical, anthropological, policy analysis, etc.) for Data and Information Collection from literature, interviews, questionnaires, case studies, etc.
 2. Appropriate Methods of Analysis, again indicating any limitations.
- ❑ Diagnosis of the programme objectives, their indicators and descriptors.
- ❑ Following the Terms of Reference, an analysis was done of the attainment of the specific objectives as reflected in the implementation measures (Actions 1, 2, 5).
- ❑ Production of an Inception Report setting out in full the understanding of the Terms of Reference and the proposed methodology for the overall evaluation exercise. The definition and production of the tools to collect the primary and secondary data based on the evaluative questions and corresponding sheets and on the identified sources and descriptors.

Phase 2: Collecting of primary and secondary data with the help of the tools developed during Phase 1

The evaluation activity has required the collection of qualitative as well as quantitative data through the following steps:

- ❑ Collecting the secondary data
Secondary data primarily in the form of reports and documents were collected from the actors involved in the management of the action (the Commission, the Technical Assistance Office, the National Coordinators, the National Agencies, the SALTO resource centre, the Euro-Mediterranean Youth Platform, and the Council of Europe.
- ❑ Gathering primary data
The above-mentioned sources of information were supplemented by primary data gathered primarily in the form of interviews, evaluation workshops, and questionnaires. This was

carefully targeted to provide necessary information for the specific purposes of the evaluation exercise.

Phase 3: Critical analyses of results

The evaluators proceeded to an assessment of Euromed, with regard to its relevance, effectiveness, efficiency, impact and sustainability on the basis of all collected data and mostly in conformity with the pre-defined criteria in the evaluative questions.

Phase 4: Conclusions and recommendations

This final step of the evaluation aims to:

- ❑ Draw conclusions from the analysis and in relation to the key evaluation themes stated in the Terms of Reference.
- ❑ Provide relevant information to the Commission (DG EAC and EuropeAid/RELEX).
- ❑ Provide a mechanism facilitating the interpretation of the evolution of the programme in a dynamic, integrated and demand-driven way.
- ❑ Make available analytical tools for decision makers at various levels.
- ❑ Deliver conclusions and recommendations aimed at improving the management and implementation of Euromed .

1.7: Documents and techniques used in data collection

The types of documents used were:

- ❑ **Reference and strategic documents** : official programme and financial documentation, Communications from the Commission concerning the new programmes, etc.
- ❑ **Working documents** : work plans and reports of the National Coordinators, compendia with project descriptions, final reports of projects, reports from project visits, previous programme statistics on the European YOUTH programmes, and other studies, including studies of the socio-cultural and political evolution of the region.
- ❑ **Evaluation documents:** including the findings and recommendations of the first “Mid-term evaluation of the Euromed programme” (08/2001)⁵ used as a reference material, “The Report from the Commission: Interim evaluation of the Youth Programme 2000-2006 (covering the period 2000-2003) COM (2004) 158, the “Evaluation of third country co-operation of the YOUTH programme 2000-2003” (2003).

The techniques used to gather information were:

Preliminary and follow up individual meetings with officers and resource people at the European and Mediterranean level: DG EAC, DG Aidco, and the Technical Assistance Office.

⁵ Mid -Term evaluation of the Euromed Youth Programme, Volume I & 2, 24 August 2001.

Survey instruments in the form of questionnaires. The questionnaires were designed in English and French⁶ to address the evaluative questions. They also incorporated specific questions to address the extent of the expected Euromed achievements plus the conclusions and recommendations of the interviewees. These questionnaires were given to the different Mediterranean programme actors and beneficiaries: the Mediterranean National Coordinators, the Mediterranean Youth Authorities that support the programme, the Mediterranean project coordinators⁷, and the EU National Agencies. To enlarge the circle a web-based questionnaire was posted on the Portal of the Euro-Mediterranean Youth Platform.

Field Missions took place to nine Mediterranean countries (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Occupied Territories, Syria, and Tunisia). These were co-organised with the valuable support of the NCs⁸

The field missions to the Mediterranean countries made use of extensive participant observation methods and consisted of:

- **Evaluation Workshops** with Euromed beneficiaries in the different Mediterranean countries.⁹ Evaluation workshops were carried out in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, and Tunisia.¹⁰ The Euromed programme has 120 beneficiary organisations as promoters from the MEDA region. This evaluation has collected direct information from **148¹¹ associations'** beneficiaries, selected by the NCs. The evaluators estimate that from this number of associations, 80% are Euromed project promoters or project partners. Thus, this evaluation provides very **strong evidence from the field**, as it covers most of its sample.

The evaluators used a participative approach in which the participants of the workshops had to answer five questions: motivation for participation in the programme, obstacles encountered, results achieved, the impact on them and their environment, and the sustainability of their action. Each participant could give a maximum of three answers per question. He or she had to write the answers on a post-it. Two volunteers from the audience than organised the answers into sub-categories. Finally, participants were given 15 minutes to discuss the answers and the issues.

The evaluators collected:

- 469 answers concerning motivations
- 358 answers concerning obstacles and problems

⁶ The annex provides a sample of the English version of the different questionnaires used.

⁷ The sample was targeted to those beneficiaries recommended and invited to the meetings by the NCs.

⁸ The relationship between the EU and the former Co-ordinator for Syria belonging to the Revolutionary Youth Union ended in December 2002. As the nominated person by the Government of Syria, he continues to give informal support to activities that relate to the programme, particularly where they refer to training.

⁹ The beneficiaries invited to the focus group were beneficiaries from Action 1, 2, and 5 as well as beneficiaries of training activities (the SALTO resource centre and Council of Europe Covenant) and youth activists who did not participate in the programme.

¹⁰ The beneficiaries invited to the focus group were beneficiaries from Action 1, 2, and 5 as well as beneficiaries of training activities (the SALTO resource centre and Council of Europe covenant) and youth activists who did not participate in the programme.

¹¹ The evaluators did not carry out missions to Malta and Cyprus. Data has been collected from the NCs and the beneficiaries by electronic means and through the website. Additionally, for Malta, an interview was undertaken with the previous NC. The decision not to undertake missions to these countries has been based on the following arguments: the obvious time constraint; the size of the population of these countries; the new status of Malta as a member state; and the low number of projects started in Cyprus.

- 181 concerning results
- 188 answers related to impact
- 73 answers about sustainability issues

In addition to the evaluation workshops, extended interviews were held with the most active associations in the different programme actions in the countries visited. A total of 24 interviews were carried out.

Finally, focus groups with the “multipliers of the programme” - youth trainers selected by the NCs to support in the dissemination the programme - took place in Algeria and Egypt.

Visits to on-going Euromed projects. During the period when the MEDA visits took place, there were no projects being carried out in Action 1 or Action 5. Thus, field visits took place to all the associations that were at that specific moment hosting volunteers. There were three (OT, TN, and DZ).¹² This was especially useful in the Occupied Territories, where the evaluators personally witnessed the obstacles to mobility. In addition, the evaluators interviewed a group of young people in DZ that were leaving to participate in an exchange in Spain. The choice of the projects visited was made by the NCs and targeted ongoing projects.

In depth interviews with the programme support structures: the SALTO resource centre, the Euro-Mediterranean Youth Platform, and the Council of Europe.

The stakeholders meeting. The preliminary findings of the field missions were discussed within the framework of a stakeholder meeting that took place in Brussels involving the following: the NCs, the NAs, selected project beneficiaries from EU and MEDA, the SALTO resource centre, the Euro-Mediterranean Youth Platform, and the Covenant with the Council of Europe, the European Youth Forum, the TAO, and the EC.

The design of the programme and the selection of participants were the responsibility of the evaluators, under the supervision and final approval of the EU.¹³

Participants were selected taking into account: the nature of the organisations, the participation of the organisations in the different actions, and geographical balance. The selection made sure that not all actors belonged to the ‘narrow circle of the programme’.

The evaluators conducted the meetings using a ‘non-directive approach’. This approach was chosen to avoid influencing the decisions of the participants, and to let them fully and independently express their views.

In order to guarantee maximum independence the EC played an observatory role.

1.8: Range of data

The range of data that provides evidence for the findings and recommendations of the evaluation report comes from the following sources:

¹² The sample was targeted to those beneficiaries recommended and invited to the meetings by the NCs.

¹³ The list of participants to the stakeholders meeting is provided in the Annex

The MEDA area:

Mediterranean National Coordinators

Sample addressed: 9 (DZ, EG, IL, JO, LE, MA, TN, OT, TR)
Number of interview questionnaires: 9

Mediterranean Youth authorities

Sample addressed: 9 (DZ, EG, IL, JO, LE, MA, OT, SY, TN)
Number of interviews: 12

Mediterranean project co-ordinators

Sample: 9 (DZ, EG, IL, JO, LE, MA, OT, SY, TN)
Number of interviews: 24
Number of associations addressed in the evaluation workshops: 148
Number of MEDA organisations funded from 2001 to 2003: 120

Table 1: Projects visited in the MEDA countries

Country	Projects visited
DZ	2
OT	5
SY	2
LE	1
TN	4
Total	14

Table 2: Meetings with MEDA Multipliers and Participants in training activities

Country	Number of Multipliers	Candidates in Training
Algeria	4	20
Egypt	8	28
Israel	2	-
Jordan	3	-
Lebanon	-	-
Morocco	9	20
Palestine	-	-
Syria	-	-
Tunisia	-	-
Total	26	68

Table 3: Interviews and evaluation workshops in MEDA countries.

Country	Evaluation Workshops		Interviews	Interviews	
	Associations	Beneficiaries	Beneficiaries	National Coordinators	National Authorities
Algeria	12	14	1	1	1
Egypt	46	71	4	1	1
Israel	12	12	6	1	2
Jordan	28	39	2	1	3

	Evaluation Workshops		Interviews	Interviews	
Lebanon	7	18	3	1	1
Morocco	18	19	1	1	1
Palestine	5	13	2	1	1
Syria	12	16	4	N/A	1
Tunisia	8	10	1	1	1
Turkey				1	
Total	148	212	24	9	12

The EU area:

National Agencies:

Sample: 15 EU NA

Number of responses: 7 (AT, BE, DK, IE, FI, FR, NL)

Rate of response: 45%

Key Programme Actors

Table 4: *Interviews with key programme Actors*

EC	5
Technical Assistance Office	2
SALTO Euromed Resource Centre	1
Euro-Med Youth Platform	1
CoE	2

Web survey

Web questionnaires (responses from promoters, but also from young people)

Number of responses received: 48 valid responses, out of 69 posted

(The questionnaires were posted on the web portal during August 2004)

Table 5: *Answers to the Web survey per country, from promoters and young people*

MEDA country	Answers	EU country	Answers
Algeria	8	Austria	2
Cyprus (north)	1	Belgium	2
Cyprus (south)	1	France	5
Egypt	2	Germany	1

Jordan	2
Lebanon	1
Morocco	5
Occupied Territory	2
Syria	1
Tunisia	2
Turkey	2
Total	27

Greece	1
Italy	3
Netherlands	1
Spain	1
Sweden	2
Total	18

Chapter Two

RELEVANCE

This chapter will assess the appropriateness of Euromed's programme objectives in relation to the identified needs and problems of the target beneficiaries, particularly those of the Mediterranean region.

2.1: Pertinence of the Objectives and Action of the programme with regard to the priorities and needs of the target groups

Diagnosis of the objectives of the Euro-Mediterranean Youth Programme

Analysis of the way the programme objectives are defined and presented and the clarity of their message involves two official documents:

- Decision 1031/2000/EC of the European Parliament and of the Council of 13 April 2000 establishing the "Youth Community action programme".
- The Project Document for Euromed II (MIS: 2001/0186) by which, in September 2001, the MED committee set up the second phase of the programme covering the period 2002-2004.

These two documents, which could be considered the legal framework for Euromed II, are very important reference documents to be used by the European Institutions and decision makers.

Given that Euromed is mainly the responsibility of two DGs, DG Education and Culture (DG EAC) and DG Aidco, it is necessary to consider the definition of the programme objectives as presented by them. It is important to understand whether there is any contradiction or inconsistency between the two documents mentioned above, what is the relationship between them, and if they are reflected in the implementation of the programme.

Decision 1031/2000/EC of the European Parliament and of the Council of 13 April 2000 establishing the "Youth community action programme" sets out the general and the specific objectives of the youth programme clearly in Article 2. In addition, in Article 11 it is provided that the programme shall be open to participation by Cyprus, Malta and Turkey and in Article 12 it is provided that it shall "strengthen its co-operation with non-Community countries and relevant international organisations, in particular the Council of Europe."¹⁴ This Article lays the foundation for third country co-operation.

The annexe to the Decision provides the operational content for the programme's implementation. It can be regarded as providing global guidelines for implementation of the programme, organised on the basis of four of the five actions: Youth for Europe (Action 1), European Voluntary Service (Action 2), Youth initiatives (Action 3), Joint actions (Action 4) and Support measures (Action 5). What the Decision lacks is clear operational objectives. Operational objectives usually relate to specific development

¹⁴ Decision 1031/2000/EC establishing the Youth Community Action Programme, p.6

targets expressed in terms of physical or economic output that the programme intends to produce (number of projects, beneficiaries, etc., to be achieved). One of the reasons why the programme has not established operational objectives might be that the Commission views the Youth programme as process-orientated rather than results-orientated. It could also explain why Euromed does not have a clear, explicitly defined overall strategy. This key issue will be analysed further in this chapter together with Euromed II.

The following table gives a comparison of the Decision establishing the Youth Action Programme and the Euromed II project with regards to the general objectives of the programme:

Table 6: Comparison between the general objectives in the reference documents

EU Youth Programme	Euromed II ¹⁵
General objectives¹⁶	General objectives¹⁷
Contribute to the promotion of a <u>Europe of knowledge</u> by developing a European area of co-operation in the field of youth policy, based on <u>informal education and training</u> . It shall promote <u>lifelong learning</u> .	To improve <u>mutual knowledge, understanding and dialogue</u> between youth in the Mediterranean partners and in the EU, and
To allow young people to <u>acquire knowledge, skills and competencies</u> which may be one of the foundations of their future development OR <u>Building up of the knowledge, skills and competencies</u> likely to foster <u>active citizenship and employability</u> .	To stimulate young people's <u>active citizenship</u> , in particular that of <u>young women</u> , within their <u>local communities</u> and youth NGOs' contributions to their country's public life".
To <u>exercise responsible citizenship</u> so as to become an active part of society, bearing in mind the importance of <u>promoting equality</u>	
Contribute to attaining the objectives of other relevant areas of Community policy. (Justification for Euromed)	
EU Youth Programme	Euromed II
To promote active contribution by young people to the <u>building of Europe</u> through their participation in <u>trans-national exchanges</u> within the Community or with third countries.	To increase the <u>participation of Mediterranean partner NGOs</u> in Youth NGO <u>trans-national networks</u> . ¹
To develop <u>understanding of the cultural diversity of Europe</u> and its fundamental common values, thus helping to promote <u>respect for human rights</u> and to <u>combat racism, anti-Semitism and xenophobia</u> .	- To provide <u>informal intercultural learning</u> opportunities for young people, especially through exchanges and trans-national voluntary services; - To <u>inform</u> youth NGOs <u>about EU institutions</u> and the Euro-Mediterranean Partnership, by strengthening the dialogue between the 27 Euro-Mediterranean partners, - To <u>improve a greater understanding</u> between their <u>cultures</u> and a <u>better perception of each other</u>

Table 7: Comparison between the specific objectives in the reference documents

¹⁵ An exhaustive analysis of the specific objectives of Euromed dealing with training is provided in Table 8.

¹⁶ Decision 1031/2000/EC establishing the Youth Community Action Programme, p.3-4

¹⁷ Euromed Youth II, Project document MIS: 2001/ 0186, p.1

Specific objectives ¹⁸	Specific objectives ¹⁹
To strengthen their sense of <u>solidarity</u> through more extensive participation by young people in trans-national <u>community-service activities</u> within the Community or with third countries, in particular those with which the Community has concluded co-operation agreements.	To improve, through youth associations, <u>co-operation with civil society</u> , as an element of democratic reform;
To encourage <u>young people's initiative</u> , <u>enterprise</u> and creativity so that they may take an active role in society and, at the same time, to stimulate recognition of the <u>value of informal education</u> acquired within a European context.	
Reinforce co-operation in the field of <u>youth</u> by fostering the exchange of good practice, the training of <u>youth workers and leaders</u> and the development of innovative actions at Community level.	<ul style="list-style-type: none"> - To exchange experiences and youth practices, to promote the <u>acquisition of new skills</u> and <u>approaches</u> to international <u>youth work</u> among youth NGOs and among those responsible for youth work in the Mediterranean partners and in the EU. - To provide <u>training opportunities</u> in Euro-Mediterranean youth for youth leaders and youth workers. - To develop <u>capacity building</u> at the level of youth structures and policies.
	To promote the <u>development of non-profit making structures</u> working in the youth field and the establishment of independent and representative national youth councils in the Mediterranean partners.

A careful reading of both documents shows that:

- Most of the general and specific objectives appear in both texts.
- The justification for launching the Euromed track is embedded in the general objectives of the Youth programme.
- The fact that there are more specific objectives in Euromed demonstrates the desire to guide this co-operation more effectively.
- The emphasis in Euromed is on increasing capacities (training), democratisation, and building civil society (NGOs) and it shows that the programme has clear political priorities.

Overall, there is no inconsistency between the Decision and the MIS. Furthermore, in the MIS text there is a clear determination to set political goals that follow the principles of the Euro-Mediterranean Partnership as articulated in the Barcelona declaration and to formulate the specific objectives in a more precise and detailed way than in the Decision document.²⁰ This fact ensures the potential for synergies between both policies. Nevertheless, no more operational strategic approach is evident in either document.

¹⁸ Decision 1031/2000/EC establishing the Youth Community Action Programme, p.3-4

¹⁹ Euromed Youth II, Project document MIS: 2001/ 0186, p.2

²⁰ The Barcelona Declaration adopted at the Euro-Mediterranean Conference, 27-28/11/95

Type of objectives as defined in the User's Guide for the Youth programme

If Decision 1031/2000/EC and the MIS: 2001/0186 document are intended to be internal documents, the User's Guide, in the absence of a formal call for a proposal, functions as an external *reference document*. "It aims to assist all those interested in developing projects for young people across a range of countries and to help them understand both the objectives of the Programme and the types of project that can (or cannot) be supported in accordance with the rules."²¹

The User's Guide defines the overall aim of Euro-Mediterranean youth co-operation as a means of facilitating the integration of young people into social and working life as well as ensuring the democratic process of civil society in the Mediterranean partner countries.²² This is actually a straightforward quotation of the introductory sentence of the MIS document and is misleading when presented here as an objective. In particular, the quotation of "integration into social and professional life" is confusing as there are no provisions in the programme to support that.

The advantage of the User's Guide in relation to the objectives is that it avoids institutional jargon and purely administrative terminology that could be confusing for young persons.

The thematic priorities of Euromed

In addition to the aims of the programme, the User's Guide highlights six thematic priorities:

- active participation by civil society
- the strengthening of citizenship
- the place of women in society
- the fight against racism and xenophobia
- minority rights
- protection of the heritage and of the environment.

With the exception of the protection of the heritage and of the environment, all the other priorities can be identified among the objectives as presented in the MIS document. The evaluators have not been able to identify how this additional priority was introduced. In any case, this is not a priority of the Youth programme during the period from 2001 to 2003. The way the Euromed priorities are set could be considered a means of achieving the objectives and not as a real priority of the programme that could influence the content of projects.

The Guide does not explain the role of these priorities or their relationship with the intended aim or the selection criteria. To begin with, we cannot tell whose (the EC, the beneficiaries?) priorities they are. Certainly it does not mean that priority should be given to one specific measure or to a certain dynamic (networking, training etc.). It could indicate a certain content that the EC wishes to see incorporated into projects. Most of

²¹ User's Guide, Version valid as of 1 January 2004, p. 4

²² User's Guide, p. 58

them are transversal themes with rather long-term impact and are difficult to assess. They seem more like additional criteria for the selection of projects and for their categorisation and classification.

The inconsistency identified with the programme giving support to the priority of protection of the heritage and the environment, which is not a priority established in the reference documents, does not have further financial consequences as can be concluded from the analysis of the sample of 2003 funded projects under these themes. The theme of environment is in, the majority of cases, addressed with other themes that are of global concern. Only a few deal with the environment in a focused way (environmental awareness and water). There are practically no projects focused on cultural heritage.

Given the fact that there is no annual call for proposals and that these priorities have been defined for three years, one could question the relevance of the priorities in view of the changing situation in the EU and the Mediterranean area and ask whether it is not creating a certain static approach inside the programme. On the other hand, it should enable the beneficiaries to track the development of the handling of these issues, especially in the Mediterranean countries.

The preceding analysis shows that:

- The overall and the specific objectives as formulated in the reference documents are clear.
- Operational objectives are not presented as such but they partially appear as operational content (Actions 1, 2, and 5).

Identification of the target groups of the Mediterranean partners

The target groups of Euromed will be identified by an analysis of the reference texts of the programme.

The Decision establishing the Youth programme takes as target groups the entire population of young people between the ages of 15 and 25 years. This age range is not fully in line with the one established in the MEDA countries or with the availability of young people for mobility activities, as will be analysed further at a later stage.²³ The Decision does not specify any particular target group with the exception of one category: youth workers and leaders. The programme should reach young people in general, and not just the initiated and/or those who belong to youth organisations.

According to the Annex to the Decision, the Youth programme encourages the participation of disadvantaged groups. The programme should "Facilitate access to young people who face difficulties of a cultural, social, physical, mental, economic or geographical nature, as well as for small local groups".²⁴

In line with the Youth Council Decision, point 2.4 of the Euromed document, MIS: 2001/0186, defines the direct target groups of the programme in its second phase as:

²³Decision 1031/2000/EC, p.7

²⁴ Ibid

- "Young people" in the first place.
- Youth leaders and youth workers in the Mediterranean partner countries and the EU.

Euromed establishes as priority target groups:

- Young women (a specific priority of the Euro-Mediterranean Youth Programme).
- Young people with fewer opportunities to benefit from national or international youth mobility.

Stimulating participation by young women is a general objective of the programme as well as a priority. However, gender balance has not been identified in the User's Guide as a criterion for the selection of projects.

The concept of disadvantaged is not the same in the two documents that constitute the legal texts of Euromed (it is not clear that Euromed aims at encouraging disadvantaged youth in the same way as the Youth programme does). There is no clear concordance with the broad definition in the Euromed text as indicated above and the User's Guide. The definition of disadvantaged youth that prevails in the User's Guide is that provided in the Youth Decision. This gives more emphasis than Euromed does in promoting access to young people with fewer opportunities.

In practice, it has been observed that the second phase of the programme gives special attention to youth workers, through the multilateral training programmes that have been set up by the support structures, through the SALTO resource centre, through the Council of Europe, local training activities organised by the NCs, and the regular support activities undertaken under Action 5 (the latter on the increase).

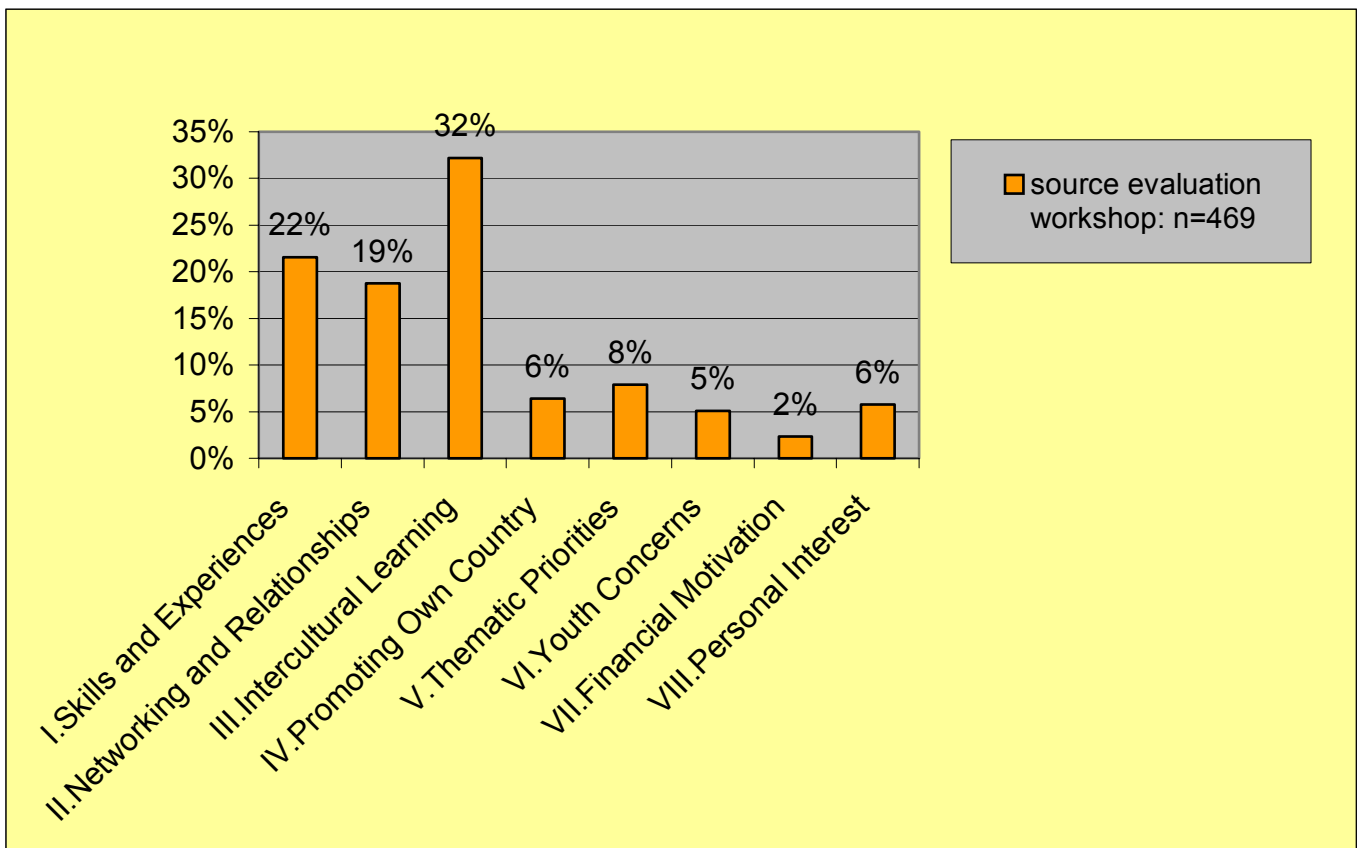
In addition, it is not only individuals who benefit directly from the programme, as stated in the reference documents. Youth NGOs and civil associations receive indirect support through the programme itself and the Euro-Med Youth Platform, which is designed to be a forum for discussion and a networking body for youth organisations.

Identification of the motivations and needs of the target groups

The perception of the beneficiaries

The common set of motivations and needs that have been identified as common among all the promoters and beneficiaries in the different MEDA countries result from the evaluation workshops with 148 MEDA youth organisations that for the most part are beneficiaries of the programme.

Figure 1: Motivations for participating in Euromed



Identification of motivations has been a non-directive one, allowing participants to express their real and genuine motivations. The evaluators collected 469 responses.

For young people, these motivations by order of importance include:

- The need to gain intercultural learning and experiences.
- The need to gain personal skills and competencies.
- The need to increase personal relationships and networking.
- Financial needs.

For youth workers, they include:

- ◆ The need to acquire skills and competencies in NGO management.
- ◆ The need to improve the youth sector.
- ◆ The need to support transversal issues, such as women's rights.
- ◆ The need to gain professional experience and network.

Moreover, during the mission and Stakeholders' Meeting additional needs were identified and others were reinforced. Those go beyond the current objectives of the programme and would require changes in the present granting framework.

The following needs and recommendations have been identified from the beneficiaries interviewed for the youth sector in MEDA countries.

The requested needs for funding focus on capacity building, supporting employability, supporting large-scale projects and networking.

1. *Capacity building*

As the youth sector and civil society develop, a sustained demand for capacity building and the acquisition of competencies in NGO management adapted to local needs has been identified in the region (beyond peer-to-peer learning, and training in Euromed work provided by the programme).

2. *Fight against youth unemployment*

Many of the beneficiaries interviewed requested the possibility of opening youth initiatives (Action 3) to MEDA countries as this would address a crucial problem and demand from young people, fostering employability.

3. *Large scale projects of regional scale*

As indicated by the beneficiaries, there is no scheme in the region that allows for the development of projects of regional scale that are likely to have a multiplying effect. This will allow organisations to work on longer-term projects on a more sustainable basis.

4. *Networking*

As new Euro-Mediterranean networks such as the Euro-MedYouth Platform emerge, there is a need to increase the possibilities to set-up networks. The request to support networks is currently only open to member states and the selection process takes places in a decentralised way. Recommendations have been gathered to change the mode of operation and access. In fact, if the mode of operation was changed from a decentralised to a centralised scheme, support to networks could be opened to Mediterranean countries, and a more strategic approach to networking among Euro-Mediterranean associations could be provided.

5. *More open space and dialogue for young people*

The needs of capacity building, development of large projects at a regional scale, and giving support to networking fall into the current objectives of Euromed II. The introduction of Action 3 youth initiatives into the Euromed programme would address the pressing need of fostering youth employability, with the promotion of youth entrepreneurship and new initiatives at the local level.

Given the limited funding for the programme, in its future design it is important to take into consideration the most pressing needs of the MEDA youth, the pertinence of the available EU tools to tackle them, and how the proposed actions support the general objectives of the programme. The Evaluators estimated that the current objectives of Euromed II focusing on capacity building and fostering networking are ambitious and pertinent. Additionally, the EU is the primary actor addressing them in the region. It is clear that such ambitious objectives can only be fully tackled in the mid-term. Thus, priority should be given to any action that supports them. New objectives and actions such as Action 3 should be addressed only when the set-up objectives are covered.

The perception of the National Coordinators

The majority of the National Coordinators interviewed (82%) believe that the objectives set for the programme reflect the needs of young people, youth workers, and associations that work in the youth field.

When ranking the objectives, the acquisition of skills and competencies to work with youth was ranked highly. Euromed fills an important gap in youth capacity building, and there is a high level of satisfaction at this stage, as will be explained in the chapter on effectiveness.

Some NCs acknowledge that some of the Euromed objectives that aim at stimulating the process of the democratisation of civil society are not necessarily a priority for all the Mediterranean partners' governments, and do not respond to a local need.

Coherence between the needs underlined in the reference documents and the needs of the target groups

The decision establishing the Youth programme provides that the programme "will allow young people to acquire knowledge, skills and competencies which may be one of the foundations of their future development, and to exercise responsible citizenship so as to become an active part of society, bearing in mind the importance of promoting equal opportunities".²⁵

In this text the Commission shows a political intention/dimension, further reinforced in the Euromed II project document, that aims to "stimulate the democratisation of the civil society of the Mediterranean partners". This political motivation is not as clearly articulated among the programme beneficiaries as it appears in the table of motivations. That is not surprising, given the political situation of the MEDA countries. (This perception is supported by the NCs.) One exception identified is those beneficiaries who attended the sub-regional meeting organised in 2003 with participants from Lebanon, Algeria and Syria, some of whom articulated more clearly political objectives in joining the programme.

The degree of satisfaction of the needs expressed by the beneficiaries in relationship to the programme objectives is satisfactory, but only partial. A similar perception on the part of the national co-ordinators and local authorities interviewed supports that view.

Relevance of the objectives of the programme to the different MEDA partners

Euromed is part of a regional co-operation within the framework of the Euro-Mediterranean Partnership, which is implemented by multilateral conferences and regional programmes. As such these had to involve all the partnership countries e.g. 27 countries (12 Mediterranean and 15 European) until May 2004. The function of the regional programmes was to complement and strengthen the bilateral relations track and to create a regional dynamic aiming at establishing a South-South exchange.

²⁵Ibid

Most of the regional programmes of the third chapter (Euromed Heritage, Euromed Audiovisual), to which the Euro-Mediterranean Youth Programme belongs, were designed in such a way that they allow all partners to participate (subject to eligibility criteria) and enable those partners to implement actions addressing their basic needs. For the majority of the Euro-Mediterranean regional programmes a needs assessment was carried out in the form of regional workshops, in most cases before the launching of the programme. This was the case also with Euromed (in 1996 and 1997), where exploratory missions and a workshop in Amman took place in the Mediterranean area to identify the needs of the partner countries in terms of co-operation in the field of youth.

The key problems identified included:

- ❑ marginal national budgets available for international youth activities.
- ❑ top-down decision-making processes on all aspects of youth policies and activities, usually centred around the ministries of youth and sports.
- ❑ the absence of independent national youth councils or similar national youth work support bodies, with the exception of Cyprus and Malta.
- ❑ obstacles to international youth mobility.
- ❑ high level of youth unemployment.

It should be stated at this point that any European co-operation with this region is dependent on the changing political situation. If Europe, on the one hand, is offering financial and technical support, the conditions in the target country supply the political framework for that support and it does not always correspond to the "ideal situation" as perceived by Europe. That is particularly the case with programmes, like Euromed that follow political aims like democratisation, the development of civil society, human rights, etc. As already mentioned, one of the legal bases of Euromed is the Decision establishing the European Youth Programme that was launched in a relatively homogenous European political context (treaties and *acquis*) permitting undisturbed and effective supra-national co-operation, exchange and mobility. That is not the case for the Mediterranean area, which has political, economic, social and cultural differences, and experiences instability particularly in certain regions.

Transposing Implementation measures and mechanisms that are fully operational in Europe (four mobilities principles) to a region with a very different context that suffers from important mobility restrictions on account of security considerations is indeed a risky choice.

2.2: Adequacy of the intervention mechanisms

Political, institutional, social and economic context of the MEDA region

The design of Euromed presents an important challenge. The provision of adequate instruments that should provide added value in the very diverse youth and socio-political contexts that characterise the different countries of this region and at the same time propose a scheme that can satisfy the various particular needs of each partner country and create a regional dynamic between them is not easy.

International donors in general play a marginal role in the youth sector. When these are active, their focus is primarily on supporting formal education and school infrastructures, rather than supporting informal education and infrastructures for youth.

Within the existing co-operation, the region faces different situations as regards international donors. The evaluators have identified that support to youth becomes more relevant in countries with, for example, conflict situations (Lebanon, the Occupied Territories). International organisations, such as UNICEF, give direct support to Ministries, in the area of youth policy and youth statistics. Associations such as the conference of ministries of youth and sports of the francophone region also channel their support institutionally, and they give an important focus to sports.

There are varying operational scenarios for the setting up and development of Euromed. The success of the programme at a national level is highly dependent on the existence or otherwise of a National Coordinator and the different designs and content of the work plans submitted by the different Mediterranean partners. For instance, pro-active approaches in training in Euromed, or specific initiatives by NCs such as training in EVS stimulate demand for participation. On the other hand, the absence of a NC, which is the case for Syria, has almost paralysed the programme in that country. Each Mediterranean partner has a specific set-up for the programme, within their national authority in charge of youth, and it operates under a specific socio-political scenario. Thus, the diversity of the contexts in which Euromed operates might affect the relevance that Action 1 (Youth exchanges), Action 2 (Voluntary Service) and Action 5 (Support Measures) have in each of the countries in the Euromed partnership.

Adequacy of the Euromed instruments

Within the context of this diverse scenario, the persons interviewed unanimously agree that the instruments (actions) designed for the Youth exchanges programme and the support measures are adequate tools for the satisfaction of the needs of young people and young workers in the MEDA region.

Despite its very low take-up, the beneficiaries and the NCs also agree that voluntary service (Action 2) is a relevant action (except in Morocco, where that action is not considered relevant). The problems of this action lie in the political framework (the difficulty of mobility in connection with visa requirements) and in the lack of experience in this area.

The design of the programme, conceived as a bottom-up approach, is perceived as adequate (DZ, MA, LE, EG, JN) since it allows youth organisations to submit projects according to their specific interests, provided that they follow the formal rules. Several MEDA youth decision-makers (DZ, MA, LE) have highlighted the value and uniqueness of this Euromed approach, which gives direct support to the needs of youth organisations. This approach contrasts with the usually restrictive approach of international donors that limit their grants to specific topics and with bilateral youth exchanges, where the national authorities of the countries involved determine the programme and, most of the time, the participants.

In reality, this bottom-up approach provides independent support for the youth sector in each of the partner countries.

Main problems to be solved: The case of voluntary service

The following are some of the structural problems identified by beneficiaries and participants as well as by NCs that result in a low degree of participation in the volunteer service, particularly on the part of the MEDA partners:

- In particular the lack of a sound volunteer culture, similar to the European tradition, in which the volunteer develops his own project, which results in a limited number of associations or entities able to deal with this kind of activity.
- The higher education cycle. In MEDA countries the cycle has to be completed without interruption. The eligible age of up to 25 years is therefore inappropriate as it excludes a certain segment of young people.
- Legal obstacles. The difficulty of obtaining a long-term or short-term visas, especially for European countries.
- EVS preparation and follow up. There is not always good preparation for sending and hosting, and this results in negative experiences.
- The credibility of the action. Negative EVS experiences are disseminated and discourage other people from applying.
- Gender difficulties for young women, especially for young Moslem women, in leaving their countries on their own.

The lack of a volunteer culture similar to the European model, as provided for in the Youth programme, means that many local Mediterranean associations are unable to mobilise potential volunteers or to host others from abroad. At the beginning, it was obviously assumed that the MEDA countries could adapt without any adequate preparation. Experience shows that that is not the case.

The example of Jordan is interesting. In July 2002, following a NC decision to develop Action 2, a training and information seminar took place in Amman, where participants representing various NGOs were informed about and trained concerning volunteer services. The evaluators have identified in Jordan high interest in Action 2 possibly related to the training, even if figures for participation in 2003 only show a small increase in participation, given the size of the Action.²⁶

The evaluators believe that in order to increase participation in this measure on the part of MEDA countries, similar preparatory training activities should be organised in most of them.²⁷ There is a need not only for promotion of the action among young people, but also for capacity building in connection with the organisation and management of the volunteer's work, as can be concluded from the experiences of many of the volunteers interviewed

²⁶ Ibid

²⁷ The evaluators have not identified further training courses in EVS in other Mediterranean partners

It should be noted that most Arab countries include in the category of youth young persons between ages from as low as 12 to as high as 35 (JN, SY) and that their national youth actions or policies, when they apply, are oriented accordingly. Given the high unemployment rate among university graduates as well in these countries and the fact that some unemployed young people enrol as volunteers in associations, one might expect that the potential beneficiaries of an Action 2 would be more than 25 years old. The fact that unemployed young people do not usually get visas for the EU complicates the task of finding candidates for such projects.

On the other hand, interviews have shown (EG) that voluntary service in Europe is considered a good reference for further career developments. It has also triggered involvement and enrolment in OT associative work. In addition, a stay in Europe has an effect on qualifications, and particularly on language skills.

In the absence of an appropriate solution for the visa problem, and assuming that the EC and the Mediterranean partners wish to maintain Action 2, taking account of all the complaints by the volunteers interviewed and also the comments on final reports, the evaluators propose that further effort should be put into project planning with initiatives such as:

- ◆ Preparatory activities before applying for a visa.
- ◆ Guidelines on how to apply, supplementing the User's Guide.
- ◆ Useful reference addresses.
- ◆ Database of sending and host organisations for Euromed.
- ◆ Meetings with previous EVS volunteers.
- ◆ Preparatory meetings, to be held following orientation guidelines.
- ◆ Requirement of volunteer job descriptions before departure.
- ◆ Guidelines concerning the rights and obligations of Euromed volunteers.
- ◆ Guidelines for tutors.
- ◆ Clearer definition of the role of the NC as a reference contact point for volunteers, particularly in MEDA countries.

The volunteers interviewed (TN, DZ, OT) mentioned problems of preparation for service before departure and of tutoring during service. It was said that if preparation took place it was mainly focused on the volunteer's rights and obligations and very little advice was given about the political, cultural and social conditions in the hosting countries and the dangers or difficulties the person might encounter there. On the other hand, tutors were not really coaching the trainees from a professional point of view.

The trends of participation in the actions

Participation in the programme can be an indicator of the relevance of the action in a country. However, it needs to be borne in mind that the degree of participation by each MEDA partner country varies depending on the action and depends also on factors like the efficiency of NCs and their experience with the programme, priorities set by the NCs, etc.

The following trends emerge:

1. The most active Mediterranean promoters of youth exchanges in terms of projects submitted²⁸ are Jordan, Israel, Tunisia, Egypt, and Turkey. One possible explanation for this trend is the fact that, with the exception of Egypt, these countries started these activities in 1999 or slightly later and already had National Coordinators in place.
2. Examination of the overall statistics for the three years shows that the most active Mediterranean participants in support measures are from Jordan, Israel, the Occupied Territories, and Turkey. Again it would appear that the history of the establishment of the programme in a country and the experience gained in working with the programme play a role because the complexity of Action 5 requires better knowledge of the programme.
3. Turkey (11) and Malta (7), which were accession countries at the same time, have the highest number of participants in EVS projects. In the case of Jordan, the NC was clearly determined to promote Action 2, and the effect might be more visible in 2004.

These participation trends develop in a context of growth and consolidation of the programme in the MEDA region, which has experienced a substantial increase in project submissions. (From 2001 to 2003 project submissions increased by 36%)

Statistics also show an increase in projects approved for each of the programme actions between 2001 and 2003:

- For Action 1, 18 applications were approved in 2001 and 48 in 2003. This shows an increase of 166% over this period.
- For Action 2, two applications were approved in 2001 and 12 in 2003. This shows an increase of 500%. The trend continues to increase beyond the evaluation period, since 20 projects have already been approved in 2004.
- For Action 5, six applications were approved in 2001 and 28 in 2003. An increase of 366% was thus experienced during this period.

Relevance of the actions to the different MEDA countries

The aim of the youth programme is to support youth exchanges, voluntary service, and measures to reinforce the programme, using a flexible approach (bottom-up). The results observed would appear to indicate that the youth and political objectives set by the programme might be too ambitious for this programme's actions.

The objectives of the second phase as perceived by the evaluators pursue three general goals:

- "Mutual knowledge and understanding"
- "Capacity building"
- "Active citizenship", within the context of reinforcement of the democratisation process and civil society when it refers to Mediterranean countries.²⁹

²⁸ The number of projects submitted indicates the number of people mobilised in the area.

²⁹ MIS 2001/0186, p. 2, 3.

This analysis should validate the extent to which these objectives have been met.

There is a methodological constraint to this assessment. Euromed II does not clearly formulate operational objectives that would make it possible, using the indicators, to measure the level of progress and success of the actions.

Analysis of the adequacy between the actions and the current objectives

Overall, the actions are adequately suited to fulfilling the Programme objectives as indicated in the reference document relating to:

- Capacity building for young people, through “informal intercultural learning opportunities in youth exchanges and transnational voluntary service “ (Obj.1).
- The actions are also well suited to promote capacity building for youth leaders and trainers as understood traditionally by the Youth programme through “ training in Euromed youth work” (Obj.2), “exchanges of experiences and good practices” (Obj.3.1), and training in international youth work (Obj.3.2). The latter objectives are met, through different means: the training programmes in Euromed, the application process itself, or the participation in Action 5, support measures.
- Support measures, Action 5, can contribute to improving “the development of non-profit making structures working in the field of youth” in developing countries (Obj.4.1) .However, this Action of the Youth programme was not conceived for the purpose of addressing such complex matters In order to tackle this issue of institutional building further specific measures are needed.
- Active citizenship, to support the development of civil society and the democratisation process is in principle a very ambitious objective, to which the programme actions can contribute, but only in a modest manner, in some instances. The political objective of “creating an independent and representative youth council” is obviously beyond the scope of the actions (Obj.4.2). The role given to the actions to improve co-operation with civil society as a catalyst of democratic reform is indirect and modest.
- The actions are very well suited to pursuit of the objective of "Mutual knowledge and understanding" as expressed in Objective 6.2, as that objective is at the core of both the Youth programme and Euromed.

To conclude, the programme actions are very pertinent to achieve the traditional objectives of the youth programme as set in the Decision establishing the Youth programme, such as promoting intercultural learning and exchanges of experiences and good practices. However, their degree of pertinence decreases when the actions are expected to fulfil political objectives of a major scope, such as the support to the development of the democratisation process, for instance even if they contribute modestly towards its achievement.

Pertinence of the objectives and programmes of the support structures

Distribution of roles and functions of the support structures as described in the official texts

The Euromed Youth II Project document, MIS: 2001/0186, presents the programme's three implementation structures (the Commission, the EU Delegations, and the technical support). It also mentions the role of the Euro-Med Youth Platform. However, it is important to stress that the document does not mention the SALTO Euromed Resource Centre, despite the fact that that training structure in Euromed youth work has existed since 2001, and is critical of its contribution to the achievement of the objective set for this phase of this programme.³⁰ Furthermore, there is no reference to any future agreement with the Council of Europe. This term does not agree with the rest of the sentence. It is possible that the problem might be caused by a weak exchange of information between the DGs concerned, DG Aidco (editor of MIS) and DG EAC.

In fact, in the project document, not only there is no reference to the existing SALTO resource centre (or to any possible future agreement with the Council of Europe), but neither is there any reference to the strategy of training and capacity building. Given its importance at programme implementation level, the evaluators believe not only that it should have been explicitly mentioned, but also that it should have been given the ranking of a general objective.

Instead, in the project document, training ("national and multilateral training courses", as it is referred to) is presented in the Project document as a mere programme activity, as an aspect of the preparatory, training and support measures (Point 2.6).

The fact that training and capacity building combined with a proper strategy is not included in the design of the second phase might lead to misunderstandings regarding the purpose of the training and its expected results and to a lack of clear criteria of evaluation and overlapping among national and multilateral providers.

In contrast, in the project document the role of the Euro-Mediterranean Youth Forum provided for is explicitly described in 2001 (Point 2.6), even if its tasks are not adapted to the role it would take in practice when set up in 2003. In addition to its core role of networking, the document assigns to the forum a role "in training of youth leaders and workers, in follow-up of the encounters organised by each of the Mediterranean countries, and contributing to the possible creation of independent and representative national youth councils".

Pertinence of the objectives of the training structures

The Euromed II reference document has set seven specific objectives. From them objectives 2, 3 and 4 concern training and capacity building for youth workers and youth leaders are given in *Table 8* below.³¹

There is a clear match between the training objectives established for the programme (obj.2 to obj.4) and the needs expressed by the beneficiaries in the evaluation workshops and by the decision-makers interviewed in the Ministries of Youth, as indicated in the previous chapter.

³⁰The Euromed SALTO Resource Centre structure was created together with the other resource centres in September 2001.

³¹

In practice, "training in Euromed work" (Obj.2) is the only objective that has been tackled fully by the SALTO resource centre, since that was the mandate given it by the Commission. That is also the case for the Covenant of the Council of Europe, which aims at complementing the SALTO resource centre approach.

Table 8: *Specific objectives of Euromed*

Specific Objectives of the Euromed Youth Programme	
Obj 2	To provide training opportunities in Euromed youth work for youth leaders and workers
Obj 3.1	To exchange experiences and good practices ³²
Obj 3.2	To promote the acquisition of new skills and approaches to international youth work among youth NGOs and those responsible for youth work in MED and EU
Obj. 3.3	To develop capacity building at the level of youth structures and policies
Obj. 4.1	To promote the development of non-profit making structures working in the youth field

Source: *Euromed Youth II, Project document MIS: 2001/0186*

The SALTO resource centre, with its annual work plans developed during the period covered by this evaluation, aimed at increasing knowledge of Euromed, increasing the number of projects granted, especially of those from the southern shore of the Mediterranean, identifying and training trainers and multipliers in Euromed and improving the quality of Euromed co-operation.³³

The approach of the Covenant of the Council of Europe launched in 2003 is complementary to the strategy orientated towards incorporating values in the programme, such as women and minority rights in Euromed.

SALTO resource centre, as already indicated by the previous evaluation, provides mainly a "supply-driven approach" with follow-up of the youth workers taking part.

The objectives and actions of SALTO resource centre and the Covenant of the Council of Europe support the other programme objectives: "development of capacity building and the level of youth structures and policies" (Obj. 3.3) and "the promotion of the development of non-profit making structures working in the field of youth (Obj. 4.1), but only in an indirect and partial manner.

To conclude, the Commission's approach in giving a mandate to the training structures was focused primarily on Euro-Mediterranean youth work, and the design of successful transnational applications for Euromed that could finance this work. This was a response to the identified need to increase participation on the part of MEDA associations and widen access to the programme for EU associations.

However, that objective although important is insufficient, particularly in view of the needs and demands indicated by the beneficiaries and youth-sector policy-makers in the MEDA countries with the support of NCs.³⁴ In addition, the consequence of concentrating

³² This list includes as part of training the exchange of experiences and good practices, as it is considered peer learning

³³ SALTO Euromed Resource Centre Work Plan

³⁴ Meetings from the Stakeholders Meeting, results from the evaluation workshop

the training strategy of the programme in Euromed youth work is that the other training objectives set for Euromed II by the COM have been only partially tackled.

The recommendations of the mid-term evaluation made in 2001 concerning training described below have been partially tackled by the current SALTO training curricula. Given the important gap in training in youth work that exists in most of the Mediterranean partner countries, and the increasing demand as civil societies of these countries emerge, further steps need to be taken.

The previous evaluation highlighted the need to provide complementary training in "Group work methodologies, project cycle management and financial management, voluntary service activities and the development of a data base". The multiple requests of the beneficiaries for project cycle management and financial management demand a technical approach, beyond the current introduction provided by multilateral training. Indeed, SALTO has played an important role in introducing informal learning and participatory methodology, new concepts for a large number of MEDA associations and has promoted the concept of voluntarism and the European Voluntary Service in their training courses. However, the case for Voluntary Service developed in the chapter on relevance indicates that training in this area could be revised to include the current problems and suggestions identified.

This second phase has brought about the consolidation of the programme, particularly in the MEDA region, as a result of increased and balanced participation by the Mediterranean countries, with the help of the support structures. The current objectives of Euromed II are still valid for the next phase, but the need to completely fulfil them becomes more pressing, particularly when we refer to the objective of "development of capacity building at the level of youth structures and policies" (Obj. 3.3. of the reference document). In light of the current identified needs at the level of public authorities, associations and youth leaders and trainers, the following conclusions can be drawn:

- In view of the current political context in several countries, support for policy development has become an important item on the agenda. That is the case for additional support for policy making in this field as certain countries, such as Jordan, Lebanon and Algeria, make their first steps towards the consolidation of their structures.
- As the development of youth structures gains more maturity, and its tissue develops further, more specialised training in NGO youth management should be provided.

Pertinence of the objectives of the Euro-Mediterranean Youth Platform

The specific objectives of the Euro-Mediterranean Youth platform, established in 2003, are: "the creation of a network of Euro-Mediterranean young people and youth organisations, assisting in the capacity building of their organisations, increasing their participation, sharing relevant information and exchanging good practice"³⁵. Within this objective of networking, the partner finding facilities of the Platform are extensively used within the context of Euromed.

³⁵ Operational agreements of the Euro-Med Youth Platform

The official document, MIS: 2001/0186, dating from 2001, before the constitution of the Platform, envisaged additional objectives such as contributing to the possible creation of independent and representative national youth councils. This objective was not introduced in the founding objectives of the Platform. The pertinence of this goal should be considered. Several NCs indicate that this objective should be tackled primarily at national level, and that for most countries it is not viable in the present political context. The problem of democratic representation within the Euro-Med Youth Platform was tackled at the launch meeting. It cannot be put in place at present, as there are no national youth councils in MEDA countries; even if there were, they may not be representative of youth in general. The problem remains to be solved, but in the meantime, it has been decided to create the Platform in order to start responding to the needs of youth organisations.

Pertinence of the objectives of the National Coordinators

Apart from the practical aspect of having a local public authority in the youth sector in the Mediterranean countries which is the interface between Brussels and the Mediterranean beneficiaries and provides input on local political, social and economical developments, the establishment of a National Coordinator within the structure responsible for youth by each MEDA partner is already the achievement of some important programme objectives.

The NC acts as a multiplier, fulfilling objectives such as:

- ❑ Promotion of the acquisition of new skills and approaches to international youth work among youth NGOs and those responsible for youth work in MEDA and EU (3.2.).
- ❑ Training local actors to work with Euromed and by doing so they fulfil the role of multipliers and increase the local capacities of NGOs and others.
- ❑ In addition, the training of NC goes beyond the narrow scope of Euromed as they get information on important European developments in youth policies (White Paper, DZ, IL). It is possible that this information is indirectly disseminated to other services.
- ❑ The specific training opportunities that NC have benefited from individually (job shadowing, twinning etc.) or as a group (annual meetings, participation in multilateral training courses, etc.) give these local civil servants the opportunity to exchange experiences and to learn from peers.

By appointing the NCs, Euromed now gives local actors more responsibility and a certain level of ownership and in doing so it was one of the first regional programmes to apply this principle.

This programme has been set up as a real partnership, directly involving the local ministries that contribute salaries and offices for the NCs. This form of collaboration breaks with the conventional scheme of co-operation with third countries, under which the EC uses international expertise or technical assistance to run projects or programmes locally. It is a clear recognition of the ability of local partners to co-manage. At the same time, it promotes the political objective of strengthening the Euro-Mediterranean Partnership and increasing the active involvement of the MEDA Partners. Nevertheless, in order to make this partnership effective, further involvement on the part of ministries is desirable. In many instances, the National Coordinator, as will be explained further in the

chapter on effectiveness, works in virtually total isolation, without any of the political support that he needs to fulfil the programme objectives fully and disseminate them.

The role and involvement of the Mediterranean partners in relationship to the Euromed programme

The Mediterranean region is of strategic importance to the European Union. A key external relations priority for the EU is thus to promote prosperity, democracy, stability and security in the Mediterranean basin. Underlying this regional co-operation is the EU's own philosophy that deeper co-operation with neighbouring countries is a route to national as well as regional stability and growth and that such co-operation serves their mutual interests.³⁶

Euromed is part of a EU regional programme, promoting closer co-operation. This section will analyse how Euromed places co-operation with the Youth programme in third countries.

The role of third country co-operation in official documents

Decision 1031/2000/EC of the European Parliament and of the Council of 13 April 2000 establishing the 'Youth' Community action programme lays down, for the entire duration of the programme "a financial framework for participation by young people in trans-national community-service activities within the Community or with third countries, in particular those with which the Community has concluded co-operation agreements".

In supporting youth activities with third countries "The European Commission's main aim is to build long-lasting and solid partnerships, as well as promoting the exchange of youth work expertise and know how between non-governmental and governmental structures in the European Union and third countries".³⁷

As indicated in the annex to the Decision, the programme opens up the possibility of Youth exchanges and European voluntary service with third countries. In the case of Action 5, the annex indicates that they can be open to non-member countries.

The strategy followed by the youth community action programme, already established in the Decision, is that "all EU co-operation with third countries will receive equal treatment independently of the nature of the existing political agreements with the EU." This would also apply to agreements established under the Barcelona process.³⁸

The official texts of the Youth programme do not mention Euromed. That absence, and that of equal treatment with other third countries, is most probably a political decision and is surprising, particularly if it is borne in mind that the MED Committee approved the programme in September 1998, with a considerable budget for a pilot phase (9.8 M euro for 1999-2000).

³⁶ Regional strategy paper 2002-2006

³⁷ The Decision 1031/2000/EC

³⁸ Decision, Art. 12, p.6

The official and reference texts, on the one hand, propagating a Euro-centred attitude, and the praxis, on the other hand, that follows the logic of *equal partnership*, reveal a certain degree of inconsistency regarding the position of Euromed inside the third country co-operation aspect of the Youth programme.

Indeed, it is the only programme with third countries within the Youth programme that benefits from a budget line outside DG Education and Culture, that pursues additional specific objectives beyond those established for the Youth programme, and that has specific local support structures to implement the programme.

A European-driven approach to the User's Guide

In reality, the focus of the Decision is to present third country co-operation as a strand of European co-operation. The objectives and priorities of the Youth programme, as stated in the User's Guide are:

- "To provide young people with opportunities for mobility and active participation in the construction of Europe of the third millennium. It aims to contribute to the achievement of the "Europe of knowledge "and create a European arena for co-operation in the development of youth policy, based on non-formal education".

This European-centred focus provided in the User's Guide of the Youth programme, the reference document for Euromed, is not fully in accordance with the principles underlying regional co-operation put forward by the MEDA programme. As indicated by many beneficiaries interviewed, these European-driven texts pose problems of credibility and ownership in the programme's Mediterranean beneficiary countries. The revision of the text is therefore strongly recommended.

Indications of this Euro-centred approach are the fact that there is no separate User's Guide for Euromed, the lack of French translations of reference documents and the absence of any officially recognised Arabic translation of the Guide. These were mentioned as problems all around the Mediterranean during the evaluation workshops.

This lack of consistency in the reference texts, which were originally conceived for internal European co-operation and not adapted to regional co-operation, does not go beyond the texts. As already indicated in several instances, the model of co-operation based on a bottom-up approach is satisfactory.

2.3: Coherence of Euromed with the objectives of the third chapter of the Barcelona declaration

Degree of complementarity with other Euro-Mediterranean regional programmes

The Barcelona Declaration, adopted in 1995 at the Euro-Mediterranean Conference of Ministers of Foreign Affairs, laid down the foundations for the Euro-Mediterranean Partnership, comprising 15 European Union (EU) member states and 12 Mediterranean Partners. Annexed to that Declaration, a work programme was proposed, including 21 intervention sectors of common interest to the partners. Euromed Youth is included in the third chapter of the Barcelona Process together with programmes such as: Euromed Heritage, Euromed Audiovisual, etc.

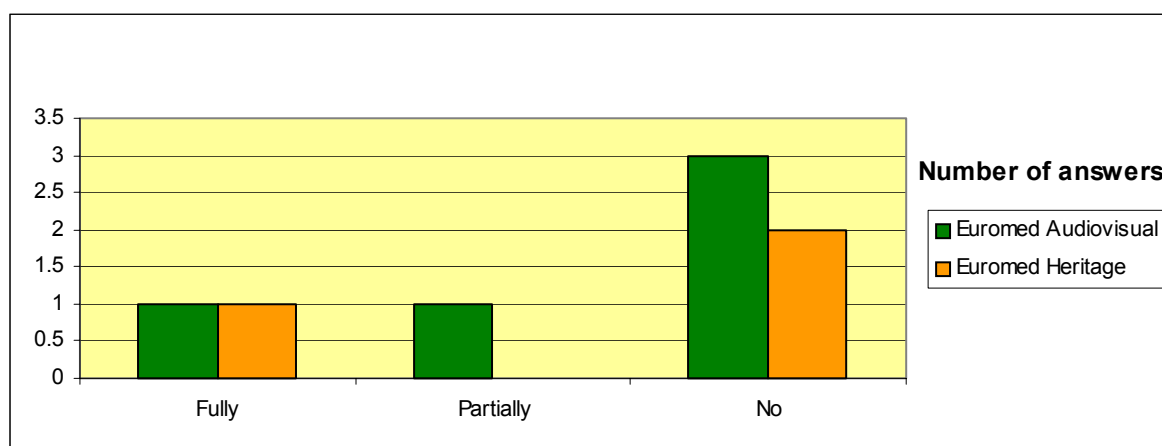
Consistency of Euromed with the Barcelona objectives

Euromed is the only programme in the third chapter of Barcelona that addresses the needs of a specific group or a segment of the population rather than the needs of a sector, like Heritage or Audiovisual. For this reason, the programme sectors can also have as beneficiaries, youth leaders or trainers who are active in the field of heritage or media who have a specialisation in this area. For the same reason, youth projects could theoretically cover issues of heritage and media. This indicates that there is potential for synergies between Euromed and MEDA programmes, given that the youth organisations' missions fit into the MEDA programme. More important in terms of synergies is the need to coordinate the different sectorial activities, jointly increase their visibility, and use the results in the political debates.

Interviews with NCs and officials of the EC Delegations in the MEDA countries showed:

- Most of the NCs do not know any other regional programme, such as Euromed Heritage or Audiovisual, but would like to have information to give to interested beneficiaries.
- Most officials in Delegations in charge of Euromed (MA, DZ, and JO) do not have the human resource or the mandate to check possible synergy between the projects they run and Euromed projects. They also explain it by the fact that regional programmes are managed from Brussels.
- Some officials (LE and EG) believe in and support this synergy, when possible. They believe that Euromed provides privileged opportunities for NGO organisations dealing with youth human rights and women's organisations to have access to micro-projects. Delegations can play an important role in passing information to those NGOs and linking them with the NCs.

Figure 2: Knowledge of other Euromed regional programmes by NC



The question of complementarity also raises the problem of overlapping. To the knowledge of the evaluators, there is no monitoring system that enables management structures (EC, NC, TAO, and DEC) to check identical projects implemented under the various regional programmes. This is especially pertinent for youth, as this group is technically eligible for the different regional programmes. However, currently the risk of overlapping is very small owing to the lack of information concerning the programmes.

Synergies with other projects supported by the EU at bilateral level

The bilateral track

The European Union's bilateral relations and co-operation with Southern and Eastern Mediterranean Partners are currently governed either by first-generation Association Agreements, by 1970s Co-operation Agreements or by 1990s Euro-Mediterranean Association Agreements.

Nine out of twelve Mediterranean Partners are eligible for bilateral MEDA funds as set out in the National Indicative Programmes: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Authority of West Bank and Gaza Strip Authority, Syria, Tunisia, and Turkey.

The MEDA programme is the European Union's principal financial instrument for the implementation of the Euro-Mediterranean Partnership. The programme offers technical and financial support measures to accompany the reform of economic and social structures in the Mediterranean partners.

The Barcelona Declaration "regards the multilateral framework of the Euro-Mediterranean Partnership as the counterpart to a strengthening of bilateral relations which it is important to safeguard, while laying stress on their specific nature".³⁹

Euro-Mediterranean Regional co-operation, when compared with bilateral co-operation with Mediterranean partners, is more complex owing to the numbers of partners involved in political sensitivities in the region.

In its strategy paper for regional co-operation 2002-2006, the Commission reiterates the principle of complementarity between the bilateral and the multilateral tracks by saying

³⁹ Barcelona Declaration, p.2

that it will "make sure that regional strategy is co-ordinated with bilateral efforts, be they organised directly or through its delegations in each Partner." That is also in line with the Council Guidelines of January 2001 and the MEDA Regulation, and the Commission has begun to undertake on-the-spot coordination and co-operation with the EU Member States through regular meetings of Delegation and Embassy staff to ensure consistency and complementarity.⁴⁰

Complementarity between the bilateral and the multilateral relations is defined by the European Union as follows:

- Through the implementation of a single regional programme instead of several national ones significant gains can be obtained in terms of efficiency or enhanced impact.
- The issues addressed in the framework of a regional programme have a trans-national dimension and they therefore require regional (or sub-regional) co-operation if they are to be corrected.

The complementarity of Euromed with bilateral projects to sustain youth will be analysed under this perspective.

Bilateral co-operation

It is very important here to clarify the concept of bilateralism. It could be understood as the conventional co-operation of one Mediterranean country with one Member State. On the other hand, in the European context it should be understood as co-operation between the European Union on the one side and one Mediterranean country on the other side.

Regarding the first type of bilateral relationship, it has already been said that, in general, marginal budgets for international youth activities are provided by individual Mediterranean countries, mostly limited to summer camps and sports competitions, often within the Arab region.⁴¹

The second type of bilateral relationship, which is of interest to this evaluation, means the assistance (financial and technical) the European Union is giving in the framework of the country-indicative programmes to support the youth sector in Mediterranean countries directly.

Unfortunately, according to the information received from delegations, there is no programme to sustain the youth sector at bilateral level as most efforts to help youth are limited to education, although indirectly there are some bilateral programmes involving young people, such as the Democracy programme in Jordan or support for NGOs in Algeria.

The explanation given by delegations for that is the fact that it is the target country that has to ask for the support and propose the sector. Interviews carried out with youth ministries, as in the case of OT, for instance, indicate that Youth Ministers are not aware of the existence of this possibility.

⁴⁰ Regional Strategy paper

⁴¹ See *Relevance of the objectives of the programme to the different MEDA partners* in the Chapter on Relevance.

It is nevertheless surprising that Europe does not insist on dealing in a more focused way with this sector as more than 60% of the populations of those countries is under 18 years and it should be an important strategic element of European policy. Moreover, the sector has extremely important gaps at the level of youth infrastructure, youth clubs, and ICT equipment.

To conclude, it would seem to be of particular importance to enhance the synergies of bilateral co-operation and regional co-operation in the youth sector. The two approaches combined could have long-lasting effects in the development of youth associations and their infrastructure, and in turn enhance their role as active actors in civil society.

The added value of regional co-operation

It is clear that the Euromed Youth programme fills a vacuum here and in this case, it is definitely a regional programme rather than several national ones.

The following list is an attempt to analyse the issues that Euromed addresses that cannot be dealt with at a purely national level:

- ❑ To provide informal intercultural learning opportunities for young people, especially through exchanges and trans-national voluntary services.
- ❑ To provide training opportunities in Euro-Mediterranean youth for youth leaders and youth workers.
- ❑ To exchange experiences and youth practices, to promote the acquisition of new skills and approaches to international youth work among youth NGOs and among those responsible for youth work in the Mediterranean partners and in the EU.
- ❑ To inform youth NGOs about EU institutions and the Euro-Mediterranean Partnership by strengthening the dialogue among the twenty-seven Euro-Mediterranean partners.
- ❑ To improve understanding between their cultures and promote a better perception of each other.
- ❑ To increase participation by Mediterranean partner NGOs in Youth NGO trans-national networks.

The following objectives of Euromed Youth could be dealt with at a purely national level:

- ❑ To develop capacity building at the level of youth structures and policies.
- ❑ To promote the development of non-profit making structures working in the youth field and the establishment of independent and representative national youth councils in the Mediterranean partners.
- ❑ To improve, through youth associations, co-operation with civil society, as an element of democratic reform.

This interpretation shows that two-thirds of the objectives of the programme can be achieved only on a multilateral level and also that the objectives of capacity building and national competence are strengthened when dealt at multilateral level owing to the lack of resources.

The suitability of the regional framework for dealing with the needs of the youth sector

To examine more closely those issues addressed in the framework of a regional programme which have a trans-national dimension and therefore require regional (or sub-regional) co-operation if they are to be corrected, it is proposed to examine the motivation to participate in Euromed as expressed by the beneficiaries of and the participants in projects that the evaluators met during the evaluation workshops around the Mediterranean.

The evaluators realised that from a thematic point of view the possible multilateral issues may represent 50% of the themes expressed (12/24). From the point of view of the number of voters it is even higher: 201/330 (64%). We can conclude here that there are some issues that are of interest at present to youth workers and young people in the Mediterranean countries that can be dealt with only in an international or regional context and the matter becomes one of urgency if very little is done at bilateral level.

The perspective of South - South Co-operation

The improvement of mutual understanding among the peoples of the region and the development of an active civil society are recognised as a basic principle of the Euro-Mediterranean Partnership⁴². The insistence is on the understanding between the people of the Mediterranean area. It is evident that regional integration is one of the means of promoting that understanding. Regional integration can mainly be created and sustained by the emergence of stronger South-South co-operation. If in the economic sector South-South co-operation is creating the economy of scale, it is evident that in the social and cultural areas it is an important and essential tool for the promotion of understanding.

One of the merits of Euromed is that it facilitates exchanges between the youth of countries that traditionally have not been involved in co-operation. In this respect, important new synergies are being put in place between youth organisations and young people that in the long run could have important effects in fostering new regional links and relationships.

2.4: Appropriateness of the budget

Introduction

In the Mediterranean region, 49 million young people aged between 15 and 25 years live in the partner countries⁴³. Of the overall population, an average of 60% in the MEDA countries can be considered young people. Europe has taken up the challenge of addressing this strategic aspect of its relationship with the area by launching the Euro-Mediterranean Youth Programme.

Any analysis covering the issue of the adequacy of the budget allocated to the programme in relation to the importance of youth should refer on the one hand to the size of the target

⁴² Regional Strategic paper, p.5

⁴³ Euromed special feature Issue 25, 11 October 2001

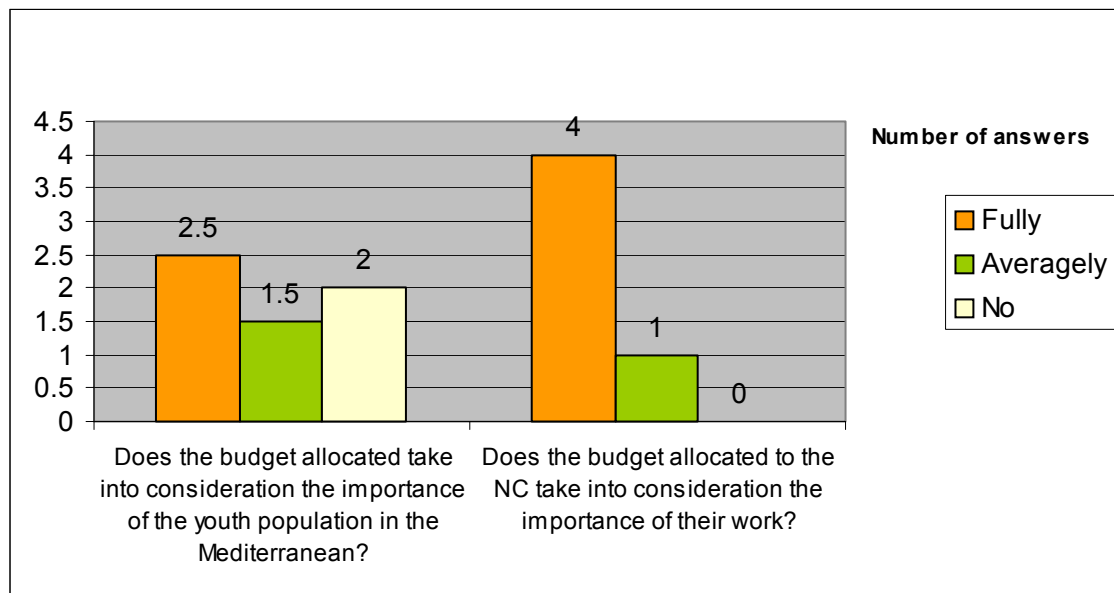
population, its needs, and the objectives to be achieved by this policy. On the other hand, the capacity of absorption of the target countries and group must also be considered.

It has already been pointed out that amazingly the European Union does not support activities for the benefit of youth by means of the mechanism of bilateral co-operation. This means that the only support available is multilateral, which means the Euromed programme.

The perception of NC

The NC questionnaire included the question: "Does the budget allocated take into consideration the importance of the youth population in the Mediterranean?" The following table shows the answers to that question and to the question whether the budget takes into consideration the importance of the NCs' work.

Figure 3: Appropriateness of allocated budget as seen by NC



In this survey we did not get answers from:

- ❑ SY because there is no NC, and OT since the new candidate for NC has not been yet formally nominated.
- ❑ The NC in the Palestinian Authority of the West Bank and Gaza Strip.
- ❑ LE because the NC considers that she cannot have an opinion on the entire region. It does not seem necessary to give motivation for the LE National Coordinator.
- ❑ It is important to note that a majority of the NCs asked consider that their budget is adequate. That is not surprising because they draw up the budget and ask the EU for it. Only in one case (LE) did the NC ask for too much and fail to absorb it entirely for reasons of lack of experience.
- ❑ The majority of them asked for amendments to prolong the duration of contracts to spend money.

The perception of beneficiaries

The question was never put to the beneficiaries in these terms. During the direct interviews (24 in 9 countries) and during the workshops in the countries concerned and in Brussels at the Stakeholders' workshop beneficiaries were asked about the problems encountered. Some of the answers concerning the budget that could be linked to this question are given below.

Table 9: Financial barriers as seen by beneficiaries

Financial Barriers	
Insufficient funding	30
The 30% travel expenses are too high to be supported by Youth	15
Flat rate Action 1	1
Limited personal financial resources	2

In fact the problem of insufficient funding got a relatively high score (30 out of 169) and if the next point is added to it, one might conclude that the programme's financing is not always appropriate to the financial conditions of young people in the Mediterranean. At the Stakeholders Meeting, the beneficiaries also agreed that the flat rate amount was not sufficient.

2.5: Conclusions and Recommendations

This chapter was aimed at assessing the relevance of Euromed. It focuses on the objectives of the programme by analysing the coherence between the needs of the youth sector underlined in the official texts with those identified as the real needs of the MEDA beneficiaries, and assessing the pertinence of the programme objectives and actions to the different MEDA countries.

Within the context of the Barcelona process, this chapter also studied degree of complementarity between Euromed and other Euro-Mediterranean regional programmes and the synergies with other programmes supported by EU at the bilateral level. Finally, it assessed the size of the budget in view of the size of the target youth population.

The pertinence of the programme was analysed in the first place, with regard to the official texts that set the legal basis of the programme. The overall assessment is based on the evidence provided by the different programme actors and the beneficiaries gathered through evaluation workshops, personal interviews, web questionnaires and the stakeholders meeting.

Conclusions

Diagnosis of the objectives and priorities of the programme

Prior to the analysis of the relevance of the programme, the study has assessed the consistency of the legal texts of the programme and how these are presented to the target groups. This shows that:

- ❑ There is in general a consistency between the official texts that deal with the Euromed II programme: the Decision N 1031/2000/EC establishing the “Youth Community Action Programme” that also covers the Euromed track (within the context of third world co-operation) and the Euromed II Project document MIS:2001/0186 that sets the second phase of Euromed, as approved by the MED committee.
- ❑ The insistence in the Euromed objectives on increasing capacities (training), democratisation, and building the civil society, shows the clear political priorities of the programme, in line with the Barcelona Declaration.
- ❑ The Euromed objectives as defined in the User’s Guide are not in full concordance with the objectives defined for the programme, especially when it refers to “integration into social and political life”. This point is confusing as there are no provisions in the programme to support it.
- ❑ The official texts, the basis for the legal framework for Euromed do not present operational objectives against which to measure the level of performance of the programme. However, these objectives partially appear as operational content in the description of the programme actions.
- ❑ The six thematic priorities of: Active participation in civil society, Strengthening of citizenship, Place of women in society, Fight against racism and xenophobia, Minority rights, Heritage and environmental protection have little influence on the content of the projects. This stems from the fact that these are not always taken into consideration into the project proposal and the project selection process.

The target groups of the Mediterranean partners

- ❑ The reference documents define the priority target group of the programme as being young people, although the programme also addresses youth workers. In practice, youth workers are highlighted in this second phase. This increased focus is not reflected in the Euromed reference text.
- ❑ The definition of “disadvantaged” differs between the Youth Decision, and the Euromed reference text. The Youth decision clearly aims at promoting access for the most disadvantaged groups. The Euromed programme does not have such an inclusive approach. It aims to promote the programme among young people with “less access to benefit from national and internal mobility.” The User’s Guide does not reflect the Euromed approach, but the more inclusive approach of the Youth programme.
- ❑ Gender equality is a general objective and a priority for the programme and yet gender balance is not introduced in the selection criteria.
- ❑ The current age range of the programme (15 to 25 years) does not sufficiently reflect the age range of young people available (which goes up to 30 years) to undertake mobility activities particularly but not exclusively concerning EVS. In many MEDA countries, this age group has constraints imposed upon it. These include constraints of military service and the university cycle that cannot be interrupted. Consequently, they

are unavailable, particularly for actions that demand a longer period of participation, such as the European Voluntary Service.

- The beneficiary's needs are in line with the objectives of the programme. However, the matching is not optimal. The current programme is not based on a recent consultation of the beneficiaries' needs. This is particularly important given the changing political and social scenario that these countries are encountering.

Relevance of the programme actions to the different MEDA countries

- MEDA youth policy makers highlight the uniqueness of the 'bottom-up' approach of the programme. The programme allows youth organisations to submit projects according to their specific interests and needs. This strategy of the programme allows a certain degree of independence and diversity among the actors. Additionally, the programme fills a funding gap in MEDA countries, which in general, have marginal youth budgets. The support of other international donors to the youth sector tends to be scarce.
- An analysis of the statistics of programme participation indicates a success in Youth Exchange (Action 1) and Support Measures (Action 5). The latter shows a steady rise in participation over the evaluation period. This proves that there is interest in building stronger and more diverse youth projects and partnerships.
- The last evaluation of the Programme found that the European Voluntary Service (Action 2) had a low rate of participation. This has seen only a very slight improvement during this evaluation period, despite some increase in promotional activity. The evaluation finds this action still pertinent for the MEDA region. However, its implementation encounters problems in cultural and practical preparation of volunteers, description of tasks to be undertaken, support structures and accurate matching of the volunteers with positions available.

The level of adaptation of the intervention mechanisms to the objectives of the Euromed Youth programme

- The design of the Euromed Reference Document for implementing the programme is not fully strategic in its approach to capacity building and training, a key area in the second phase. This document should state training as a general objective of the second phase, indicate the roles of the training providers, and describe the actions to be undertaken.
- The mandate of the SALTO resource centre to focus primarily in training on the programme Euromed is pertinent as it responds to the political will to increase access to MEDA associations in the programme, and thus balance the participation of MEDA and EU associations. Additionally, its courses include pertinent approaches and concepts.
- The training objective of Euromed for this phase has only been partially implemented. Supporting youth organisations in capacity building and in youth policies has not yet sufficiently been tackled. This is particularly important given the increasing sensibility of the MEDA countries in developing political youth agendas.

The role and involvement of the Mediterranean partners in relationship to Euromed in its different strands

- The Euromed programme is unique in its characteristics within the Youth programme. Its praxis follows the specific logic of *equal partnership*, following the framework of the regional programmes, with a considerable budget for its development. Nevertheless, the texts of the Youth programme (the Decision, and the User's Guide) do not present this approach, as they provide equal treatment to Euromed as to the rest of third country co-operation.

Degree of complementarity of the programme with other Euro-Mediterranean regional programmes

- Euromed is the only programme in the third chapter of Barcelona that is addressing the needs of the specific group of the youth. All subjects of life (education, employment, sport etc.) relate in practice to this group, and thus potentially to a youth programme. Thus, Euromed might have synergies with EU sectoral programmes. In reality, apart from rare exceptions, these synergies have not been established in the MEDA area.
- One of the principles the Euro-Mediterranean Partnership of complementarity between the bilateral and the multilateral tracks has not been confirmed in the case of Euromed.
- The support to the Youth sector in the Mediterranean area on the bilateral track is done via sectoral programmes: education, vocational training, employment schemes and not directly to the Youth Ministries.

Recommendations

The following are indicative strategic and specific recommendations to realise the potential of the relevance of the programme more fully. These are organised also according to the same categories as the conclusions arrived concerning relevance.

Diagnosis of the programme

- The programme objectives, as set in the User's Guide should be formulated in such a way that they fully reflect the objectives for the second phase of the programme, as defined by the Euromed reference document.
- In order to assess the performance of Euromed it is recommended to have previously formulated programme indicators as well as measurable operational objectives.
- More emphasis needs to be placed on promoting the priorities at pre-proposal stage. This task could be undertaken by the NCs, the NAs and the training structures. Additionally, the importance of these priorities should be more clearly stated in the User's Guide. To ensure their impact, a mechanism could be developed to take them into consideration in the selection process. For instance, proposers could be made to stipulate how their proposals will take these thematic priorities into consideration.

The target groups of the Mediterranean partners

- The Euromed document, the reference document for practice, should clearly reflect the targets of the programme. Given the current objectives, the document should give more relevance to youth workers, as well as youth associations (development of youth structures and networking).
- The definition of the disadvantaged target groups that Euromed aims to encourage should be further clarified and properly reflected in the User's Guide.
- The upper range of the programme participants needs to be extended to 30 years old
- To increase the availability of young people to the programme. In order to optimise the matching between the real needs of the youth sector (youth trainers, workers and leaders) in the MEDA countries, a needs-analysis in this sector - not restricted to youth associations participating in the programme but extended to policy-makers - is strongly recommended.

The level of adaptation of the intervention mechanisms to the objectives of the Euromed Youth programme

- In order to induce an optimal matching between the curricula of the training structures (SALTO resource centre, the Covenant of the Council of Europe, and the NCs) and the specific training objectives given in the Euromed reference texts, including training for youth structures and youth policies, the revision of the current programmes and a formulation of an overall encompassing training strategy is recommended.
- Specialised training in youth NGO management is encouraged, as the development of the youth structures gains more maturity and the youth tissue develops further this becomes a key issue. This indirectly supports the goal of strengthening the civil society.
- Youth policy development, with the current emergence of the democratisation process in several countries, has become an issue the MEDA agenda of several countries. It is encouraged to study the interest and feasibility of an inter-ministerial regional conference on the theme of "Youth policies" in the region. Such an intervention would also strengthen the political dimension of the programme, which not sufficiently solid in this current stage.
- In parallel, the organisation of a similar initiative with the participation of all stakeholders, focused on exchanges of practices could be of particular interest.
- The beneficiaries of the programme should have access to other EU training resources. It is recommended to pool resources for training from other various stakeholders, as for example to promote access of youth organisations to the bilateral training programmes about NGO management, or human rights, in the MEDA countries where these programmes are available.

The role and involvement of the Mediterranean partners in relationship to the Euromed programme in its different strands

- It is to be encouraged that the official document and the User's Guide should highlight the specificity of Euromed within the strand of third country co-operation.

Degree of complementarity of the programme with other Euro-Mediterranean programmes

- It is important to enhance the synergies of the bilateral co-operation and the regional co-operation in the youth sector. Both approaches combined could have a stronger impact in the MEDA youth sector.

Chapter Three

EFFECTIVENESS

In this Chapter the evaluation will assess the degree of achievement of the operational and specific objectives during the period 2001-2003. It will also assess the quality of its implementation by analysing the following factors:

- ❑ The role and functionality of the management structures.
- ❑ The complementarity and synergies with other Community structures.
- ❑ The selection and evaluation process.
- ❑ The procedures or project cycle (project management, follow-up, dissemination, and visibility).
- ❑ The programme's administrative management.
- ❑ The programme's financial management and procedures.

3.1: Roles and responsibilities of the programme structures

Chapter One dealt with the relevance of the new structures put in place during the second phase of the programme. This section will analyse the effectiveness of the actors as well as their complementarities and synergies.

At the end of this mid-term evaluation, the following structures were involved in the second phase of Euromed.

Implementation structures of the programme:

- ❑ The European Commission.
- ❑ The EU delegations.
- ❑ The Technical Assistance Office.

Local and decentralised management structures:

- ❑ The National Coordinators
- ❑ The National Agencies.

Training support structures:

- ❑ The SALTO resource centre.
- ❑ The Covenant of the Council of Europe.

A networking body:

- ❑ Euro-Med Youth Platform

The second phase of the programme incorporated important new elements in the conception and design of the structures and actors. The following points should, therefore, be taken into consideration:

- ❑ The incorporation and/or consolidation of the role of new actors into the programme (the SALTO resource centre, Euromed II, the Covenant with the Council of Europe, the Euro-Med Youth Platform).
- ❑ The decentralisation of programme selection and management by the National Agencies, which started in 2003.

Institutional framework of the programme structures

Following is the analysis of the role and responsibilities of each actor and structure and distribution of their tasks, as stated in official documents.

The official text for the Euromed II programme, MIS: 2001/0186, provides in Chapter 5 on "implementation arrangements" a list of the actors that participate in the Euromed structure along with a description of their roles: the DG EAC and EuropeAid co-operation office, the technical support by the TAO, the National Agencies, the National Coordinators, the European Delegations, the Euro Mediterranean Youth Platform and the European Youth Forum (later the Euro-Mediterranean Youth platform).⁴⁴

The following observations can be made with regard to the official text - these have been explained earlier or will be explained later in this Chapter:

- ❑ The information on the programme structures is not complete. There is an omission concerning DG Relex, as part of the management structures of the Commission. DG Relex is active in Euromed steering committees at present and the political view it gives to the programme is indeed important.
- ❑ The document also omits the training structures. It must be emphasised that the SALTO resource centre was approved in 2000. The key area of training in Euromed II is inadequately dealt with in the document.
- ❑ The role attributed to EU Delegations in the official document is fully not in accordance with Delegations' approach when dealing with regional programmes. Thus, the stated "role of co-operation of the Delegations with the National Coordinators, and the close monitoring of the implementation of their work plans" does not correspond to reality.⁴⁵
- ❑ In reality, there is a structural problem with the actual involvement of the Delegations in the Euromed programme that has yet to be solved. With their current mandate, the Delegations can get involved in regional programmes in an "informal manner" only. This might partially explain the low involvement of some of the Delegations, as might insufficient guidelines for the programme officers in charge of this dossier.
- ❑ The text gives an important role to the European Youth Forum that in practice is not regulated by any contract or procedure, beyond its advisory role in the Euro-Mediterranean Youth Forum (replaced by the Euro-Mediterranean Youth Platform).

⁴⁴ MIS, p. 4 and 5

⁴⁵ Ibid

- The Euro-Mediterranean Youth Forum (now the Euro-Mediterranean Youth Platform) is presented both as a result of and as an activity of the programme as it is a structure to be developed during the implementation of the programme.⁴⁶
- Comparison of the objectives of the Platform that will take the place of the Forum shows that the central role and major tasks given it by the Commission are to enforce further networking.

In conclusion, it could be argued that the official Euromed II document does not present the role of every structure for the achievement of the programme objectives efficiently.

Role and synergies between the structures of the programme

When analysing the relationships between the different programme structures in relation to the inventory of tasks of the programme the following scenario might be identified:

- Complementarity of functions.
- Repetition of functions.
- Functions performed in a contradictory manner.
- Functions that are not covered.

The evaluators have observed that, generally speaking, roles and functions seem to be distributed satisfactorily to the independent programme structures, thanks to a process of increasing definition of the roles of each institution (this is the case between the SALTO resource centre, the Euro-Mediterranean Youth Platform and the Covenant with the Council of Europe, for instance).⁴⁷ However, specific joint areas, such as the roles of the SALTO resource centre and the NCs, still need further definition and clarification in relationship to the programme's new multiplication strategy at country level.⁴⁸

The *Table 10* on the next page is an inventory of all the main functions and tasks involved in the implementation of the Euromed Youth programme.⁴⁹

⁴⁶ MIS, p.4 and 5

⁴⁷ Interview with the SALTO Resource Centre, June, 2004

⁴⁸ This statement results from information coming from meetings organised with programme multipliers in (EG, DZ) where they have expressed confusion about their role, status and the activities to be performed, supplemented by background information from the SALTO Resource Centre and the NCs.

⁴⁹ Sources: MIS; The profile and Tasks of the NC of the Euromed Youth Programme; the National Coordinators' handbook; the SALTO Resource Centre contracts and work plan, the EYF Operating grant agreement, the Covenant with the Council of Europe, and interviews with the persons responsible from the different institutions.

Table 10: Role of the structures Euromed Youth Programme

Task	Subtask	Youth Unit	TAO	NCs	NAs	SALTO	EMYP	CoE	EuropeAid	RELEX	DEU	EYF
Programme information and dissemination	Dissemination of information about Euromed	X										
Guidance, training and capacity building	Dissemination of information about MEDA funding		X	X	X	X	X	X	X	X	X	X
	Organising targeted meetings about Euromed for countries with least participation in the programme							X	X	X	X	
	Promoting and recruiting participants in various Euromed training events					X	X					
	Training on Euromed youth projects			X	X	X	X	X				
	Training thematic issues		X	X	X	X		X				
	Training in intercultural learning, citizenship, and human rights				X	X		X				
	Advising project promoters on project preparation			X	X	X		X				
	Assisting project promoters to run the project	X	X									
	Training multipliers of the programme in the Mediterranean countries			X		X		X				
	Developing educational tools for youth workers			X		X		X				
	Monitoring the use that participants make of training			X	X	X		X				
	Collection of good practices	X				X						
	Training National Coordinators	X	X		X							
Providing operational support for National Coordinators	X			X	X					X		

Task	Subtask	Youth Unit	TAO	NCs	NAs	SALTO	EMYP	CoE	EuropeAid	RELEX	DEU	EYF
Networking	Assisting project promoters to find project partners			X	X	X	X	X				
	Providing on-line programme partner search facility	X					X					
	Developing a platform membership system						X					
	Assisting in the establishment of Euro-Mediterranean networks					X	X	X				
	Sustaining and developing networks					X		X				
Selection	Information concerning selection results		X									
Contracts, monitoring and follow-up	Contracts for projects	X	X									
	Assisting with problems relating to implementation of the contract	X	X	X	X						X	
	On-site visits to projects		X	X	X						X	
	Evaluation sessions with project promoters			X	X							
	Approval of project reports	X	X	X	X							
Decision making	Political development of the programme	X							X	X		
	Advice and monitoring the role of the Platform	X				X			X	X		X
	Advice and monitoring the role of the Covenant	X				X	X	X				X
	Advice and monitoring TCP	X		X	X	X						
	Network of National Coordinators	X		X	X							
Research	Building a reference archive of the opinions of young people concerning their situations in their countries			X			X					

A thorough study of the function of each programme structure (as described in the reference documents, contracts and work plans, and interviews) produces the following:⁵⁰

- The formulation of the job description of actors is not sufficiently detailed, varying, depending on the institution, from a high degree of flexibility, for instance in the SALTO Resource Centre, to an open definition of the tasks to be performed, as in the case of EU delegations.
- Redundancies at the level of the decision-making structures, as the same actors are present in the management committees of the programme structures.
- Synergies that have the potential to increase, such as the EMYP, the NC and the NA.

A closer look at the inventory of tasks and the role of each structure shows that:

Programme information and dissemination

All the actors participate in programme dissemination and communication. The programme has many complementary potential channels for the distribution of information (including technical, political, training and networking information). The main weakness in the information flow is still, however, the lack of an overall information approach and this translates in general into lower efficiency in information and insufficient programme visibility at the level of participant countries.

Guidance, training and capacity building

In general, there is good complementarity of roles between multilateral training and local training. International training is specifically targeted at supporting project formulation and development, whereas local training provides general technical training in the mother tongue.

Complementarity also exists in programme structures with different missions and complementary target roles

The selection process

The composition of the selection panel, as described in the User's Guide, is more reduced than it is in actual practice, involving more programme actors.

The European Commission (Youth Unit, DG EAC, EuropeAid, DG Relex) the TAO, and the EYF are the main actors on the selection panel. In practice, the panel also involves the SALTO resource centre and at least two to three NC (each in turn). Their role on the panel is defined as that of observer.

Establishing contracts, monitoring and follow-up

The EU Delegation's expected role of the monitoring of the National Coordinators and their work plans, as described in the Euromed II project text, has not been put into practice. There is some inconsistency between the texts and practice at this level.

⁵⁰ Ibid

Decision making

The programme is constituted by a multiplicity of actors. During the period of this evaluation, new programme structures and steering committees were created. The evaluators observed a certain fragmentation in the decision-making process and lack of clear definition of responsibilities among the actors, which are progressively being clarified.

There is a redundancy in the participation of the key actors in the programmes in all steering committees, on which all the programme actors agree. At times, this results in a poor flow of information, unclear overall strategy, and potential redundancies. As underlined at the Stakeholders' Meeting, it might be useful to unify the decision-making structures in one single programme decision-making structure.

Introduction to the programme structures

This section will first present the overall Euromed multilateral guidance and training offer as it was developed in the second phase. It will subsequently present and analyse the role of the SALTO resource centre, a key actor in the design and leadership of this offer.

Training in the Euromed Youth Programme

The training offer as it is presented today in the programme is based on the following elements:

- The technical provision consists of helping youth workers, through multilateral training seminars, to tackle the different actions of the Euromed funding line, with the support of informal learning methodologies. (The provider of this multilateral training is the SALTO resource centre.)
- The conceptual provision consists in helping associations working in Euromed to tackle the priorities and values of the programme better. (The provider is the Covenant with the Council of Europe⁵¹, as well as the SALTO resource centre.)
- Providing support and advice to the NCs on development in Euromed work is also the role of the SALTO resource centre.

Training and educational materials⁵²

The aim is to provide training resources for youth workers. A T-kit will be created in 2004 including educational experiences and methods used in the programme of activities. (Responsible bodies: the Council of Europe and the SALTO resource centre.)

The Euromed Training pass

Its goal is to certify the acquisition of skills provided by any Euromed training structure.

⁵¹ The Covenant with the Council of Europe was signed in April 2003. As indicated in 2003, it will not be included in this evaluation.

⁵² For more information see: <http://www.salto-youth.net/euromed%20/?SID>;
<http://eycb.coe.int/eycbwwwroot/Euro-Med/index.html>

SALTO as a training resource centre

The provision of training in Euromed youth work was started modestly by the SALTO resource centre in 2001, with the goal of strengthening technical capacities to apply to the Euromed programme. It was addressed to young leaders both from EU and MEDA countries.

The programme has expanded exponentially both in the number of courses delivered (from two multilateral training courses in 2001 to 12 international and national training courses in 2003 delivered by MEDA and EU countries).

Overall, the SALTO resource centre has given 34 training courses. Generally speaking, the courses have helped to increase knowledge about Euromed and favoured the promotion of the programme in MEDA countries. The total number of youth leaders and workers that have participated in the training courses between 2001 and 2004 is close to 600. The distribution of the participants by region of origin shows that 65% of the participants come from MEDA countries and 35% from EU.⁵³

Table 11: Number of participants to SALTO resource centre training courses between 2001 and 2004

MEDA		EU	
Algeria	33	Austria	10
Cyprus	9	Belgium	11
Egypt	54	Denmark	4
Israel	33	Finland	3
Jordan	54	France	37
Lebanon	38	Germany	16
Malta	14	Greece	11
Morocco	34	Italy	21
Palestine	24	Netherlands	5
Syria	10	Portugal	19
Tunisia	45	Spain	35
Turkey	25	Sweden	15
TOTAL	373	United Kingdom	12
		TOTAL	199

Source: Database of programme participants, SALTO Euromed Resource Centre.

There is a consensus among the National Coordinators and the Mediterranean partners' beneficiaries that SALTO has increased the dynamism of the programme.⁵⁴ According to the SALTO resource centre, the rate of success of this structure in increasing participation in the programme is as follows: 30 to 40% of the projects approved are formulated within the SALTO resource centre's training courses.

⁵³ For an exhaustive list of the courses provided by the SALTO Resource Centre Euromed, please consult the web site.

⁵⁴ Interview with the co-ordinator of the SALTO Resource Centre, June 2004.

The evaluators consider that this figure is difficult to assess, as multiple factors are involved in the success of a project (the role of the SALTO resource centre, the role of the National Coordinator, the increasing experience of the promoter, etc.).

SALTO as a resource centre

Since 2002, the SALTO resource centre has further developed its role as a resource centre within the network of National Agencies and National Coordinators. The SALTO resource centre has supported the National Coordinators in their development of the training strategy (LE, JN, EG). In addition, the SALTO resource centre organises training courses for National Coordinators (JN, EG participants).⁵⁵

Within this context, the SALTO Resource Centre also aims at training MEDA multipliers of the programme and at supporting NCs in disseminating the programme geographically and in terms of project applicants. The approach followed is based on the scheme developed in France by the SALTO resource centre.

Tables 12 and 13 show the strengths and weaknesses of the SALTO resource centre as perceived by the programme actors and beneficiaries.

⁵⁵ The SALTO Resource Centre Youth Work plan, from 1 August 2001 to 31 July 2003.

Table 12: Strengths of the SALTO resource centre as perceived by other actors and beneficiaries

Structure	Functions/ Structure set-up	Selected Strengths	Source
SALTO Euromed Resource Centre	Guidance for and training of promoters in project formulation	<p>Capacity to influence selection results through multilateral training: between 30 and 40 % of the proposals developed within the SALTO resource centre's training courses are approved.</p> <p>Successful training approach, capable of establishing relations between partners from countries with conflict situations</p> <p>The SALTO resource centre's courses can start a dynamic that launches Euromed in a country (DZ).</p> <p>The training provided by the SALTO resource centre has imprinted dynamism of the Euromed in the MEDA countries and it has been a very important contribution to an increase in the quality and the number of projects selected.</p> <p>The SALTO resource centre is a very useful tool for those learning how to formulate Euromed projects, particularly for Action 5</p> <p>The SALTO resource centre helps MEDA countries to design projects that are based on the needs of the associations and the context.</p> <p>The SALTO resource centre produces very special group dynamics, referred to as "the SALTO resource centre family" on many occasions.</p> <p>The SALTO resource centre's courses are useful for networking and peer learning.</p> <p>The SALTO resource centre has introduced informal learning into youth associations in the MEDA countries.</p>	SALTO resource centre
			NCs
			Beneficiaries
	Training for MEDA youth workers	Design of a training format that provides peer training for MEDA and EU trainers as well as project promoters	SALTO resource centre
	Support for NA and NC network (the SALTO resource centre)	<p>Advisory role to NC (work plan and strategy of training) filling an existing gap and demand (JN, LE, EG)</p> <p>Successful transfer of the model of multiplication of the Euromed programme (France) to MEDA countries (DZ, LE, JN) to support NC</p>	SALTO resource centre National Coordinators
	Pedagogical tools	Successful development of pedagogical strategy for interactive materials, in co-operation with the CoE	SALTO resource centre CoE
Decision making	The SALTO resource centre's role in the design of the Euromed training strategy (through participation in different committees, TCP and the programme management committee, the CoE, etc.)	SALTO resource centre The EC	
Interaction with other structures	Role of the SALTO Resource Centre in advising other programme structures (CoE, EMYF)	SALTO resource centre	

Table 13: Weaknesses of the SALTO resources centre as perceived by other actors and beneficiaries.

Structure	Functions/ Structure set-up	Selected Weaknesses	Source
SALTO Euromed Resource Centre	Guidance and training of promoters in project formulation	<p>Access to the SALTO resource centre's courses is not sufficiently diversified: low participation on the part of youth workers other than those selected by the NC and NA</p> <p>The transfer of knowledge by SALTO resource centre participants to local organisations does not always take place.</p> <p>The SALTO resource centre's courses are not always adapted to the most pressing training needs of participants from the MEDA countries.</p> <p>There is not a strong enough link in the curricula between the SALTO resource centre's and CoE's training courses.</p> <p>The SALTO resource centre's mandate for training, linked to improvements in the promoter's performance, is not sufficiently clear. It requires further clarification.</p> <p>There is a lot of enthusiasm concerning the dynamics of the programme but less concerning its technical achievements</p> <p>A small number of NAs believe that the training offer is too extensive in relationship to their budgets (they co-finance training), and they feel under pressure to provide youth workers. On the other hand, they question the SALTO resource centre's real impact.</p>	<p>Beneficiaries and programme structures</p> <p>Beneficiaries</p> <p>Beneficiaries and National organisations</p> <p>Beneficiaries</p> <p>Programme structures</p> <p>Programme structures</p> <p>National Agencies</p>
	Decision-making	The SALTO resource centre does not have a steering group to work as a think-tank	SALTO resource centre
	Interaction with other structures	<p>Too high a profile and excessive presence of the SALTO resource centre, both at institution and at participants level, which may be counterproductive.</p> <p>No relationship with DG Aidco (funds of SALTO resource centre come from MEDA since 2004)</p> <p>Low presence of the Commission in SALTO resource centre training activities (on- site visit)</p>	SALTO resource centre

The Euro-Mediterranean Youth Platform

Preliminary remarks

The creation of a forum for the discussion of youth issues, exchange of good practices and networking among organisations from the south of the Mediterranean and from the European Union has been a priority for the Commission since the pilot phase of the programme (1998). The EC considers it a key issue for Euro-Mediterranean co-operation on youth.

There have been two attempts to set up a youth forum for the region. The first attempt was the Euro-Mediterranean Youth Forum, created in May 1998, with the first secretariat established in Malta and the second based in Jordan. The objectives of the Euro-Med Youth Forum were to represent youth movements and to act as an interface with authorities responsible for youth matters, giving the floor to young people for decisions that concern them. Particular attention was given to the setting up and the development of democratic youth policies. The forum was dissolved in 2001.

On the basis of the experience of the Forum, the Euro-Mediterranean Youth Platform (EMYP) was launched in September 2003. The main differences in respect to the Euro-Med Youth Forum were the permanent structure of the EMYP secretariat (the previous structure had a secretariat operating on a rotating basis) and the organisation's approach, based on networking, with a less political approach than its predecessor in view of the sensitivities of the area.⁵⁶

The Platform's first annual report describes the overall activities carried out during the first operational year: launch of the platform, creation of a network of Euro-Mediterranean young people and youth organisations, assisting in major events organised by the Commission and sub-regional meetings.

The first year of operation of the platform was dedicated to its establishment as a network facility for anyone interested in young people in the region. At a practical level, the use of the platform by beneficiaries, according to the data gathered, is as follows: during the first year of operation 1200 organisations registered in the Euro-Med Youth Platform. In its first year of operation, the web portal had an average of 1000 hits a month. Those figures demonstrate the dynamism and activity of this networking tool.

Tables 14 and 15 show the strengths and weaknesses of the Euro-Med Youth Platform as perceived by the programme actors and beneficiaries, while *Tables 16 and 17* show the same for the National Coordinators

⁵⁶ For more information concerning the Euro Mediterranean Youth Forum see:

Table 14: Strengths of the EURO-Mediterranean Youth Platform as perceived by other actions and beneficiaries.

Structure	Functions/ Structure set-up	Selected Strengths	Source
Euro-Mediterranean Youth platform	Networking	The platform is a successful networking organisation that promotes independent networking and the exchange of good practices. The EMPY is a useful tool for partner finding. The networking facility plays an important role in countries with more isolation (SY, DZ), where it is used extensively. The platform has the potential to become a clearinghouse for the Euromed programme (the platform receives 45 mail requests a day). The platform provides support for the establishment of independent Euro-Mediterranean organisations. The EMPY is becoming the data bank of organisations in the region.	EMYP Beneficiaries
			EMPY
	Sub-regional programmes organised by the EMYP	They promote and strengthen Euromed in countries, which are less consolidated. They are a good introduction to Euromed and make our country's youth institutions more visible abroad.	EMYP

Table 15: Weaknesses of the Euro-Mediterranean youth platform as perceived by other actions and beneficiaries.

Structure	Functions/ Structure set-up	Selected weaknesses	Source
Euro-Mediterranean Youth platform	Networking	The general objectives of the platform are partially covered. The system of registration for the platform is interpreted differently by different registered youth organisations. Some of them (youth associations and groupings, SY, EG) believe that registration with the Platform database also requires one to be an organisation "recognised" by that body.	The NA and the NC
	The mission of the EMYP	1. The institution's objectives and goals are not sufficiently clear.	Beneficiaries
	The structure	1. The legal entity of the EMYP, under the government of Malta, is not an adequate structure for the channelling of independent funds 2. The lack of representation of Mediterranean organisations in the administration of the platform might affect the credibility and the level of appropriation of the platform by Mediterranean organisations.	EMPY EMPY SALTO resource centre Some NC Beneficiaries
	Interaction with other structures	1. With some exceptions (LE, DZ) the level of communication between the platform and NC and NA is generally poor, and consequently so is the level of promotion of the platform. 2. The EMYP is not automatically present in all other programme structures' publicity and information materials.	The EMYP The NA and NC

Tables 16: Strengths of the National Coordinators as seen by themselves and other actors

Functions/ Structure set-up	Strengths/Results	Source
Information and dissemination	Increased quality and geographical distribution of information and dissemination events, with assistance, in many instances of resource persons for all NCs. A strategy for programme multiplication is being put in place with the collaboration of the SALTO resource centre, for some NC (LE, TN, JN, EG)	NC
Local training	Introduction of regular local training, with systematic methodology and with support of resource persons, for all NC	NC
Promoters' preparation, field visits, follow up of projects	In most cases, promoters' preparation is a regular practice and takes place on a group or individual basis; special training is provided for EVS volunteers.	NC
Interaction with other structures	Fluent communication with the SALTO resource centre, which also plays an advisory role (see the SALTO resource centre chapter) In general, good relations with NAs. Close relationships with the twin agency, and fluent relationships with NAs focused on partner finding.	NC
Human resources	Most NCs have full budget for any additional support person requested (2003)	NC
Budget	In most cases, the Work plan has a generous budget that has not been spent in the expected period. The NCs role requires extra work, not covered by the Ministry salary; the issue of supplementary pay has been raised in several instances (DZ, EG)	NC
Work plan	The NCs believe it is a very useful guideline for programme implementation. It is convenient, because it also allows flexibility (DZ, LE).	NC

Table 17: Weaknesses of the NCs as perceived by themselves and other actors

Functions/ Structure set-up	Weaknesses	Source
Information and dissemination	<p>In most cases, the programme is not sufficiently well known at the level of ministries, youth organisations and young people.</p> <p>The dissemination tools are considered only partially effective. Dissemination to NGO organisations (human rights organisations, women's organisations) is low. Delegation can provide support in this area.</p> <p>In general, information sessions for the programme and about deadlines are not published in the press, and are not therefore publicly available</p> <p>Information about SALTO resource centre training courses is not publicly available.</p> <p>The visibility of the programme at country level is low (JO, EG, LE)</p> <p>The Delegation does not have documentation concerning the programme for distribution and circulation (EG).</p>	NCs
		NC, Beneficiaries, The Delegations
		Beneficiaries The Delegations
		Beneficiaries The Delegations
Pre-assessment of projects	Many NC do not feel confident with their pre-assessments, as they differ too much from the selection results (JO, EG). Some NC have decided not to pre-assess.	NC
Support to mobility issues and partner finding	<p>Dedication to the solving of mobility problems is very high (average from 5% to 20% of overall time)</p> <p>In general, the NC gives good support to partner finding, in collaboration with NA.</p> <p>The support requested for mobility issues generally comes with too short a period of notice and it is not planned systematically (EG).</p>	NC
		The Delegations
Promoters' preparation, field visits and follow-up of projects, and evaluation	Only a few NC evaluate the programme periodically with the promoters (TK, IS). The NC have shown increasing interest in this practice, since the evaluation workshop organised by the evaluators.	NC
Training events	Promoters who have submitted their projects directly to Brussels are likely to receive less support from the NC in the event of need (EG).	Beneficiaries
Support for multilateral training events	<p>SALTO resource centre programmes are an important factor in boosting the youth sector and also in increasing local authorities' awareness, but require intense preparation (TN, AL, EG)</p> <p>The process for selecting SALTO resource centre participants is not sufficiently inclusive, as indicated by many beneficiaries.</p>	NC

The National Agencies⁵⁷

The balance of the National agencies' role will be measured in the light of the decentralisation process that took place in 2003. This section describes the strengths and weaknesses as perceived by the same actors and the beneficiaries at whom the activities are targeted. Tables 18 and 19 show the strengths and weaknesses of the National Agencies as perceived by themselves and the beneficiaries.

Table 18: Strengths of the NAs as seen by themselves and beneficiaries

Functions/ Structure set-up	Strengths/Results	Source
Information and guidance	Guidance is the most important of the National agencies' activities. Its performance has increased since decentralisation; NA is closer to beneficiaries. Information concerning Euromed, as part of overall youth information, is also decentralised. Dissemination on training possibilities is well distributed. Knowledge of NA officials' personal approach to information and training.	NA
		Beneficiaries
Training	Good training in EVS	NA
Support for promoters in mobility and partner finding	Effective assistance for promoters throughout the process since decentralisation.	NA
Selection	Low budgets for selection, making it possible to concentrate time and effort on assistance. Decentralised procedure for decision making helped by reliable and punctual paying of the grant by national agencies to beneficiaries.	NA
		Beneficiaries
Issuing contracts, monitoring and follow-up	Faster signing of contracts after decentralisation. Knowledge of NA officials, personal approach to contractualisation.	NA
		Beneficiaries
Dissemination of good practices		
Twinning scheme	Successful twinning schemes by NA active in this area (SE, PT, IT, FR, BE)	NA

Source: Stakeholders' meeting and National Agencies' questionnaires

⁵⁷ This section describes how the other actors perceive the NA exclusively. This section will be completed with the new deadline for submission of the NAs questionnaires.

Table 19: Weaknesses of the NA as seen by themselves and the beneficiaries

Functions/ Structure set-up	Weakness	Source
Selection	There is an important information problem concerning the results of the selection process arising out of the separate publication of results by the Commission and the National Agencies.	NA
Budget	The budget that national agencies have for Euromed has decreased with decentralisation, which affects the number of projects selected.	NA
Contractualisation, monitoring and follow up	The lack of quality control and coherent structures for evaluation and progression.	Beneficiaries
Interaction with other structures	The level of exchange and co-operation with NC is still too low. (Meetings with Brussels are not sufficiently efficient in this respect.) Interaction with the EMYP is low. Interaction with the SALTO resource centre, in the light of the differences in approach to training highlighted by certain NA, is not sufficiently productive.	NA

3.2: Procedures used to select, manage, and disseminate projects

Support during project preparation

There is a need to define the concept of “project preparation”. According to the evaluators, this is the phase during which project promoters start to make active and concrete steps in order to transform their project idea into an action.

The role of the NCs

The National Coordinator’s handbook produced by the European Commission, DG EAC specifies that the National Coordinator has a role during the phase of the project preparation.

The National Coordinators were asked to define their role as part of the evaluation exercise.⁵⁸ All nine interviewees agreed that part of their role involves translating objectives into the local way of thinking (TR).

From the NCs’ work plans, the evaluators identified the following type of support provided by the NCs:

- Information sessions (EG, JO, TR, MA, and TN) organised for new and old promoters, sometimes in co-operation with local authorities, national authorities, universities, and international associations.
- Training courses (DZ, EG, JO, IL, TR, MA, TN) for both beginners and experienced promoters. A proportion of these is hosted as joint actions, predominantly with the SALTO resource centre.
- Individual counselling or face to face meetings (TN, JO, TR)
- Answering inquiries (EG, JO, TR)

⁵⁸ See NCs Questionnaire

- ❑ Formation of voluntary support groups (EG, JO, IL) These consist of former project promoters or trained assistants which support the NC in counselling or training activities on a voluntary basis.
- ❑ Translation and transposition of User's Guide into the local language and local mentality (MA, JO, EG, IL, TR)

In direct interviews with 15 project promoters in the different MEDA countries 73 per cent (11) have received this form of support before submitting project proposals.

The role of the NAs

At the workshop for National Agencies held during the Stakeholder's Meeting, participants from the 13 National Agencies present confirmed that:

- ❑ Giving guidance to project proposers is the most important activity of the NA.
- ❑ The importance of giving guidance for project applications before the deadlines to improve the chances of selection.⁵⁹
- ❑ Agency staff emphasised the importance of giving information on training opportunities and the training organised by the National Agencies, especially for EVS.

The majority of NAs said that since the decentralisation of the management, they have to dedicate more time to informing and giving guidance on projects before application. They also spend more time asking for clarifying information during selection process. They agree that the decentralisation is helping to promote the programme and bring it closer to the beneficiaries. The evaluators consider this an effective method of support at the pre-submission stage.

The evaluators find that Euromed is given a low priority in some NAs due to their high workload. In these instances, the support given by the Agencies tends to be more reactive in character rather than being proactive.

The role of TAO

Both Euromed documents, the MIS and the Decision give the Commission the possibility of 'recourse to technical-assistance organisations'.⁶⁰

The role of the TAO concerning support before submission could be summarised as follows:

- ❑ To present available information (Website, User's Guide and other reference documents)
- ❑ To answer inquiries
- ❑ To guide inquiries to the appropriate structures (NC, NA)

The role of the SALTO Euro-Med Youth Resource Centre

⁵⁹ Minutes of the Stakeholder's Meeting

⁶⁰ Youth Decision

It is very difficult to differentiate between the vocational character of the training provided by the SALTO resource centre and the assistance and counselling that supports project promoters at the pre-proposal stage, prior to the design and submission of projects, because the two are closely interlinked in nature.

However, in this context it is clear that the SALTO resource centre is playing a crucial role at the pre-proposal stage. Its action is based on a proactive approach. This stems either from its own initiative or the initiative of individual NC involved with the SALTO resource centre.

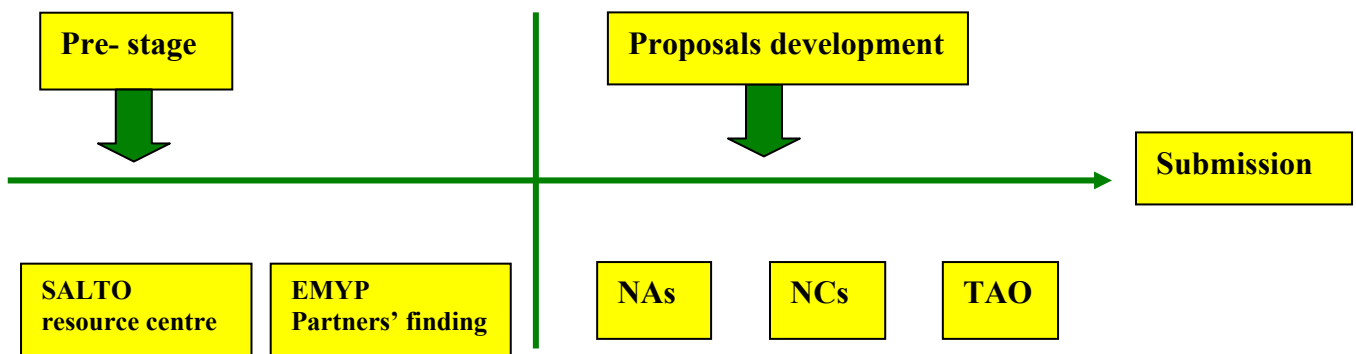
During the Stakeholder's Meeting, the 19 participating project promoters were adamant the SALTO resource centre and CoE training courses are complimentary to the programme and essential for maintaining the quality of the programme.

They also said that it is necessary to:

- Promote and support the use of Action 5 to encounter problems and ensure projects run smoothly.
- Promote the training of youth leaders before they participate in the Euromed.

The intervention of the respective management structures to support project promoters before project submission can be related in a time line, thus:

Figure 4: Intervention logic of the management structures previous to submission



Monitoring the programme and the projects

The MIS document states this requirement very clearly: 'The European Commission in conformity with its procedures will ensure continuous monitoring and evaluation'.⁶¹ In this way, it leaves in place the procedures of the Decision described above. The evaluators notice that the intention to carry out monitoring and evaluation is crucial.

⁶¹ MIS, p. 5

Sources and mechanisms for monitoring □ the structures*Table 20: Sources and mechanisms for Structures monitoring*

	Structure	Sources				Mechanisms & Tools							
		Decision	MIS	Users' Guide	NC Handbook	Contract	Work plan/ Proposal	Interim report	Final report	Audit	Monitoring group	Report Youth Committee	External evaluation
Programme	Programme	X	X						X		X	X	X
Structures	NC				X	X	X	X	X	X			X
	TAO					X				X			
	SALTO resource centre					X	X						X
	EMYP					X	X			X	X		X
	CoE					X	X	X		X	X		X
Projects	Projects			X		X	X	X	X				X

National Coordinator's Handbook

This Handbook is a guide for the National Coordinators which includes provisions for the auditing, monitoring, and evaluation of activities. The contract of the NCs also serves as a source of reference for monitoring activities. Both documents state the following provisions:

- The possibility to include costs for audit⁶² as eligible costs (p. 10).
- The obligation to produce an interim and a final report.
- The inclusion of evaluation and monitoring activities in the work plan of the National Coordinator. However, no definition is given to monitoring and what exactly the EC expects from the NCs.
- The obligation to report in writing to the EC about any change in the work programme or in the budget.
- The EC has also chosen another reliable measure to control the NCs' work by requesting certification of accounts by a recognised audit firm (certification model provided). It should be noted that public structures, as the NCs are, have their own auditing and cannot engage any extra audit.

The evaluators observe that no formal model is given to the NCs to conduct these activities. However, in the case of interim reports, the Handbook provides a clear guideline of the elements to be included in the report. These are: the number and type of queries answered; the number of applications submitted; the quality of submitted projects; information on project activities, training, number of participants, updated activities plans and budgets; reports on projects visits; dissemination events organised and publicity material produced.

⁶² NC Handbook, p. 10

Given these guidelines, the evaluators find that interim reports vary in both quality and content.

For instance, the first work plan for one particular NC did not include provisions for project monitoring. Later on, the issues of site visits, monitoring and audit were not addressed in the second work plan or in the final report. This shows the low importance given by the structures to monitoring or site visits.

The evaluators find the on-site visit of projects a particularly important monitoring tool, which should not be neglected either as an activity or from being reported. This especially so in the absence of the involvement of an EC Delegation when the NC is the only one able to conduct regular site visits.

Guidelines concerning project monitoring

The monitoring of projects takes place at two levels:

- The level of the project itself (self monitoring)
- The level of the support structures

Users' Guide (self- monitoring)

The Users' Guide is the reference document for the monitoring and evaluation of project activities. However, it does not explain what it means by monitoring when related to projects (management, evaluation, and audit).

As for evaluation where again no definition is given, the Guide demands:

- To organise evaluation sessions with participants before, during and after the exchange. (Action 1) and to reflect on how to pass on the experience gained to other groups as well as their local communities, etc.
- To host and send groups to implement the project to ensure evaluation (action 1)
- To ensure mid-term evaluation meetings for volunteers (Action 2)

Monitoring of projects by the structures

The main tool for monitoring projects is that of on-site visits by the TAO, National Agencies, and National Coordinators. The evaluators have seen that not all NCs include this activity in their work plan that not all reports (interim and final) give evidence they have carried out monitoring visits.

The TAO has also carried out projects visits in TN, EG, DZ.

The European Commission, or a National Agency, may carry out on-site visits to check that all contractual obligations are being properly fulfilled.

Perceptions by NC

The NCs were interviewed on the management tools they use, including interim and the final reports and the auditing certification model.

Figure 5: Effectiveness of Management instruments seen by the NC

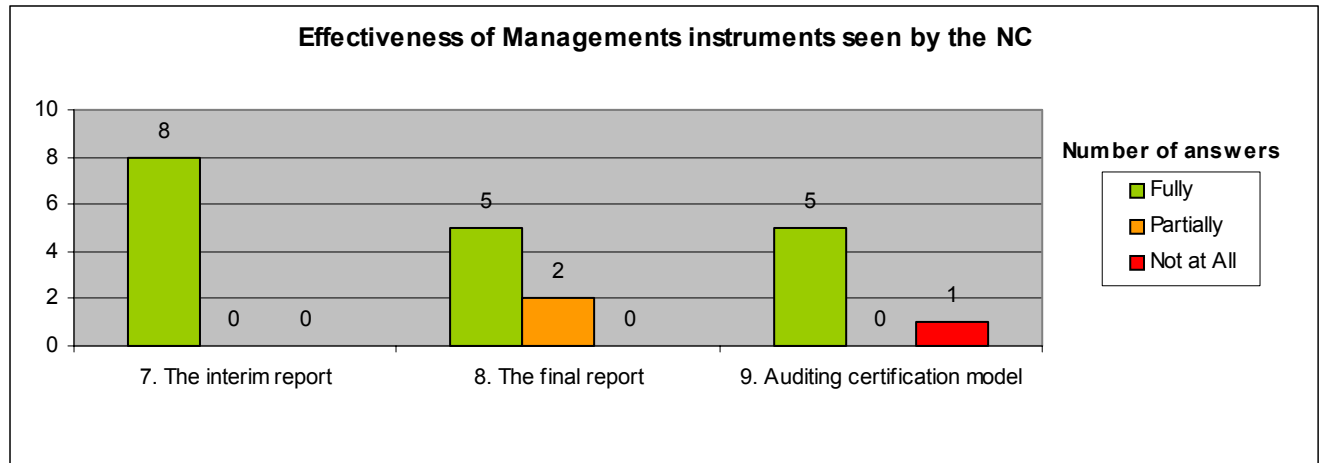


Figure 5 shows that most of the NCs (8) consider that the interim report and to a certain degree the final report and the auditing model are effective instruments for their own management.

Additionally, most NCs agree that field visits are an important and effective tool. It is the occasion to update the knowledge about the project, to solve problems and to re-establish contacts with the promoters.

Perception of the beneficiaries

The 14 out of the 21 directly interviewed beneficiaries expressed an opinion about the support received during implementation of the project. The majority (8) confirm that they have had support from the different structures and, among others, NCs who have visited the project (5). One of them stressed the importance of these visits by saying that in case of problems the NC is a reference for the TAO or the EC.

Figure 6 below shows that a number of beneficiaries out of the sample (24) confirm that they have received help during the project implementation.

Figure 6: Support during project implementation as seen by beneficiaries

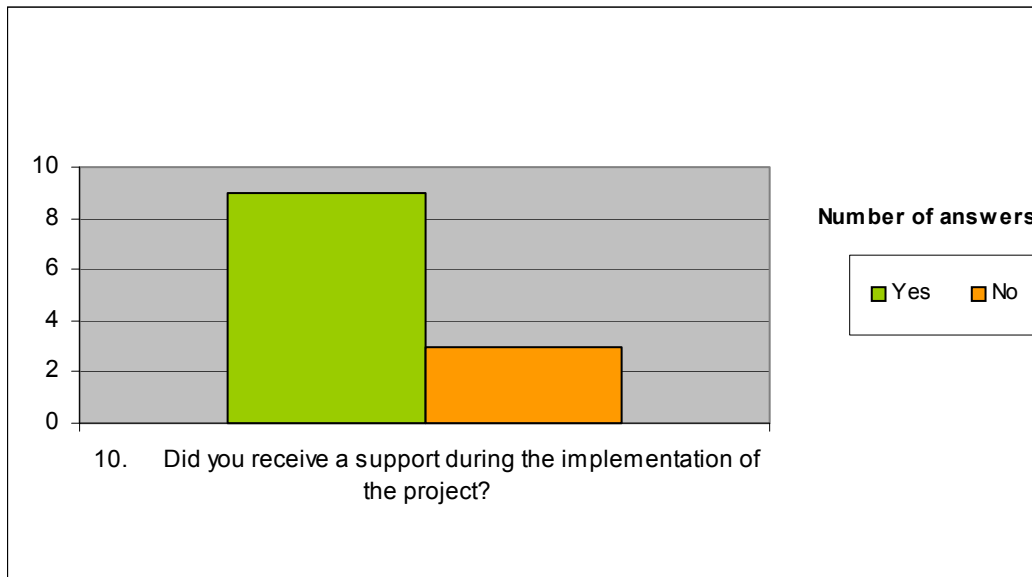
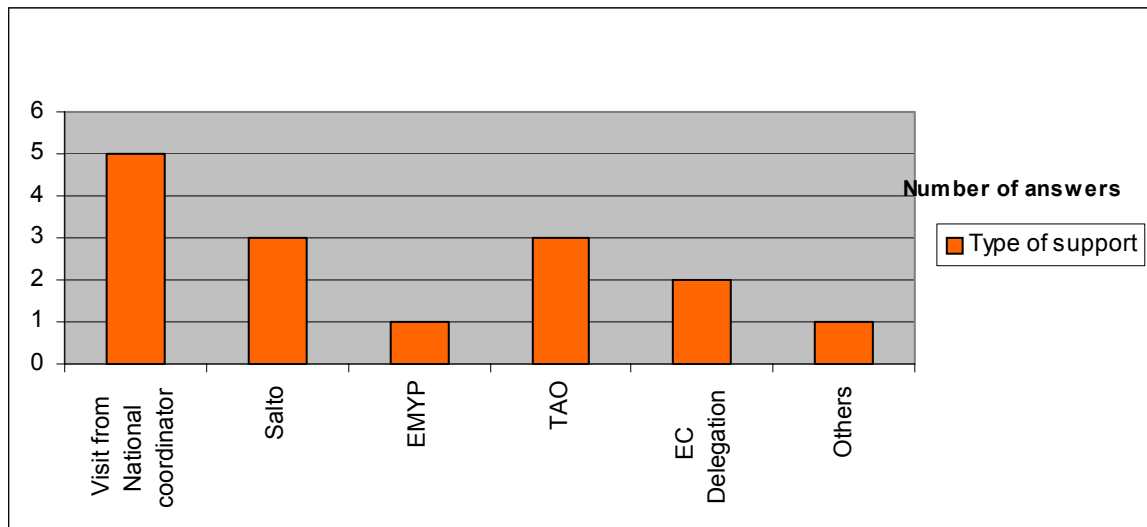


Figure 7 below shows what kind of help the beneficiaries meant that they have received or from whom.

Figure 7: Type of support during project implementation as seen by beneficiaries



In order to avoid overly long questions in the questionnaire the evaluators have used the name of the structure in order to specify a certain function. SALTO denotes training; EMYP denotes networking and partner finding, the TAO denotes daily management and selection, ECD denotes problem solving especially visa problems. The results in term of number of answers by the interviewees are depicted on the vertical column.

Information and promotion mechanisms of the structures

Institutional framework for information and dissemination actions

The object of this section is to address the strategies put in place by the concerned structures of the programme to:

- Inform
- Disseminate
- Valorise the programme and the projects.

The Decision No 1031/2000/EC establishing the ‘Youth’ Community action programme requires that the Commission and the Member States should ‘undertake to provide an adequate flow of information and appropriate dissemination’ for the programmes’ actions in order to reach young people in general and that ‘The Commission and the Member States shall ensure that appropriate information and publicity is provided about actions supported by the programme’. (p. 4). The stress here is put of the flow of information and dissemination.⁶³

It is also referring to the resolution of 14 May 1998 on the information and communication policy in the European Union in which the European Parliament stated that, ‘with regard to support and action programmes, the selection of projects should be more transparent and the reasons for the choice should be clearer to those who submit the projects’.

The Barcelona declaration foresees that ‘the various activities will be followed by ad hoc thematic meetings of ministers, senior officials and experts, exchanges of experience and information, contacts between those active in civil society and by any other appropriate means’.

Having regard to these requirements, it is surprising that the break down of the budget in the MIS document does not include a chapter for information. It seems either that this important element contributing to the visibility of the programme has been omitted or that the EC trusts the individual structures (TAO, EMYF, NCs, and NAs) to launch their own information and communication activities.

Any information and communication strategy should be articulated around the target (who), the message (what), the support (how), the timing (when) and the reason (why). In the absence of such strategy, those elements are operating isolated from each other or taken in charge by different providers. This can lead to redundancy, inconsistency, and dispersion, etc.

Finally, the overall impression is that the programme is facing an important problem: the absence of an overall information and communication strategy. The fact that it deals with a certain group in the society (young people) and not with a sector renders the task of creating visibility more complex. Young people are present in many sectors: education, employment, sport, justice etc. Any information action is easier to carry out if it relates to them, for example, as students, young workers, sportsmen, and delinquents. It appears less “sexy” if it reports about them just as “young persons”. A clear information and communication strategy is therefore needed in this context.

⁶³ Decision, p. 1

Information and communication activities inside the current programme could be characterised as follows:

- Activities aiming at informing and especially to promoting the programme (Website, brochures, information seminars, promotional articles etc.)
- Activities aiming at guidance and practical instructions (User's Guide, training seminars, websites)
- Activities aiming at communication (internal and external) and especially to enhancing networking (websites, Databases on the platform, projects compendia)

Information and dissemination carried out by NC

The work plans of NCs include provisions for information and communication activities. The NCs have to give account on their information activities in the interim and final report.⁶⁴

The NCs were also asked if the different groups or entities such as Ministries, Youth organisations, Young people, NGO's, Universities, and International donors in their country were aware of the programme. The intention was to check whether the information actions of the European Commission, the TAO, and the other structures including the National Coordinators reached beyond the programme participants to the greater public or target groups who might be potentially interested in the activities of the programme. The *Table 22* shows the various answers.

The table below also shows that the majority of the answers are located in the category of poorly known or not at all. The supposition is that no attention is dedicated to decision-makers (Ministries, Universities and donors) in the countries in the framework of the dissemination activities of the programme

With regard to the support methods, the NCs prefer to use the Internet (5/8), workshops (5/8) and conferences (4/8) for the dissemination of the information. Other supports used are: brochures, leaflets, paper newsletters, electronic newsletters, posters, media publicity, and participation in events. In addition, Youth centres (DZ, TN, MA), community centres (IL), and a network of multipliers and volunteers (JO, EG) were used.

The evaluators have noticed some gaps between planned and realised information and communication activities.

Related to the question of the information supports there is also the question of the language used. Many times during the evaluation workshops the evaluators were told that:

- Important reference documents exist only in English⁶⁵ and this is a problem for the Maghreb countries in that there is no French or Arabic translation, which disadvantaged some groups.

⁶⁴ NC Handbook, p. 11

⁶⁵ The information about the French version of the User's Guide exists only in English on the website of the EC: http://europa.eu.int/comm/youth/program/index_en.html

- There are ‘unofficial’ translations into Arabic done by the NCs in Jordan and Egypt⁶⁶ but these have never been approved by the EC and sometimes they cover old versions of the User’s Guide for example.
- If the intention is to involve less advantaged youth in the Mediterranean countries, the problem of the communication language arises.

Table 22: Degree of awareness about the programme as perceived by the NC

Actor		West Bank and Gaza	Israel	Jordan	Lebanon	Egypt	Morocco	Tunisia	Algeria
Ministries	Very known			1					
	Partially known				0.5	1		1	1
	Poorly known		1		0.5		1		
	Not at all								
Youth organisations	Very known							1	
	Partially known		1	1	0.5	1	1		1
	Poorly known				0.5				
	Not at all								
Young people	Very known								
	Partially known		1		0.5		1	1	
	Poorly known				0.5				
	Not at all								
NGO's	Very known								
	Partially known		1						
	Purely known						1	1	
	Not at all								1
Universities	Very known								
	Partially known								
	Purely known		1					1	1
	Not at all			1	1				1
International donors	Very known		1						
	Partially known						1		
	Poorly known							1	1
	Not at all	1		1				1	1

Information and dissemination carried out by the other structures

⁶⁶ EG NC work plan 2002-2004, p.20

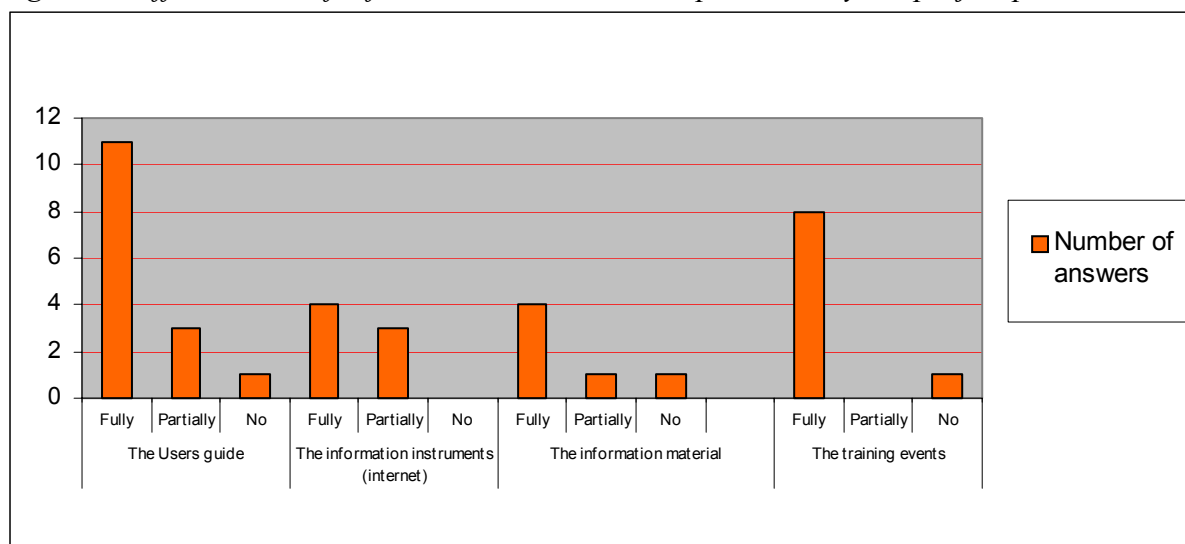
The following are the main information and communication products produced or run by the Euromed structures⁶⁷:

- Magazine of the Euro-Med Youth Platform,
- Magazine of the Covenant of the Council of Europe,
- Magazine of SALTO Euromed Resource Centre and other visual materials,
- Official brochure of the Euro-Mediterranean Youth Programme,
- the Euromed User's Guide,
- the Youth portal of the DG Education and Culture,
- the website of the TAO,
- the website of DG AIDCO,
- the web portal of the Euro-Med Youth Platform (1000 hits per month for 2003)⁶⁸,
- the website of the SALTO Euromed Resource Centre,
- the website of the Council of Europe,
- the website of some National Agencies.

All the above can be characterised as promotional tools contributing to the visibility of the programme. The User's Guide and the website of the TAO have twin functions: promotional and sources for practical and contractual information and thus they become management tools as well.

In direct interviews with project promoters (15 persons out of 24) in different countries the opinion was, as it is clear in the following tables, that the information instruments were effective.

Figure 8: Effectiveness of information instruments as perceived by the project promoters



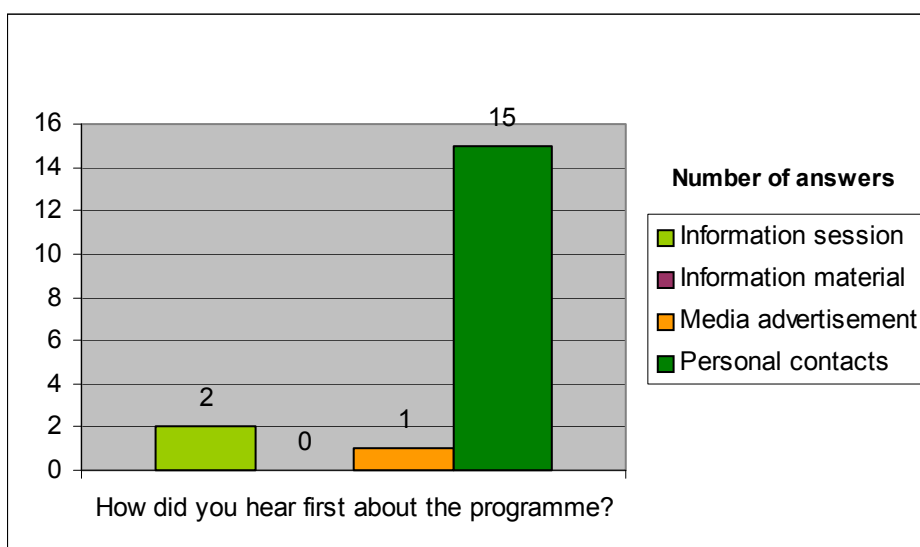
In addition, the evaluators wanted to know how beneficiaries had heard about the programme for the first time. The results of the sample (24 persons) were surprising. They

⁶⁷ Work plans of the structures

⁶⁸ EMYP report, April 2003-March 2004, p.5

reveal that information materials about the programme were not the source. Personal contacts and information events were the trigger.

Figure 9: Visibility of the programme as seen by beneficiaries.



3.3 Efficiency and coherence of the administrative management Evidence for rules in the Decision

The management of Euromed is very largely dependent on the rules and procedures regulating the management of the Youth programme.⁶⁹

Description of the management

From the beginning of Euromed until 2003, the programme was centrally managed under the full responsibility of the EC. Since 2003, the management of Euromed has been decentralised to the National Agencies for projects implemented by European promoters but continues to be managed by the EC and the TAO for projects implemented by Mediterranean promoters.

The decentralised system comprises the provision of guidance and information, reception of applications, selection, issuing of contracts, making of payments and evaluation of reports and outcomes, and all this is done in accordance with the standard administrative rules of the Commission. This is also the only new procedure introduced to the programme since its launch. Most of the National Agencies regard this change as an improvement in their work.

The centralised management

The European Commission and the TAO assist the implemented projects on a daily and individual basis.

⁶⁹ Decision, Article 7

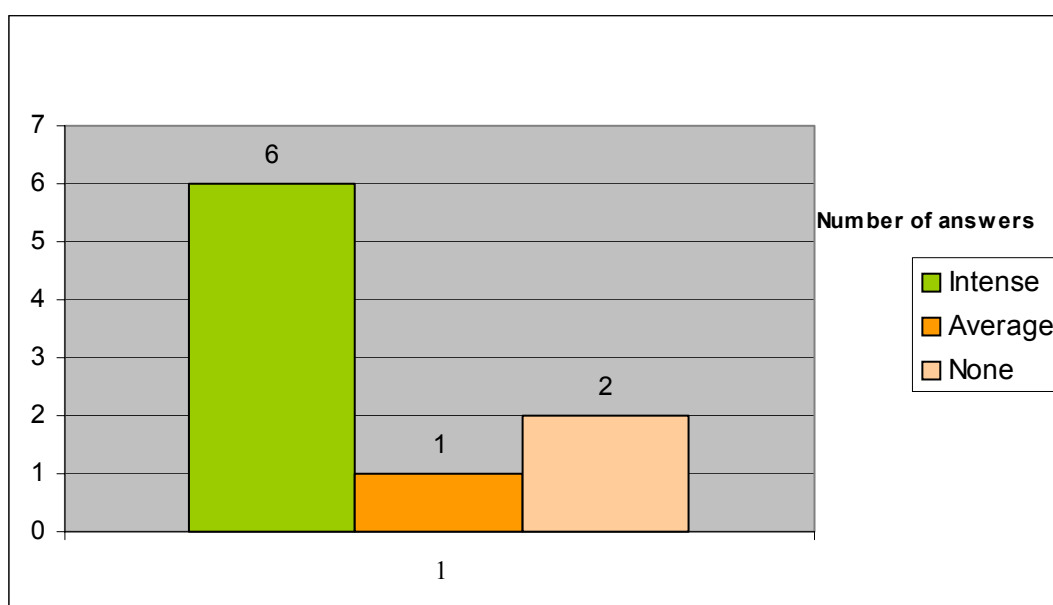
The tasks of the TAO are:

- Management of the selection process⁷⁰ and issuance of contracts for selected projects.
- Answering queries of project promoters about their project (content, contract). Most of the queries concern: partnership, payments, visas and other barriers.
- Conducting, in very limited number, on-site visits of projects
- To evaluate the final reports (technical and financial evaluation) and the evaluation reports. The decisions for the final payment / reimbursement are transferred to the Commission.

Perception of the NC

The perception of the NCs concerns the rules relating to their own contracts as well as the rules related to the implementation of the projects. In the questionnaire addressed to the National Coordinators, a question was put about the interaction with the other structures and the majority agreed that it was intense. The two NCs who gave the answer none were LE and OT because in the period covered by the evaluation there were no projects in these countries.

Figure 10: Interaction with TAO as seen by NC



The NC were also asked about the consistency between the European administrative rules and those applied in their countries. Half of them said that there were no major problems. The other 50% mentioned problems related to:

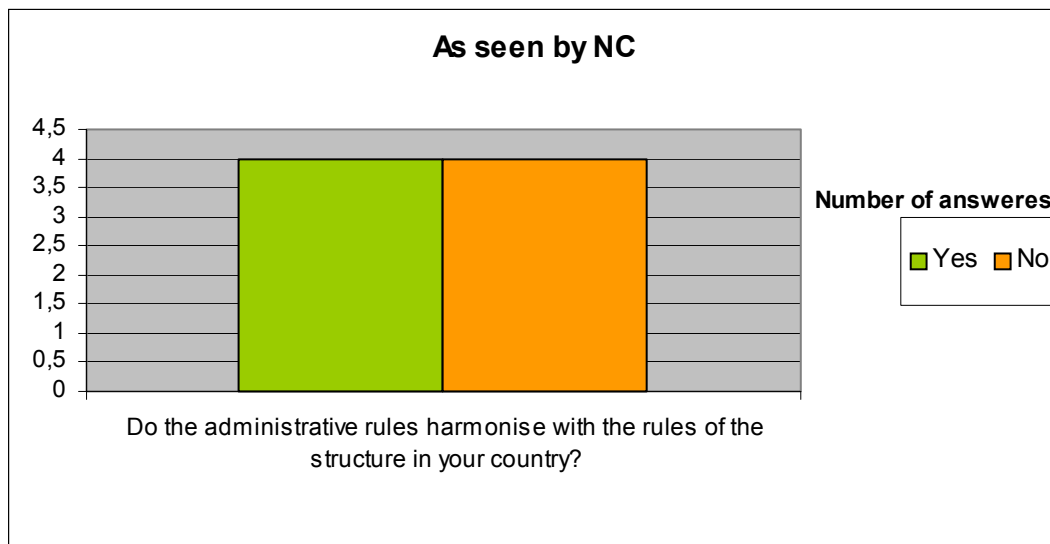
- Opening of a separated bank account (for the NCs and for the project promoters)
- Lack of clarity of some rules and a Guide needed to explain them
- In some countries the national rules for co-operation with associations are more flexible (DZ, MA) than the strict rules of the EC

⁷⁰ See question B 4, key question 4

In addition to that, few NCs expressed the will to assimilate their status to the National Agencies and to give them more autonomy in management.

Regarding the process of decentralisation to the NAs of the management of Euromed projects, many NCs insisted on the fact that they were practically ignoring the identity of organisations or persons from their country who participate in European projects, that the flow of information depends very much on the personal relations between NAs and NCs (twinning, job shadowing experiences) and that they were involved only in cases where there were problems (visa, payments etc.) and often too late. On the other hand, NAs deplored that 'there is still a lack of information from other countries' and that the fact that 'NAs are decentralised and NCs centralised creates an imbalance because of the two different system'.⁷¹

Figure 11: Consistency between the administrative and structural rules in their own country as seen by NC



Harmonisation with MEDA rules

Perception of Beneficiaries

The beneficiaries encounter two kinds of problems with regard to the procedures and the administrative rules: the first is related either to dysfunction of the structures and misinterpretation of the rules by beneficiaries and the second is linked with the non-compliance of the European rules and procedures with the prevailing rules in their countries.

The type of difficulties mentioned in relation to this type of problem were:

- The differences between the currencies and the fact that for foreign currency you need to have a business account.

⁷¹ Minutes of the stakeholders meeting, NA workshop

- Difficulty to export local currency out of country.
- Legal restrictions for associations (bank account, receiving funds from abroad).

In addition, in interviews with officials inside the ministries (directors of youth departments) this issue was brought up and generally the impression was that there were no serious problems regarding harmonisation of rules (DZ, MA, JO).

Strength and weaknesses of the administrative system

The analysis of the strengths and weaknesses of the administrative system will deal with procedures related to: application and selection, daily monitoring of projects (contract), payment procedures, calendar and follow up. It also will handle some administrative tools used by those procedures: User's Guide, Interim and Final reports, etc. The analysis will only deal with aspects related to Euromed as other evaluations have addressed in the near past the entire Youth programme.⁷²

Strengths of the administrative system

Table 23: Strength of the administrative system as perceived by the actors

Procedure	Source	Strength
Application	NCW	Dead line is known (MA)
	BNI	User Guide is clear (SY)
Selection	NCW	The work of TAO is effective during the selection process
	NCI	Formal criteria very appropriate
	NAW	Double screening process positive thing but should be more efficient
	NAW	Thanks to decentralisation, NA can ask for clarifying information during selection process.
	BNW	Decentralised way of decision making helped to a reliable and punctual pay-out of the grant from the national agency to the beneficiary
	TAO	Due to the stop of inter-service consultation inside the EC there are less delays
Contract	NCW	Improvement of contractualisation delay (30%-40%) (JO)
	NAW	No delays in payment thanks to the decentralisation (BE).
	BNI	The contract is clear, flexible (SY)
	BNW	The procedure of reporting money is very easy

NCW: National Coordinators' workshop	NCI: National Coordinator interview
NAW: National Agencies' workshop	BNI: Beneficiary interview
BNW: Beneficiaries' workshop	

Comments on NC Interviews

Most of the NCs interviewed estimate, as presented in the following tables, that the selection procedures are effective and that the selection criteria are appropriate and have been applied without exception or discrimination. They also confirm that the selection deadlines are appropriate.

⁷² Refort from the Commission, Interim evaluation of the Youth Programme 2000-2006, covering the period 2000-2003 and Third countries evaluation

Table 24: Comments on the administrative system by NC

How adequate and effective has the selection process been?	Very Effective	1
	Effective	4
	Poorly Effective	2
	Not Effective	-
To what extent are the procedures and criteria for project selection appropriate and have been applied uniformly as set out in the Guidelines?	Very Appropriate	2
	Appropriate	4
	Poorly Appropriate	1
	Not Appropriate	-
How appropriate have been the frequency and times of project selection deadlines?	Very Appropriate	2

In addition, , the NCs indicate that another important strong point of their work was the fact that they were belonging to or embedded in a Ministry although this is less related to procedures and more linked with structures.

They all agreed that administrative tools related to their own work (for example: the work plan, the payment schedule (40% + 40% + 20%), the interim report, and the final report) were effective.

Comments on NAs

Overall, the National Agencies expressed satisfaction with the decentralised procedures. The same reaction came from the European project promoters.⁷³ They especially stressed the fact that procedures are not so long anymore, payments are on schedule, and guidance is closer.

Comments on beneficiaries

Beneficiaries by nature do not react on the strengths of the procedures and the table above shows this. They took the opportunity during the workshop around the Mediterranean and in Brussels to complain about problems and obstacles. However, they were very satisfied with the work of the TAO, the NAs and the NCs. They stressed the fact that the contract was clear and that the financial reporting was not so difficult.

Weaknesses of the current administrative system

The weaknesses of the current administrative system, as seen by the Euromed participants, are given in *Table 25* below.

Table 25: Weaknesses of the administrative system as perceived by the actors

⁷³ Minutes of the Stakeholders meeting, beneficiaries workshop

Procedure	Source	Weakness
Application	NCI	Not happy with organisations that apply independently to Brussels (EG)
	NCI	Not fully aware of all Egyptian NGOs participating in Euromed as partners (EG) Also, want info on results on projects selections. (NAW)
	NCW BNW	The problem of clientele exists also for application, organisations that are specialised in projects engineering and others who do not and therefore have fewer chances. (TN) Project engineering too complex, thus it ends up in elitist framework
	NCW	Procedures too long (9 months). Too long for short projects. (JO)
	BNI	Application forms too bureaucratic (JO) Too demanding! (LE) Done jointly with partners (LE), needed help from partners (LE) + 4 others
	NCI	The calendar is appropriate for promoters who have the reflex of project producers (TN)
	BNW	The actual User's Guide is too complex (EG). A special Euromed Users Guide as well as official translation into Arabic, Hebrew, and Turkish is needed.
Selection	BNI	Calendar too short for countries with a special political situation (OT-mobility problems) (SY-security check, opening bank account)
	NCI	The members of the selection panel don't have enough time to read a big number of proposals (JO) The selection procedure is too long (LE) What does it mean?
	NCI	Elimination for formal reasons (MA)
	NCI	Evaluation logic: beneficiaries would like further info on why the applicants are rejected. Additionally NC does not understand the reasons (EG)
	NCI	NC does not always use the evaluation checklist because of the impression that the TAO will not use it or give it enough importance.
	NCI	The participation of SALTO resource centre in the selection panel can be considered as a conflict of interest
	NCI	Sometimes the selection panel is not familiar with the situation in MEDA when assessing the content For content they don't know the region (JO)
	NCW	NC should be involved and better informed about the selection outcome (MA)
	NCW	NC doesn't know when to inform projects promoters about preliminary results (after selection and before acceptance/rejection letters a period of 6 weeks) (MA)
	NAW	AN is not informed about participants to MEDA projects from his country (BE)
	NCW	Length problems in the selection process during the period of treatment by the EC (IL), late response (LE)
	NCW	The long process affects the motivation (EG)

<i>Glossary:</i>	
NCW: National Coordinators' workshop	NCI: National Coordinator interview
NAW: National Agencies' workshop	BNI: Beneficiary interview
BNW: Beneficiaries' workshop	

Table 25 continued

Procedure	Source	Weakness
Contract	NCW BNW	The financial agreement takes too long. (MA) + BNI (TN)
	BNI	Getting contracts and budget on time. (JO)

	BNI	Late payment (LE), delayed payment (EG X 2)
	BNW	Payment too late after submission of Final report
	NCI	Payment delay also for NC (DZ)
	BNW	Life insurance and visa applications are too costly
	BNW	No Guidelines for "safety issues (the host country guarantees safe means of transport for local transportation).
	NCI	The need for a contract version in French (DZ)
	NCI	Little knowledge on how to produce a final report (DZ)
	NCI	No clear obligation to visit every project (TN)
	BNI	The obligation to open an account in EURO presents a problem for associations. (DZ)
Follow-up	BNI	Little time to identify future projects. No follow up (IL)
	BNW	Lack of quality control and coherent structures for evaluation and progression
	NCI	NC doesn't get any information on final reports of projects thus not informed about projects outcome (TN)

<i>Glossary:</i>	
NCW: National Coordinators' workshop	NCI: National Coordinator interview
NAW: National Agencies' workshop	BNI: Beneficiary interview
BNW: Beneficiaries' workshop	

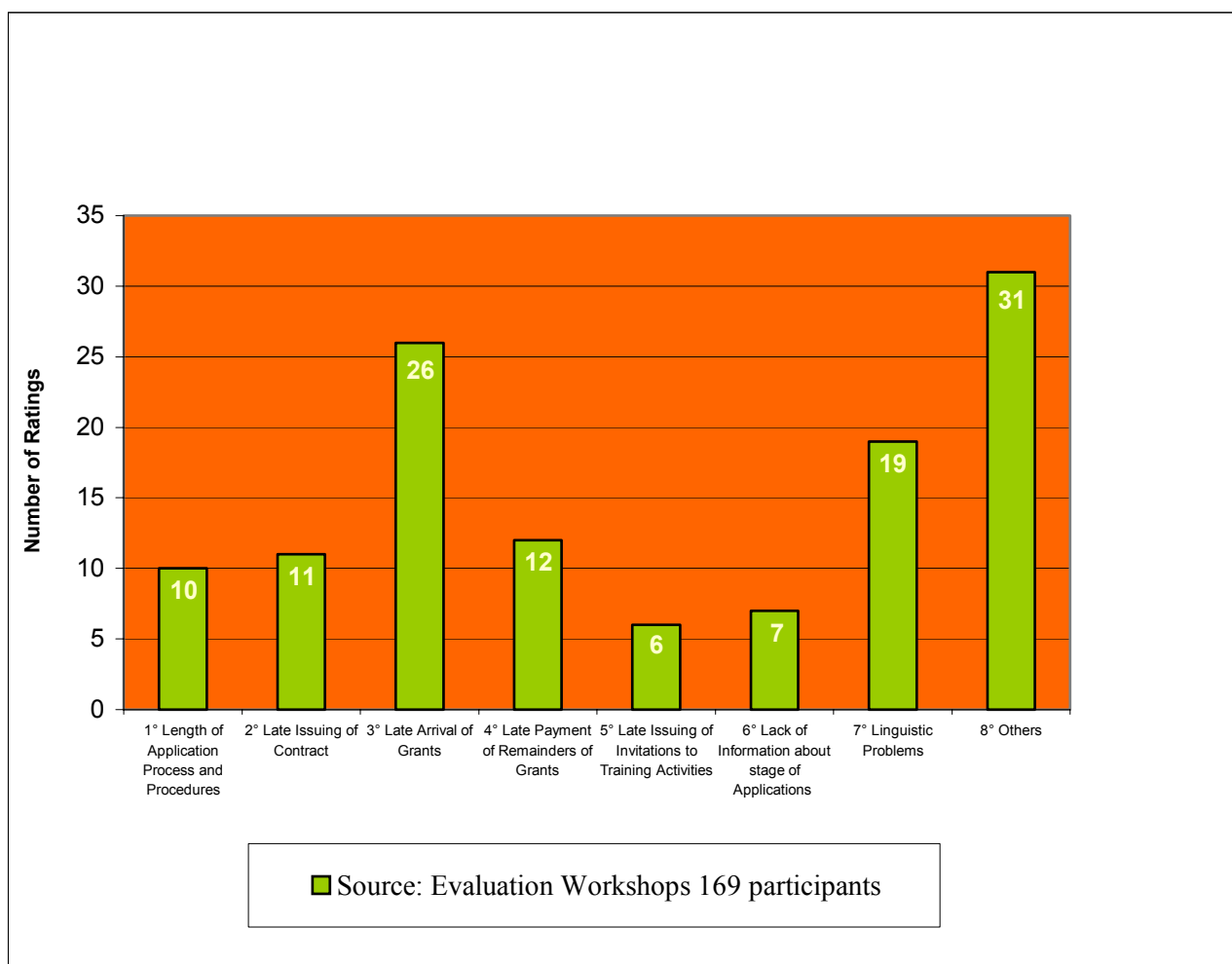
Comments on NCs

The evaluators have observed that many NCs have problems with the contract as it is signed between the EC and the national authority (Ministry, Council). This situation is ambivalent because they are technically responsible and the authority is legally responsible. This sometimes creates tensions with the authority leading to obstacles in the implementation of the work, as they have to ask, for example, for authorisation to go on mission if they have to travel for Euromed (JO, TN, DZ).

Comments of NAs

The NA confirms that they are very satisfied with the decentralisation process in relation to their work. They deplore the fact that they are not informed correctly about the selection of the projects led by MEDA promoters and especially those involving citizens of their countries. They also stressed that the budget allocated for them for the Euromed is too little, less than before when the process was centralised.

Figure 12: Obstacles to the Euromed youth programme as perceived by all beneficiaries

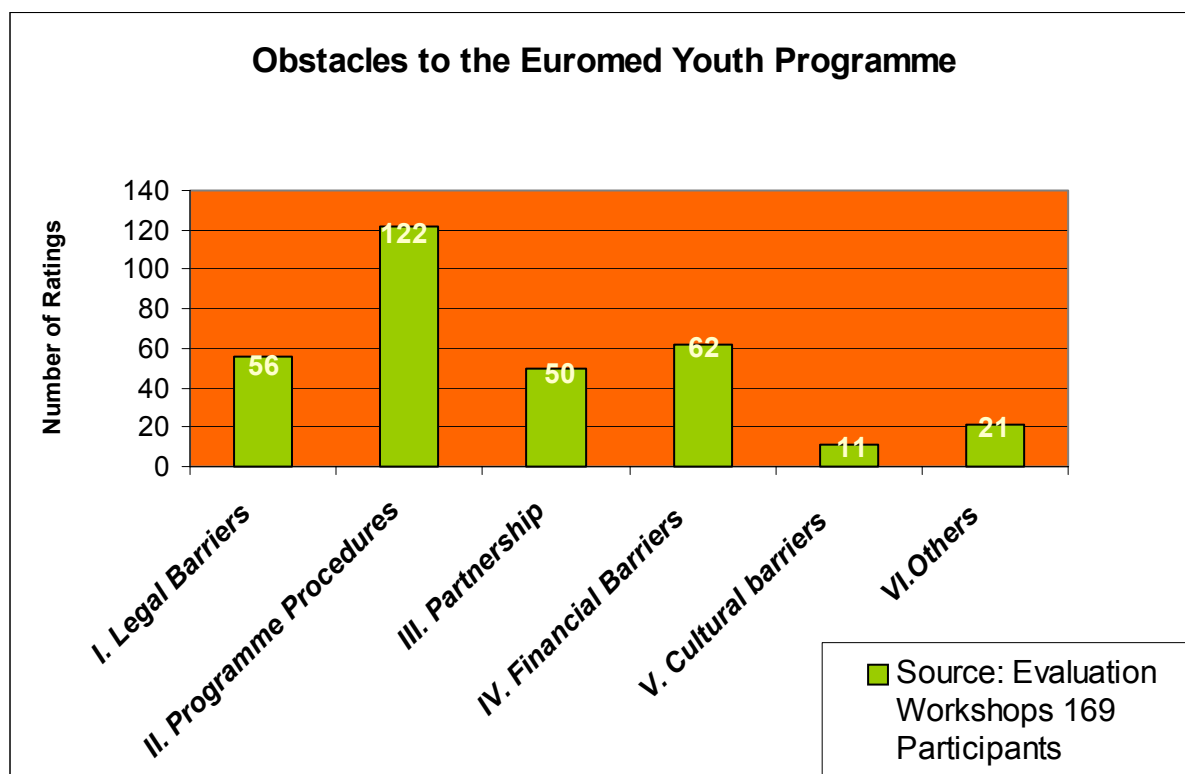


Comments of beneficiaries

The 169 beneficiaries (promoters and participants) met during the evaluation workshops in the MEDA countries have identified the late arrival of grants and the linguistic issues as the most frequent problems. The workshop was organised in such a manner that each participant could give the three most frequent problems met. *Figure 13* shows the variety of problems and the number of votes given for each problem.

In the category of “others” the participants raised problems such as: cultural barriers to the programme, lack of organisational skills, participants not committed and not carrying out proper work, difficulties in preparing the paper work (grant writing, budget preparation). Finally, if the number of votes raising procedures problems in general are added, then the total votes were 184.

Figure 13: Obstacles to the Euromed programme procedures as perceived by all beneficiaries



Guidelines for selection procedures

Different reference texts refer to selection criteria and to selecting bodies.

The Decision

The necessity 'to apply transparent consultation and selection arrangements' is anchored in the DECISION No 1031/2000/EC⁷⁴ this again is based on the resolution of 14 May 1998 on the information and communication policy in the European Union with regard to support and action programmes, where it says that "the selection of projects should be more transparent and the reasons for the choice should be clearer to those who submit the projects."⁷⁵

The MIS

The MIS document says very little about the selection. It mentions first a 'call for proposals (minimum of two per year)' and that 'the Commission will schedule regular selection rounds of the Euro-Mediterranean Youth projects with the technical support of the adequate structures in place for the implementation of the EC Youth programme'⁷⁶. Implicitly, it refers to the usual EC Youth procedures.

⁷⁴ Decision, p.4

⁷⁵ OJ C 167, 1.6.1998, p. 230.

⁷⁶ MIS, p. 4

User's Guide

In fact, for the actual selection of projects in the framework of Euromed two parallel procedures are applied: decentralised and centralised. The first one concerns projects submitted by European beneficiaries. In this case, each National Agency is responsible for the selection of projects according to the criteria set by the European Commission.⁷⁷

The second procedure, the centralised one, concerns projects submitted by Mediterranean promoters and also European projects before 2003. These projects are dealt with directly at European level and are selected by the European Commission. The selection panels then consist of representatives from the European Commission, the National Agencies, the National Coordinators and two observers: the European Youth Forum, and the representative of the SALTO resource centre. It is surprising that the 2004 version of the User's Guide does not mention this fact. Actually the Commission chairs the selection panel and it plays an important function for the Commission's final decision.

National Coordinator's Handbook

It first defines the role of the National Agencies in the process by adding the fact that the NAs fulfil only the task of pre-selection with local experts and they establish lists for the Commission's screening panel. The final decisions lie with the Commission.

The selection committees of the different actions of DG EAC are constituted by independent experts and the European Commission, with the support of the Technical Assistance Office. For the case of youth, the European Youth Forum is assigned its regular presence. In addition, in the Euromed selection panel there are three permanent observers: the NCs, the NAs (on a rotation basis) and the SALTO resource centre.

Potential conflicts of interest

The National Coordinators have indicated in their interviews that they value highly their participation in the selection committee as an important learning process. However, this does not seem to be a sufficient argument, once the NCs are all experienced in the programme.

According to the EC, currently the TAO / Commission request these assessments from the NCs on the grounds of a relevant assessment sheet. The NCs have also received some training on how to deal with it; however many NCs do not fulfil their obligation and do not hand in assessments in time as required.

It is clear, that even if the NCs have only a "*droit de parole*" (the right to speak), they can influence the evaluation process. The current practice should be reconsidered. If the NCs had better training in pre-assessment, then written pre-assessments could be demanded as mandatory for all National Coordinators in each selection panel (which would be the same practice as for example in the Socrates Programme). Their presence would not be required

⁷⁷ Users Guide, p. 9

and the possibility of opening up the panel to independent evaluators from the south should be considered.

The Director of the SALTO resource centre also participates in the selection panels. The presence of SALTO resource centre, as an observer, in the selection panels could have been justified at the initial phase of the design of the training courses, where the modules had to be adapted to the selection criteria. This practice does not seem justified at the current stage.

The centralised procedure of project selection

Mediterranean projects promoters have the choice between sending the proposal to the NC or directly to Brussels to the TAO. The NCs comment all proposals that transit via their National Coordination. The evaluators are not aware of any mechanism allowing the NCs to pronounce an opinion on proposals going directly to Brussels.

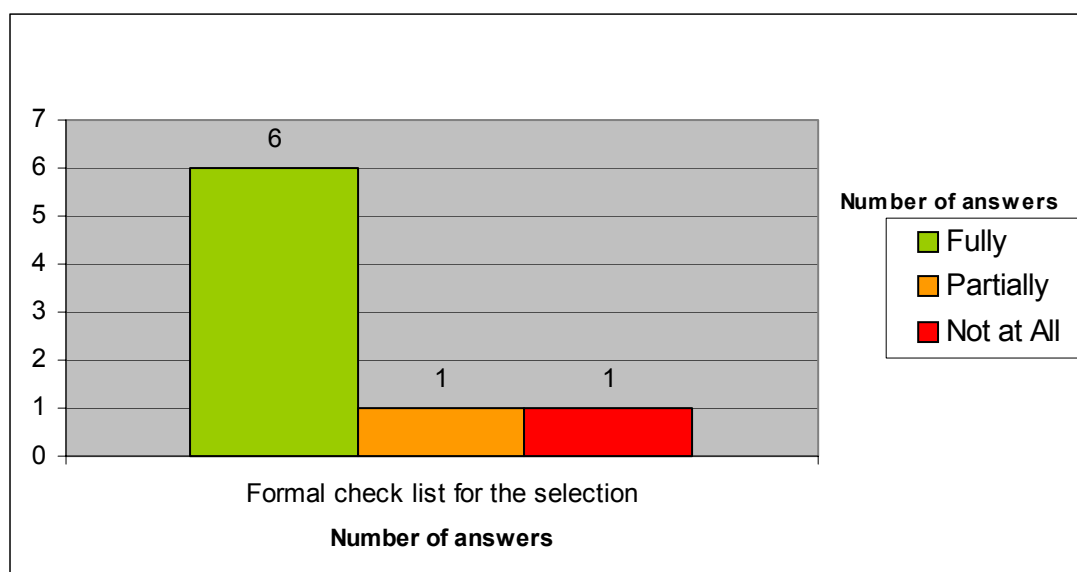
It has to be stressed here that many beneficiaries in the Mediterranean and sometimes those responsible in the EC Delegations (JO, TO.) ignore the possibility of applying directly to Brussels and they assimilate the centralised processes to the decentralised one. This has the effect that the centralised bottom up approach becomes alienated and potential project promoters feel very dependent of the NC regarding the partners, the issues etc.

The NC can give an opinion about the proposals on two occasions: with the formal checklist and with the assessment of the projects. Despite the fact that there is a formal obligation for the NC to produce a formal check list for the TAO about projects received by the him/her only few do it and not on a regular basis.

The following table (*Figure 14*) shows that the NCs consider the formal check list as an effective tool in the selection process, however the majority do not use it because they estimate, in their comments to this question, that the TAO does not give it any importance. The same attitude applies to the comments on the proposals. This was especially stressed by NCs who have participated in selection panels and had the feeling that their opinion regarding projects proposed by their countries was not taken serious enough. However, it should be stated here that according to the EC, they receive the NCs' assessments and comments and they take them into account when preparing the selection and communicate them to the Selection Panel during the discussion.

The EC has also established a kind of rotating system in which the NCs participate to selection panels (two per round). This is the third occasion for the TAO to receive the opinion of the NCs.

Figure 14: Effectiveness of formal checklist for the selection as assessed by NC



The perception of NA about the selection process

In the NA workshop during the Stakeholders Meeting the participating NAs have expressed following opinions:

Regarding Decentralisation:

- It is a good mechanism to promote access to programme and to avoid delays.
- It is faster and closer to the beneficiaries.
- There is still a lack of information about proposals from other countries.
- The double screening process is a positive element but it could be more efficient.

Regarding Selection:

- Euromed is integrated in the overall selection.

Regarding centralised approach:

- NAs apply a decentralised approach and the NCs a centralised one. The two different systems create an imbalance.
- NAs and NCs are not aware of participants from their countries in projects of other countries. The flow of information is not structured.

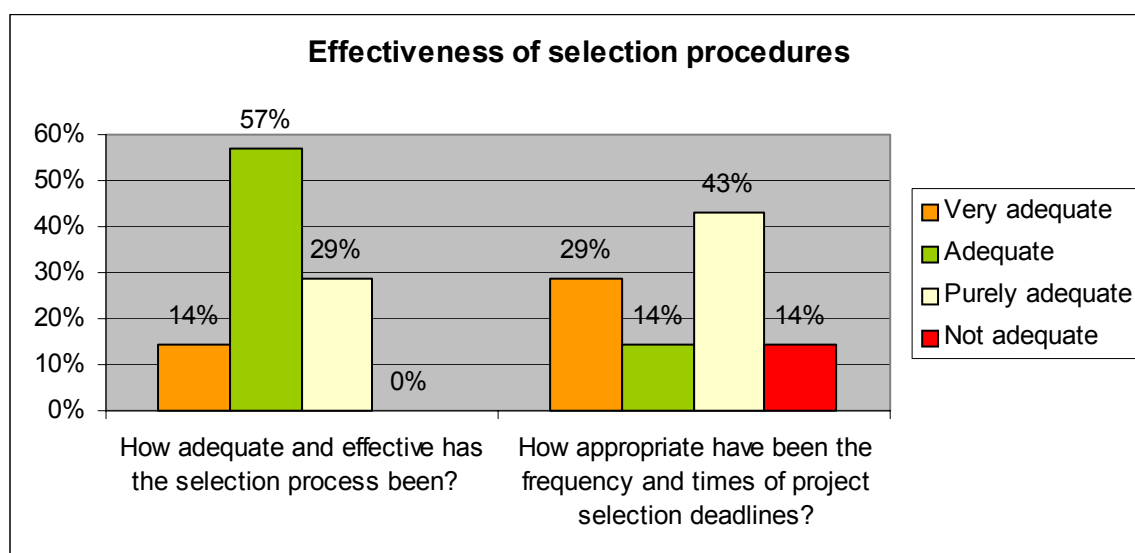
Perception of NC about the selection process

The elements presented in the following list were raised during the NCs' workshop during the Stakeholders Meeting and the individual interviews with NCs:

- Globally the work of TAO during the selection processes is judged as efficient. According to the NCs (EG, IL, MA, TN) problems of time appear from the moment the Commission has decide about the draft selection list. This stage of the selection takes too long until the official response is sent to the beneficiaries.

- ❑ The deadline is known and the duration of the processes as acceptable however, issuing the financial agreement takes too long.
- ❑ According to the NCs, there is a lack of guidelines concerning a coherent reaction towards project promoters about preliminary results. To be exact, it concerns the period after the establishment of the draft selection list and before the sending of the acceptance/rejection letters. They would like to receive guidelines concerning the recommended attitude to adopt towards projects promoters.
- ❑ The NC participating in the selection panel has to read 100 proposals in one night and than to approval projects in 4 hours.
- ❑ More training on how to assess projects in order to give better advice to applicants is necessary.
- ❑ Sometimes projects are rejected for formal reasons although they represent a priority to their country.

Figure 15: Effectiveness of selection procedures as seen by NC



Globally the evaluation shows that the NCs are quiet satisfied with the selection procedures, however, the above listed elements are problems or weaknesses relating to the length of the procedure, lack of transparency at the last stage or regarding the selection/rejection justifications for some projects and the particular role the NC plays in a selection panel.

Perception of beneficiaries about the selection process

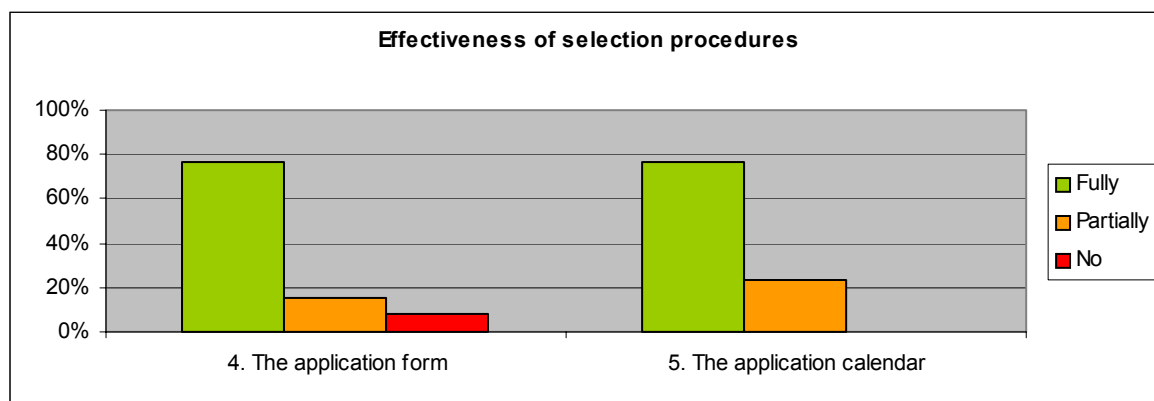
The perception of the beneficiaries regarding selection procedures is based on data collected by the interviews with them (24 persons), participants in evaluation workshops in the MEDA countries and in the Stakeholders Meeting.

Finally the points raised in both processes are:

- ❑ Long procedures and process for application

- ❑ Late time of Approval (Delays)
- ❑ Bureaucratic and long procedures
- ❑ Selection criteria in the Country
- ❑ Language used in procedures and lack of translation
- ❑ Insufficient number of application deadlines

Figure 16: Effectiveness of selection procedures as perceived by beneficiaries



3.4: Conclusions and Recommendations regarding Effectiveness

This chapter aimed at evaluating the effectiveness of Euromed by analysing the role and responsibilities of the different programme structures as described in the reference texts and as observed during the study. The evaluators kept in mind that the period covered by the evaluation had two main challenges: the incorporation and/or consolidation of the role of new programme actors and the decentralisation of the programme selection and management by the National Agencies, which already started in 2003.

This analysis also considered the strengths and weaknesses of each structure and the interaction between them. In addition, the evaluation studied the effectiveness of the procedures applied by the managing structures especially with regards to the selection, management, and dissemination of projects. Here again the strengths and the weaknesses of the procedures were looked at. Effectiveness was analysed taking into consideration the views of the programme actors and the beneficiaries: the structures, the NCs/NAs, the local policy-makers, and the programme beneficiaries, both youth workers and young people.

Overall, it can be stated that the programme has improved its effectiveness during this period, and has achieved a satisfactory level of performance.

The programme has strengthened its management. The programme today has reached satisfactory levels of performance in the administrative management. In this second phase the MEDA structures have been, in general, consolidated and extended to almost complete the Euro-Mediterranean partnership (which will happen once Syria enters the programme). At the EU level, the decentralisation process implies increased programme efficiency, at the expense of a reduction in the number of grants funded.

Conclusions

The following conclusions have been drawn after assessing the effective functioning of the programme

Role and responsibilities of the different programme structures

- The Euromed reference document concerning the implementation of the programme is not sufficiently precise in the description of the structures of the programme and their tasks, particularly concerning the former Euro Mediterranean Youth Forum, which was later replaced by the Euro-Med Youth Platform, and SALTO Euromed Resource Centre.
- The monitoring role of the work of the National Coordinator that is assigned to the EU Delegation in the reference text has not been sufficiently implemented. Among the exceptions, TN and LE are included.
- Concerning the synergies among programme structures, two areas that need to further be reinforced:
 - The information and communication strategy as well as the training policy. In order for the programme to optimise its results, further synergies and a more cohesive strategy will be of great value.
 - The decision-making process of the programme takes place through different structures and is thus fragmented. This fact is causing insufficient flow of programme information.

Strengths and weaknesses of the programme structures

The SALTO resource centre

- Multilateral training for youth workers has gained prominence in the second phase parallel to the programme actions. The SALTO resource centre has been the key actor in the design and implementation of training strategy in Euromed youth work, primarily aimed at promoting increased participation in the programme.
- SALTO training has had an influence on the increase of participation in the programme, partially in the MEDA region. Informal learning and participatory approaches to youth work, and new concepts and practices for MEDA youth organisations have been introduced through SALTO.
- The selection system for the training courses as currently implemented, taking place through the pre-selection of NC and the NA, does not promote sufficient open access of participants.

The Euro-Mediterranean Youth Platform

- The EMYP has set up the basis of an effective networking tool for the youth organisations of the Euro-Mediterranean region. The EMYP, through its web portal has achieved high dynamism in its first year of operation, as the figures concerning the number of registered organisations and hits to the web site indicate.

- The partner search function of the web portal has already been established as a common way to track new partners. It provides the expected support in partner search for Euromed
- There is a general complaint among the youth associations of the South that are acquainted with the EMYP about the lack of representation of organisations from the South in its programme structure. This might have in, the mid-term, consequences in the credibility and ownership of the programme.
- The profile of the EMYP, after one year of its launching is not sufficiently clear, particularly concerning other programme activities aside from networking.

The National Coordinators

- During this phase, there has been a consolidation in the role of the NCs that has taken place with the support of several programme mechanisms such as the twinning scheme and job shadowing.
- The balance of the performance of the current NCs appointed in the different MEDA countries, each very diverse in management style, is in general satisfactory. It has been proven that their role is vital for the promotion and proper functioning of the programme, as well as to stimulate programme participation.

The National Agencies

- The decentralisation process has had a positive impact on the administration of the programme. There has been a gain in proximity and quality of guidance to the beneficiaries, and in efficiency in the administration.
- Decentralisation helps deliver a reliable and punctual pay out of the grants from NAs to the beneficiaries.
- The twinning schemes that have taken place, organised to give support to the NCs, have been very successful.
- The interaction with other programme structures directly related to the activities of the NAs, such as the NCs or the EMYP, is insufficient if optimal results of the programme are to be achieved.

Effectiveness of procedures to select, manage, and disseminate projects

The administrative system

Following are the strengths and weaknesses of the administrative system in relationship to the application, selection, issuing of contract and follow up, according to project promoters, beneficiaries and the NCs.

Application

- ❑ Users Guide: generally, it is considered as effective and clear, but Euromed is not individually described. In addition, there is a language problem, since the Guide was originally conceived for a European target group.
- ❑ Application procedure: sometimes it is described as complex and too long. Some NCs are concerned about the fact that beneficiaries can apply directly to Brussels. In general, they do not promote or support this track.
- ❑ Application form: it is described as too bureaucratic and unclear. It requires experience in project engineering and thus privileges experienced applicants.
- ❑ Calendar: the majority sees it as convenient only to countries with specific problems (SY, OT) would like to have it more times a year.

Selection

- ❑ Selection procedure: it is described as too long, especially for projects with short duration, and given the nature of the grant (micro credit).
- ❑ Selection logic: the reasons for acceptance and rejection of proposal are not always sufficiently clear to the NCs and beneficiaries and there is a demand for more precise information about the reasons for rejection and approval.
- ❑ Selection panel: the qualification of its members to judge Mediterranean realities has been questioned at times. The participation of the SALTO resource centre on the panel could be perceived as a partial conflict of interest, given the role that it plays in training to submit the projects to be selected.
- ❑ Input of NCs: NCs deplore that their pre-assessments are not taken into consideration in the pre-selection process, and that they are not directly informed about the final selection outcomes, especially about the partnerships of EU conducted projects.
- ❑ Decentralised procedure: it has improved the conditions for European projects promoters. The NAs are not informed on MEDA selections involving partners and participants of their countries.
- ❑ The stopping of inter-service consultation inside the EC has shortened the delays and the length of the selection procedures. This is an important improvement in the administrative procedure. Earlier approval of projects means a longer period to jointly prepare the project with the partnership.

Issuing of the contract

- ❑ Financial agreement: many actors stressed the delays in its issuing, and the problems this creates.
- ❑ Payments: many beneficiaries and NCs pointed at delays in getting funds and late payments by the Commission, particularly towards the beginning of this phase. On the other hand, there is a general perception that the system to pay grants is quicker as the result of the new financial procedures. Additionally, in relationship to the implementation of projects, promoters have pointed out currency exchange problems and late payments. These relate to the devolution of funds within programme partnership.

- ❑ Contract format: beneficiaries from countries which face severe security problems require this to be taken into consideration when deciding the allocation of funds (security costs, special insurance related to that etc.). Some requirements indicated in the contracts are difficult to be complied with in certain MEDA countries (for instance the opening of a bank account in euro).
- ❑ NCs contract: some obligations for the NCs are not clearly formulated: on-site visits, their role in the organisation of the multilateral training.
- ❑ Language: Contracts for NCs are issued in English. There is a demand from francophone countries for these also to be issued in French.

Follow up of projects

- ❑ NC follow up: NCs regret that they are not informed about project outcomes and their consequences by promoters.

Selection procedures

- ❑ The NAs and NCs have demonstrated satisfaction concerning the decentralised and centralised selection procedures.
- ❑ The opinion of the NCs in relation to MEDA projects is that they are not playing a role in the decision making process, apart from the NC participating in the selection panel itself, as an observer and on a rotating basis.
- ❑ There could be a potential conflict of interest in the participation of SALTO resource centre and the NCs on the selection panel.
- ❑ The two different procedures: centralised for the MEDA projects and decentralised for the EC currently lead to an insufficient flow of information and transparency about the participants of selected and rejected projects.
- ❑ The length of the procedure is still questioned by NCs and beneficiaries.
- ❑ The language problems persist in the preparation of the application documents.

Information and promotion mechanisms structures

- ❑ The EC designed an information strategy with the goal of contributing to the transparency of the programme. The EC did not foresee a sufficiently comprehensive information and communication strategy, to cater for the information needs of the very diverse target groups of the programme.
- ❑ In the absence of such a comprehensive strategy, the different implementation structures operate with very general guidelines in a fragmented way and the corresponding risk of repetitions, non-coherent messages, loss of resources, and uncovered issues.
- ❑ A big variety of products and supports are available and operational, but not always with the same message when it comes to general presentation of the programme.
- ❑ The problem of language still presents a serious issue for certain groups particularly from the MEDA countries. Programme documentation is in English, and only

occasionally in French. This is restricting the access of the less linguistically privileged population.

Effectiveness of the administrative rules

- ❑ Since 2003 the management of the programme is decentralised to the National Agencies for projects implemented by European promoters and continues to be managed by the EC and the TAO for the projects implemented by Mediterranean promoters.
- ❑ The process of decentralisation was qualified as positive by the NAs regarding their own work of guidance, management and selection for the programme.
- ❑ The NAs and NCs agree that the decentralisation is suffering from a deficient flow of information concerning information about project partners of selected projects and their outcomes to the NCs/NAs of the country of origin
- ❑ The impression is that the European rules do not create big problems when confronted with the country rules and that the concerned persons or entities find ways of solving them.

Recommendations

The following are operative, practical recommendations resulting from the analysis aiming at increasing the effectiveness of the programme:

Strengths and weaknesses of the programme structures

The SALTO resource centre

- The role of SALTO resource centre, as well as the other training structures should be reassessed in light of the new training objectives to be met in the new programme phase. This exercise and the design of a new strategy should be jointly developed with all the actors that are involved this process including the NAs and the NCs.
- Access to the courses organised the SALTO resource centre should be opened up as there is low participation of youth workers beyond those selected by the NCs and NAs.
- Ensuring the transfer of expertise within the organisations of the youth workers be considered a priority in the design of the curricula and materials

The Euro-Mediterranean Youth Platform

- The legal basis of this networking structure needs to be reviewed, in order to assure the possibility to access independent funding.
- It is imperative that the platform includes in its management structure representation from the youth organisations from the South. This is very important if the organisation is to maintain its credibility and ownership within the Mediterranean countries. The fact that there are no National Councils in the MEDA countries makes this task more difficult, but alternative solutions to render the EMYP more representative exist.

- If the platform is to have additional objectives and programmes beyond its important networking activity, these need to be reinforced, made more cohesive, and communicated more clearly to the target groups.
- The current role of the Platform in supporting the establishment of independent Euro-Mediterranean networks should be clarified, as well as the criteria for selecting which organisations to support.
- The EMYP has all the requirements to become the programme-clearing house, providing for a solution to the current fragmentation of information (technical, training and political) with a proximity approach to young people.
- The platform is an independent body. Nevertheless, it could benefit from stronger synergies with the NCs and NAs as these institutions have indicated.

The National Coordinators

Job description

- The increasing complexity of the job of the NCs, particularly when they also participate in the organisation of multilateral training courses, highlights the need to define the tasks of the job description with a priority ranking (e.g.: pre-selection assessments versus development of a web site).
- To create flexible operational performance objectives for the NCs as an assessment tool, this would also give them further orientation about the priorities of their work.

Dissemination strategy

- To strengthen the current strategy of dissemination of the programme at each country level. In this respect guidelines with the minimum expected standards could be of great support. For example: to publicise all the programme deadlines and training courses in the press, in Arabic and French newspapers (as a measure to widen access).

Pre-assessment of proposals

- It needs to become clear to the NCs if pre-assessment is optional or mandatory. Further training for this task has been requested by a majority of the NCs.

Submission of projects directly to Brussels

- This approach is backed up by very few NCs but it remains a very important choice to maintain independence of the proposals from public authorities if it is a wish of the beneficiary. In order to reinforce this, the Commission could issue guidelines with concrete specifications. (E.g.: this approach should be presented in information sessions, incorporated in the press and in the publicised materials).

Relations with the Delegation

-
- Several MEDA countries experience a low level of communication between the EU Delegation and the NC. Since these actors need to co-operate with each other in order to move the programme objectives forward, the exchange of information needs to be increased. Given the role of the EU Delegations, who are focused on managing decentralised programmes, it is important that their role concerning Euromed is further clarified. It would be useful to provide general guidelines to the Euromed officers on the range of tasks that they could perform. The evaluation recommends:
 - That the NCs send regular information about their local and multilateral activities to the Delegations.
 - That the Delegations send regular information to the NCs about bilateral training programmes, if these exist, that relate to issues of interest to youth managers and leaders.
 - The Delegations' distribution of Euromed information to civil associations needs to be improved. This is well within the mandate of informal support that Delegations can provide.

Evaluation workshops

- To do regular evaluations of the programme with programme promoters, to assess the level of performance, exchange good practices, and increase local networking.

Network of National-Coordinators

- To devise a mechanism to launch the network of National Coordinators. A possible solution could be to have them chair the meetings on a rotating basis.
- Geographical coverage of the NCs: a NC should be set up in Syria. This would greatly improve the participation of Syria in the region.

The National Agencies

- To increase purposeful interactions with the other actors, and specifically the SALTO resource centre and the EMYP. This point is essential, as NAs beneficiaries are users of these programme structures. In addition, the NAs could provide important feed back for these organisations.

Information and promotion mechanisms of the structures

- An overall strategy should be designed including clear decisions on: the message, the supports, the targets, who is doing what, the design and graphical chart, etc.
- Minimum requirements and standards for publicity and dissemination in the form of guidelines should be communicated to the structures (NCs, SALTO, EMYP) avoiding very luxurious articles or very shabby ones.
- The distribution of the information and communication work on the web could be defined according to the content (technical or promotional). The TAO could continue, as in the past, to be the main provider of the technical contractual information. On the other hand, one structure (EMYP) could do the main work for the promotional aspects and all the other structures would use links to send to this URL.

- The language problem should be resolved especially regarding technical documents (User's Guide, application forms...). The EC should check and approve already existing translations into Arabic.

The administrative system

- The evaluation of the performance of projects (the Final report) should take into consideration problems related to differences between European and Mediterranean national rules relating to the associative sector.
- In the case of the decentralised approach, a performing system of information should be established between NAs and NCs about partners for projects and events related to projects, this could be done by the TAO and posted on the web portal of the EMYP.
- The EC should establish a separate Euromed User's Guide with approved translations into French and Arabic and using less bureaucratic jargon. The rapid publishing of the T-Kit should be encouraged as promoters need help to design projects.
- To revise the composition of the selection panel by including Mediterranean experts and excluding any institution that is somehow involved in the preparation process of projects. Like other programmes (Socrates) it could be composed of members from the EC, the TAO, and independent experts.
- Inclusion into the rejection letters to the beneficiaries of technical reasons and advice for their next application.
- A procedure to inform NCs and NAs on selection but also on participation of their citizens in other projects (information not only on project title and submitting entities but also on project partners).
- Translation of all programme contractual documents into French including the contract of the NCs.
- To produce a copy of the evaluation of Final Report for the NCs.
- Reinforce the possibility of submitting projects directly to Brussels (centralised procedure) by including specific guideline for it in the NC's Handbook and contract.

To redefine the roles in the selection process

- Compose a selection panel that does not include potential conflicts of interest and that includes expertise from the Mediterranean.
- Improve the information flow about selected projects and participants between the actors of the different selection procedures (centralised, decentralised).
- Include in the rejection or acceptance letters recommendations or technical comments to the project proponents.
- The simplification of the programme decision-making structures could increase operability. One of the approaches could be the creation of a single unitary steering committee, since all the actors that in general participate in the steering committees are the same.

Chapter Four

EFFICIENCY

4.1: The relationship between the inputs and the outputs of the Programme

This section will assess the efficiency of the programme. By efficiency we mean the relationship between the inputs (Human and financial resources) and the first outputs of the programme.

Efficiency of the programme

As already demonstrated in the previous section, the Effectiveness of the programme has been evaluated as good, especially if we consider the two main challenges of Euromed: managing diversity and the overcoming problems of mobility.

With regard to the objectives of the programme and the implementation measures, the evaluation will look at the financial resources received describing the investments in each action.

Challenges to assess the efficiency of the programme

The fragmentation of financial information

It is important here to state that coordination between different Directorates General of the European Commission and especially between DG External Relations and the sectoral Directorates General around the same programme was complex especially during Euromed I and, thus, the year 2001 covered by the present evaluation. (Another rare example of this kind of co-operation at that time known to the evaluators is in the field of Transport and Energy with DG TREN and in the sector of New Technologies with DG Research (Eumedis programme)).

In terms of financial management, the co-operation between two different DGs requires the use of two distinctive budget lines. In the case of Euromed, DG EuropeAid has sub-delegated the use of the MEDA funds (budget line B 7 4100) to DG Education and Culture (DG EAC). Basically, the MEDA funds are disbursed only for the Mediterranean Partners and the DG EAC funds for the European beneficiaries. An exception to that is the case of the SALTO resource centre, a French agency that is funded by MEDA.

Moreover, DG EuropeAid and DG EAC use two different financial management systems: MIS for EuropeAid and APPFIN for EAC. Both use SINCOM II to establish cross-relations. To the knowledge of the evaluators there were no cross connections or links between the two bases at the beginning of the period covered by the evaluation. Therefore, the entire scope of the financial documents is not always easily available to the one or the other DG.

In addition to that, the TAO, which is managing the everyday affairs of the programme, has its own database – Saykiss. This database includes all payments made to the projects since 2002. Prior to 2002, the TAO paid the beneficiaries on the basis of the authorisation of the Commission and after the evaluation of the final report. Since April 2002, it is not

the TAO that pays the projects anymore but the DG EAC together with DG Budget and on the recommendations of the TAO. The two last examples show that too many different actors were and are involved in the financial management. These elements can make the flow of information vulnerable. Consequently, the question of financial efficiency was difficult to assess due to the fragmentation of the sources of information about financial data.

The following problems for data gathering have been identified:

- ❑ Two different budget lines were involved and sometimes with slightly different financial rules.
- ❑ A variety of actors using different financial systems.
- ❑ Two different phases of the same programme (2001 belongs to the first phase and 2002-2003 to the second phase).
- ❑ New financial Regulations for the EC since 2003 (Financial Regulation).
- ❑ Since 2003, there have been changes in funding in budgetary items. Structures like SALTO and the EMYP have shifted from being funded by the Youth Unit to being funded by MEDA. Financial information has been difficult to gather.
- ❑ The evaluators had difficulties to gather financial data from all the NCs.
- ❑ The decentralisation of the management of the programme concerning EU led projects to the NAs and therefore the decentralisation of financial data.

The methodological approach

The following secondary data has been collected for analysis:

- ❑ The programme budget provided in the Euromed II MIS document.
- ❑ Third countries allocation and use of funds in the Youth Programme for 2002.
- ❑ Youth programme commitments for financial years 2002 and 2003.
- ❑ MEDA commitment lists for Euromed projects (2002-2004).
- ❑ General provisions for the contracts for the NCs until 2004.
- ❑ Additional financial data provided by the TAO.
- ❑ The NCs budgets annexed to their work plans and financial reports of Interim and Final Reports, when available from the NCs.
- ❑ SALTO and the Covenant of the Council of Europe financial data.

The data provided by the EC focused primarily in the second phase of the programme, that is 2002 and 2003, thus is not complete for the whole period of the evaluation. Most of the data available concerned engagements (planning and indicative amounts) and not payments.

The primary data sources have been the interviews with EU programme officers, the NCs and those responsible for the programme structures.

The programme budget

The overall programmed EU funding for the second phase of the programme is 14 Million euro (10 M coming from MEDA and 4 M from EC Youth). The second phase represents a budget increase of 40% compared to Euromed I.

Table 26 gives the latest global situation of engagements from EC Youth programme and from MEDA (DG Aidco).

Table 26: Commitments for the Euromed by source

Year	Youth commitments	MEDA commitments	Total
2002	1,186,313	3,149,197	4,335,510
2003	432,074	3,444,993	3,877,067

These commitments do not confirm the entire expenses of the actors for the programme, but they reflect the amounts programmed for the operational costs.

The overall programme costs

For an appropriate estimation of the overall costs, any evaluation should add the administrative costs of the Commission, the TAO, the NAs, and the part paid by the Mediterranean Youth Authorities for the NCs.

Table 27 gives the disbursement regarding the Euromed Actions from 2001 to 2003.

Table 27: Grants paid by year and by action

Action	2001	2002	2003	Total
Action1	1,749,574	2,431,866	2,441,445	6,622,885
Action2	332,626	395,233	60,638	788,497
Action5	505,139	666,548	1,125,088	2,296,775
Total	2,587,339	3,493,647	3,627,171	9,708,157

The following observations can be made concerning this data:

- The total disbursement for 2002 was 3,493,647 euro, which is 841,863 euro less than committed (-19.42%).
- The total disbursement for 2003 was 3,627,171 euro, which is 249,896 euro less than committed (-6.45%).
- In 2003, there was 458,443 euro less committed (-10.6%).

There is an improvement concerning the disbursement of committed funds between 2002 and 2003 (from -19.42 % to -6.45% less). On the other hand, fewer funds were committed in 2003 and it could be that the above-mentioned improvement is partly due to this decrease.

Following is a breakdown of the MEDA commitments for Euromed, which includes support to Mediterranean projects under the different actions and the programme structures

(the National Coordinators, the SALTO resource centre, the Euro-Mediterranean Youth Platform, and the Covenant with the Council of Europe).

Table 28: MEDA commitments for the projects and the support structures

	2002 - 2003 per action	
	2002	2003
Exchanges	1,250,651	1,548,040
Voluntary Service	242,021	409,181
Training / information	435,939	657,772
National Coordinators	1,214,491	30,000
Euromed Platform	0	200,000
Council of Europe	0	150,000
SALTO resource centre	0	450,000
Other (publications etc.)	6,094	0
Total	3,149,197	3,444,993

The MEDA commitments show the following trends:

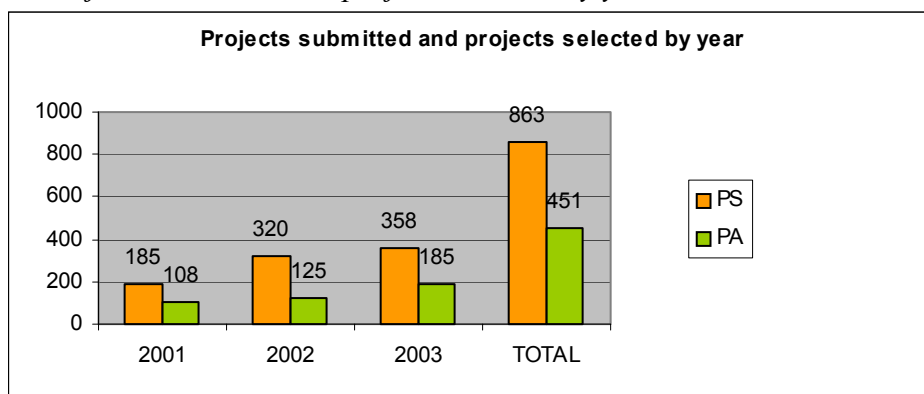
- There was an overall slight increase in the budget committed in 2003, when compared to the budget of 2002 (9.4 %).
- The increase in the budget committed in the same years for the Mediterranean projects under the different actions was of 35.6%.
- In parallel, the MEDA projects funded have increased in this same period from 58 to 88 selected projects⁷⁸. It is an increase of 51.7%.
- There was a decrease concerning the budget allocated in the structures of the programme (81 %). This has to do with the fact that several contracts with them have started in 2002 and the payments of 50% of the overall budget had then to be paid so that no more important payments for these contracts had to be paid.
- The part of the budget dedicated to the projects in 2002 and 2003 arises to 68% and to the structure to 32%.

The average planned budget per selected project in the same period was 32.224 euro (calculated on the basis of 141 MEDA projects in 2002 and 2003).

Following is an analysis of the projects submitted and selected by action and by year.

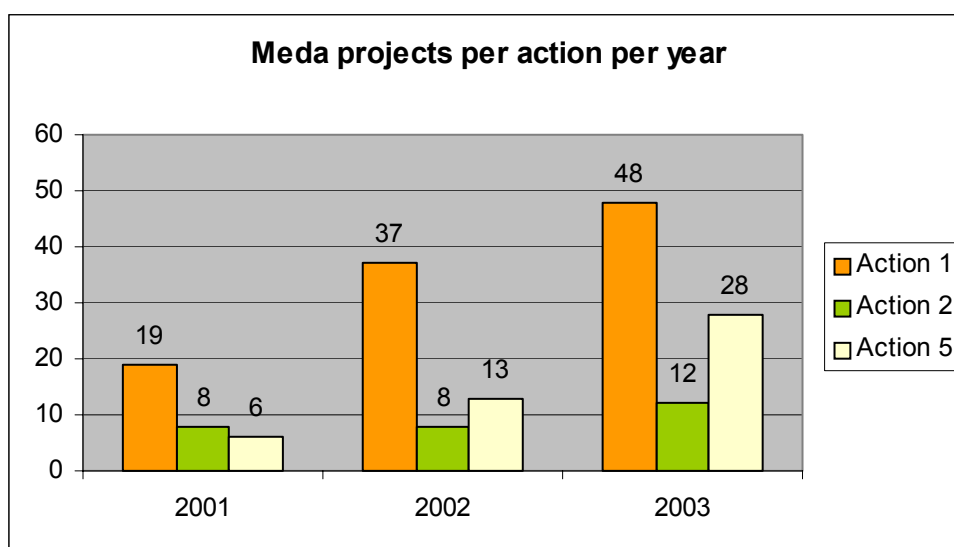
⁷⁸ Based on the list supplied by the TAO about organisations funded in the MEDA area

Figure 17: Projects submitted and projects selected by year



The increase in the planned projects budget (+35.6%) is less than the increase in the projects number (+43.10%).

Figure 18: MEDA projects per action per year



In relationship to Action 2 (European Voluntary Service) the stagnation in the number of projects confirms the noticed decrease in the allocated budget. It is the only action where the number of project stagnated and the budget decreased. This could be an important indicator for the problems this action has encountered and confirms the assertions of beneficiaries about their difficulties in obtaining visas.

The total EU and MEDA budget spent on Action 2 in 2002 and 2003 is 455,871 euro. The total planned funds in the MIS document for the same action were 1,200,000 euro. If we assume an average of 400,000 euro per year, we realise that the programme has spent in two years only one year's allocation for Action 2. The question is whether the planners of the programme over estimated the capacity of the Youth sector in EU and the Mediterranean to realise projects in Action 2 or misinterpreted the political conditions in the area (war, conflict, and visa and mobility problems).

On the European side, coinciding with the decentralisation in 2003:

- There is a **substantial decrease in the committed budget** between 2002 and 2003 for EU projects. The amount shrinks from 1,186,313 euro to 432,074 (-63.6%). This phenomenon could be the consequence of the decentralisation processes and it confirms the complaint of the NAs that their budget for funding MEDA projects has decreased. Basically, before the decentralisation there was a “common pot” for the EU led projects and flexibility in allocating a higher budget to a more assertive EU country was possible. Whereas now some non-active EU countries can claim a proportional part of the budget and they do not always use it.
- At the same time, the number of projects has not really diminished (down 1 from 92 to 91).
- This is the same ratio as the budget decrease.

This decrease in the possibility to get grants invites EU actors to formulate projects for MEDA beneficiaries and to take over MEDA projects. A few NCs and beneficiaries have pointed this out.

The average costs per project

A calculation of the average cost per project on the basis of the allocated funds results in the following:

Table 29: Average costs per project, per action, per year

Action	2001	Nr of Projects	Average in euro
Action 1	1,749,574	55	31,810
Action 2	332,626	28	11,879
Action 5	505,139	23	21,962
Total	2,587,339	106	24,409
Action	2002	Nr of Projects	Average in euro
Action 1	2,431,866	78	31,178
Action 2	395,233	46	8,592
Action 5	666,548	34	19,604
Total	3,493,647	158	22,112
Action	2003	Nr of Projects	Average in euro
Action 1	2,441,445	83	29,415
Action 2	60,638	37	1,639
Action 5	1,125,088	65	17,309
Total	3,627,171	185	19,606

We notice that the general tendency is a **decrease of amount per project** since 2001 independent from the year or action. The decrease between 2001 and 2002 is -8.3% and between 2002 and 2003 is -12.8%, and the average decrease per year is -10.56%.

This tendency could be explained by different reasons:

- Projects have become more efficient
- The projects implement less activities or have less partners
- Project has become better performing because of the training and experience gained.

Reference information on the number of organisations, grants and beneficiaries of MEDA from 2001 to 2003, based on data provided by the TAO and the evaluator's calculations, shows the following:

- 120 organisations from the MEDA zone benefit from Euromed grants
- 179 grants were awarded to those organisations during this period
- About 10,000 MEDA beneficiaries could enjoy the benefits of the programme
- This means that the average overall amount per beneficiary is estimated at 4000 euro.

In the light of much lower level of income and the fact that the targets are young people, these amounts appear very high. However mobility costs, especially in the MEDA zone, can explain the apparent high costs.

Administrative costs

The administrative costs of the programme cover the costs related to:

- The functioning of the teams in charge of the programme inside the EC and the TAO.
- The functioning of the NAs.
- The functioning of the NCs.

The evaluators are also convinced that part of the budget dedicated to the SALTO resource centre, EMYP and CoE should be added as administrative costs, given the direct relationship to the programme.⁷⁹

Normally, the following analysis should study the costs of the above-mentioned structures during the period covered by the evaluation. However, this diagnosis becomes very difficult because of:

- The lack of availability to the evaluators of data related to personnel (the average annual cost of a European Civil Servant, the personnel costs allocated to Euromed in the TAO).
- The decentralisation since 2003, which implies a decentralisation of financial data.
- Lack of former similar analysis. The former mid-term evaluation has not supplied a lot of information so even this comparison is not possible.
- The physical distance to the NCs and the lack of information about their salaries provided by the respective ministries.
- The operational costs of the TAO for Youth cannot be separated from the other costs related to Leonardo or Socrates which are also managed by the same office.

The fragmentation and the non-availability of part of the information have been a handicap for this evaluation. The evaluator's estimate that very little is known about the administrative costs even by the actors themselves.

⁷⁹ The figures provided are approximate, calculated with the information available

The co-financing element of the programme

The salaries paid to the National Coordinators by their own Ministry should be considered as a co-financing.

The facilities and overheads supplied by the same ministries to the NCs are additional co-financing elements.

Given the fact that the EMYP receives a grant and not financing like the SALTO resource centre, the Maltese government has to complete the financing of the EC.

4.2: Conclusions and Recommendations regarding Efficiency

The number MEDA projects has increased during the period between 2002 and 2003 from 58 to 88 selected projects⁸⁰ - an increase of 51.7%. The financial data also confirms the finding of this evaluation that the EC has achieved one of the objectives of the second phase which was to increase participation of MEDA beneficiaries and create a balance between the number of projects from the EU and the MEDA countries. The increase in the number of the MEDA projects can be explained as an effect of the decentralisation and of the training.

Conclusions

- ❑ There was an improvement in the disbursement of committed funds between 2002 and 2003 (from 80.6 % of programmed funds to 93.6%).
- ❑ Training has had an impact on improving project management
- ❑ The programme has involved 120 organisations from the MEDA countries.
- ❑ The programme has awarded 179 grants to those organisations during this period.
- ❑ About 10,000 MEDA beneficiaries could enjoy the benefits of the programme. This means that the average amount per beneficiary is estimated at 4000 euro.

Recommendations

- To invest more effort in training MEDA operators in project management in order to maintain this trend.
- The establishment of a system that will allow the transfer of funds that are not used by certain Member States to those who have a sincere interest in the Euro-Mediterranean co-operation.
- Reorient a part of the initial budget planned for projects for the voluntary service (Action 2) to training and awareness campaigns about this action.
- To enlarge the circle of “core” MEDA associations already participating in the programme.

⁸⁰ Based on the list supplied by the TAO about organisations funded in the MEDA area

Chapter Five

IMPACT

5.1: Level of participation and interest in the Programme

By impact we mean the extent to which the objectives and thematic priorities of Euromed along with the specific objectives of the actions and training activities have been achieved in terms of having an effect on young people, youth workers, youth organisations and on decision and policy makers.

Preliminary remarks

The Euromed regional co-operation is an innovative approach that international institutions or donors did not apply before the launching of the Euro-Mediterranean Partnership (1995) at least in the Mediterranean Region. It is clear that the initial partner countries (27) had to learn how to work together on a regional basis, to adjust and to demonstrate their commitment.

The evaluators intend to analyse in this section the impact at the local level and potential for the continuity of the programme by taking into consideration the following parameters:

- The potential increase of Euromed projects.
- The increase of the involvement of Mediterranean partners in projects.
- The impression of the actors.
- The commitment of the relevant authorities.

Moreover, the evaluators intended to assess the programme's added value by considering:

- The programme's contribution to youth programmes in the Mediterranean region.
- The programme's contribution to the drafting of the next EU youth programmes and to EU policy development.
- The programme's potentiality for encouraging closer co-operation between South & South and MEDA & EU.

Level of participation in the programme

The *Table 30* shows the increase experienced in the number of Euromed projects and in their geographical coverage. It becomes clear that the programme has, during the period from 2001 to 2003, had a considerable impact in developing more projects in more countries.

The table demonstrates that:

- There is a rather stable increase in MEDA projects especially since LE, DZ, MA began their activities. This shows both an increasing interest and impact in the region.

- ❑ In 2003 there were less EU projects because of decentralisation and less budget as the NAs confirmed during the workshop in the Stakeholders Meeting.
- ❑ Overall, projects coordinated by MEDA and projects coordinated by EU countries are quite balanced in number. The discrepancy in the grand total between the two country groups (EU 210 projects and MEDA 178 projects) can be justified by the fact that EU countries are more numerous than MEDA and EC associations are also present in EU country projects (which is not the case for MEDA).

It should be stressed that the number of associations participating in the programme from MEDA countries had increased significantly by 2003 (from 28 to 66 participating associations).

Table 30: Number of projects per EU Country and per MEDA

Number of projects per EU country					Number of projects per MEDA Country				
Country	2001	2002	2003	Total	Country	2001	2002	2003	Total
AT	0	3	0	5	DZ	0	1	8	9
BE	3	14	3	20	EG	3	14	11	28
DE	9	12	3	35	IL	4	8	9	21
DK	0	1	0	2	JO	9	8	12	29
ES	7	10	4	32	LE	0	1	2	3
FI	6	3	1	13	MA	0	1	8	9
FR	20	18	9	65	OT	3	1	3	7
GR	2	3	0	9	SY	0	0	1	1
IRL	0	0	0	0	TN	2	6	12	20
IT	13	19	6	44	TR	5	16	17	38
LU	0	0	0	0	MT	7	2	3	12
NL	1	2	0	5	CY	0	0	1	2
PT	0	3	3	6					
SE	0	2	1	4					
UK	3	3	2	8					
EC	10	6	5	24					
Total	74	99	37	272	Total	33	58	87	179

Not only has the number of projects increased but also the participating organisations. If we take the total of projects implemented from EU and MEDA in the 3 years (451) and the number of MEDA associations (120) then we realise that the average of MEDA participating associations is of 3.2 per project. The European average is of 2.8.

The close balance in participation of projects from MEDA and EU countries, indicating the impact of the programme at an individual level, is also reflected in the participation of beneficiaries:

- ❑ From 2001 to 2002, a total of 8,194 young people participated in the programme (Action 1), accompanied by 697 youth leaders.
- ❑ From them 4,008 came from EU countries and 4,186 came from MEDA.

To conclude, it can be stated that the political goal of balancing out the number of projects from MEDA and EU countries has been reached during this phase.

Perception of the NCs

The opinion of the NCs (IL, JO, LE, MA, and DZ), although they were not aware of the increase of the projects in the other countries, confirms the reality that the number of projects in their own country had increased.

There are also two comments by NCs about the increased number of projects:

- The increase is also thanks to the work of NCs.
- There is a higher level of involvement independently of the number of projects approved.

The SALTO resource centre has also had an indirect role in the number of projects approved.

Perception of the NAs

The commitment of many NAs to the principle of a balanced programme was evident at the Stakeholders Meeting when they said that it was their priority to increase the number of MEDA projects.

The NAs expressed their co-operation with MEDA countries is motivated by the following priorities:

- To develop co-operation with countries with historical links.
- To develop co-operation with countries with which there are no clear links.
- To support the fight against racism and xenophobia.

This indicates that this regional programme is also a tool for some European countries to establish closer ties with the MEDA countries. As the country's ministry sets these priorities, it means also that there is political commitment.

However, NAs highlight that one thing handicapping the increase in the number of projects led by EU entities is the decentralisation that, according to the NAs, has reduced their available budget for MEDA co-operation.

On the same occasion the NAs raised some weaknesses concerning their interaction with the NCs:

- Not enough possibilities for co-operation.
- Not enough time to foster projects (lack of human resources).
- No real possibility to discuss because of a lack of enough contacts. There are two meetings per year and this is sometimes not adequate as the NAs and the NCs work separately as was the case during the last meeting in Lisbon.
- Lack of connections and networking possibilities.

The fact that the NAs are concerned about the nature of co-operation that currently takes places in Euromed indicates that some NAs would like to be committed to greater regional co-operation and not just on a quasi-bilateral basis involving countries that have 'traditional' partnerships.

5.2: Regional co-operation

The South-South co-operation, as already stated, is perceived by the EU as an important and essential tool to promote understanding in the social and cultural field, and it is mentioned as an envisaged result for the second phase.

MEDA interviews

We have demonstrated that the NCs have a positive opinion about this issue even without providing proof (number of projects or partners). They have also expressed the level of its challenge, as South countries have diverse management cultures and idiosyncrasies.

Only in one case have the officials interviewed pointed out problems. In the case of Israel the evaluators heard that: 'there is no genuine South-South co-operation concerning Israel, Palestinians and others, with the exception of Cyprus, Malta, and Turkey, refuse to meet Israelis or to come to Israel'.

In Lebanon, Euromed has succeeded in introducing a partial exception to this within the context of countries in war. The evaluators were informed that in Lebanon the President of the Parliament had made an exception to the national law forbidding meetings with Israelis and authorised the young people to participate to Euromed events but not to talk to Israelis.

Euromed has introduced a new regional dimension in youth activities. Other officials said that the South-South co-operation was their priority (EG) or in the case where the co-operation with the EU was the priority (TN), they were open to other forms of co-operation.

The opinion of the National Coordinators about the co-operation between the countries of the Mediterranean is expressed under the chapter dealing with the network of National Coordinators.⁸¹ Some complain that they do not have any co-operation with specific countries as for example Jordan with Morocco and Tunisia.

Within the new activities of the programme, the evaluators have been able to identify a few practices by the structures that promote South-South co-operation. These are either organised by the EMYP or SALTO with the National Coordinators. The following practices could be identified:

- The organisation of a sub-regional conference by the EMYP, with the participation of SY, DZ and LE in Jordan in 2004.
- The organisation of local training meetings by the SALTO resource centre, with the attendance of neighbouring countries (e.g. training meetings for JO with the participation of SY).

⁸¹ As explained in this chapter

➤ Regional meeting of multipliers, organised by the SALTO resource centre in LE.

These Euromed activities have an impact in regional South-South co-operation in the youth sector

MEDA regional networks and partnerships

One of the expected results of the second phase was “the strengthening of permanent networking and contacts among the NCs of the Mediterranean countries”.⁸²

As indicated in the Stakeholder’s Meeting, there have been several attempts by NCs (TK, JN) to initiate an informal network among National Coordinators to discuss issues of common interest and exchange good practices. As most National Coordinators are civil servants of public governments, the fragile situation in the region (IL, TO, SY, LE) and difficult relations among neighbouring countries (MA, DZ) do not facilitate this task.

Although nothing has been accomplished in this sense, the NCs at the Stakeholder’s Meeting in Brussels collectively acknowledged the importance of launching the network.

There was a shared view that if this initiative is to be launched and to succeed, it needs external support in the initial phases. Such an initiative, according to the NCs, will only be successful if it is promoted and organised with the collaboration of a third party whose primary role would be to support the initial launch and to chair the regional meetings. Suggestions for the third party included a NA (on a rotary basis) or the Commission. The proposal of the NA to take this role seems of particular interest. It would keep independence, it would provide transfer of expertise, and it would indirectly support increasing relationships between the NCs and the NAs.

If one of the roles of the NCs is to promote Euromed networks of youth associations, it might be important and useful that the NCs also have a real network experience.

According to the evaluators’ information, there have been a few youth experiences that have taken place at the regional level promoted by private initiatives. Among the successful experiences is the event “follow the woman”, a cycling event by young local woman that took place in JN, SY and LE in 2003. The event was initially triggered by a Euromed project and received the support of public authorities and the private initiative. The JN NC and the Euro-Med Youth Platform were active in the organisation. According to the person responsible for the event (SY) there is a strong potential for more events of this kind. The evaluators believe that the “acquis” of Euromed, as well as the regional networking induced by Euromed, can be capitalised on by regional events of a bigger scope with regional and local impact. It would be of interest to launch a pilot action to promote independent regional co-operation at the youth level.

Projects with genuine regional character

The evaluators have analysed a sample of projects from the period 2001 to 2003 to verify if there were a high number of projects with regional character. By ‘regional character’ we define projects that deal with common issues of concern for the Euro-Mediterranean region. The result is that there are very few projects with genuine regional character. Most

⁸² The Euromed Youth II, Programme Document, MIS 2002/0186

of the projects identified in the compendia with regional character deal with issues related to the environment - dealing with issues such as water. Clearly, this approach should be promoted.

5.3: Added value of the Euro-Mediterranean Youth Programme

This part will deal with the added value of the Euromed Youth Programme to its main target groups: young people and youth workers. It will be approached at two different levels, the individuals themselves, and the effects that the programme has incurred at the institutional level. By added value, we mean the supplementary contribution of the programme that was not directly intended at the beginning.

The view of the actors and beneficiaries

The evaluators had several occasions to measure the opinion of the actors concerning the added value of the programme. From the beginning, it was decided not to provide the actors with any definition of what one would understand under “added value”. The ideas and observations came spontaneously and are, therefore, more authentic.

The main elements that give the Euromed programme an ‘added value’ and impact, as expressed in the Stakeholder’s Meeting, can be summarised as follows:

- Institutional capacity building potential.
- Capacity to raise awareness.
- Value as an intercultural tool.

The examples highlighted concerning added value are certainly important for the long-term impact Euromed can have at the policy and youth development level:

- It supports the launching of a new Youth policy strategy (JO).
- It contributes to increased co-operation and networking among local associations.
- It has an impact in local community development: Euromed has a multiplier effect for those young people who did not participate in the programme.

Raising awareness of the ‘side effects’ as indicated by participants is a merit of Euromed: ‘the programme has raised the awareness of local authorities regarding youth issues’ (MEDA).

The intercultural value of the programme is not an added value (it is a programme goal) but it is perceived as such by the beneficiaries for the important contributions it can bring. Euromed is the only programme dealing with the issues of the fight against racism, xenophobia, etc.

The view of the MEDA officials

Another source of information on this issue were the interviews with the MEDA officials. Their perception of added value was focused on the relationship between the bilateral and the regional co-operation and is reflected in the following comments:

- As a regional programme, Euromed can lead to the emergence of bilateral youth relationships between MEDA (DZ, LE) and EU.

- The close relationship between NCs and NAs, both working for national youth authorities, has led to new prospects or consolidated bilateral relations among EU youth authorities (SE and BE) for instance.
- Euromed is adding a different possibility to the existing bilateral agreements of youth exchanges. Many bilateral youth exchange agreements have been signed but the exchange is not taking place, most of the time for financial reasons. The Youth exchanges between some Arab countries an exception (JO, SY, EG, DZ, MO).
- There is the possibility to capitalise the already existing bilateral know-how in youth exchanges in regional activities (MA).
- Compared with the programmes of other international donors, Euromed is perceived as a bottom-up programme that allows for independence of thematic choice and approach within its defined framework(LE, EG). (In general, international programmes are characterised for having restrictive thematic criteria for selection.)

5.4: Barriers affecting impact

The evaluators claim that the impact of Euromed diminished if challenges and barriers that the programme experiences were not dealt with.

The beneficiaries (both project promoters and young people) of Euromed workshops have identified in the evaluation workshops the following main problems during their project life cycle, ranked by order of importance.

- Programme procedures⁸³.
- Legal barriers, and
- Financial barriers.

Table 31 is a typology of the problems that are encountered. The sample shows that in each project promoters encounter a variety of problems both structural and related or of a more practical nature. At a practical level, during the interviews with promoters, they have identified and ranked the concrete legal, partnership, financial and cultural barriers in the terms shown in the table.

Table 31: Problems encountered by the beneficiaries

Visa	9
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⁸³ Problems related to programme procedures have already been treated in the chapter of effectiveness

Insurance	2
Amount of per diem	4
Language	5
Isolation	0
Identifying partners	1
Lack of guidance	2
Accommodation	4

T= 27

Barriers to mobility

The Euromed Youth programme is a mobility programme and yet it faces a very severe structural problem in relationship to free movement of young people. This problem applies both to North-South, and for South-South exchanges. The problem with North-South mobility is linked to national immigration policies and has increased since 11 September 2001. Problems for mobility in the south are related to the Israeli-Palestinian conflict in the region (IS, TO, SY, LE) and problematic relations with neighbouring countries (MA, DZ, TN). It does not exclusively affect the volunteers' service (for visas longer than 3 months), it also affects youth exchanges and training seminars.

In the evaluation workshops, there were 56 complaints about the mobility issue. At least half of them have not been able to attend the envisaged activities. On average the evaluation workshops took 5 hours, at least two hours were dedicated to barriers and especially to mobility issues. The same problem was also extensively discussed with the EC Delegations and the high level officials. Last but not least, the issue was raised in detail during the Stakeholder's Meeting. It is like a background noise disturbing the positive ambience.

There are various reasons for denial of visas to individuals (young people and youth workers) or groups:

- Invitations to attend programmes arrive too late, without sufficient time for the Schengen procedure.
- Visas are denied with no further explanation.

The effect of this restriction, results in the undesirable result of rage and frustration. It leads also to a waste of time and money. Indeed, the programme goal is to pursue just the opposite: promoting dialogue and understanding among the different countries.

Within this context, the following trends have been observed and these might need further monitoring:

- Several MEDA associations have decided to act mostly as promoters as this avoids all problems related to mobility. If an association is very interested in Euromed and has had several individual or even collective visas (as a group) denied (TN, JN), it might take the option, as identified in several cases, to participate in Euromed mainly as a project promoter and not as a partner, particularly when projects take place in the EU.

- Activities, including training seminars, in neutral countries (EG, TK) have better chances to have a higher diversified representation. Not only promoters but also the programme's training providers are conscious of this when choosing venues for programmes where high participation is expected.
- Volunteer work is increasingly difficult in conflict zones (TO), due to the severe mobility problems that volunteers encounter to extend their visas (from three to six months).

Euromed is an EU programme of Euro-Mediterranean scope and problems related to visas can only be solved at the level of diplomatic relations among Member States.⁸⁴ In addition to that, the countries in the region should also create a framework to discuss the question of mobility inside the region.

The following suggestions/recommendations have been gathered from the field:

- To give further visibility to the Euromed programme among the EU consulates.
- A campaign of awareness raising carried out by the EC Delegations, inviting consulates to support the programme as actors in the Euromed partnership.
- Create a permanent channel between the Delegations and the NCs, to give support to projects, with verbal notes addressed to the Consulates. (This relationship is currently informal).
- One of the sources of the problem is that visas are often refused because the request is not presented to the consulate in due time. Partner organisations receive too short a notice of the invitations. It would be useful to introduce in the Users' Guide a practical remark that it is advisable for EU organisations to provide MEDA organisations with invitations an average at least four weeks in advance.

Partnership problems

Partnership plays a key role in the development of a good project. The problem of working with good partners is by order of importance the third problem that associations encounter.

A typology of problems related to partnership could be the following:

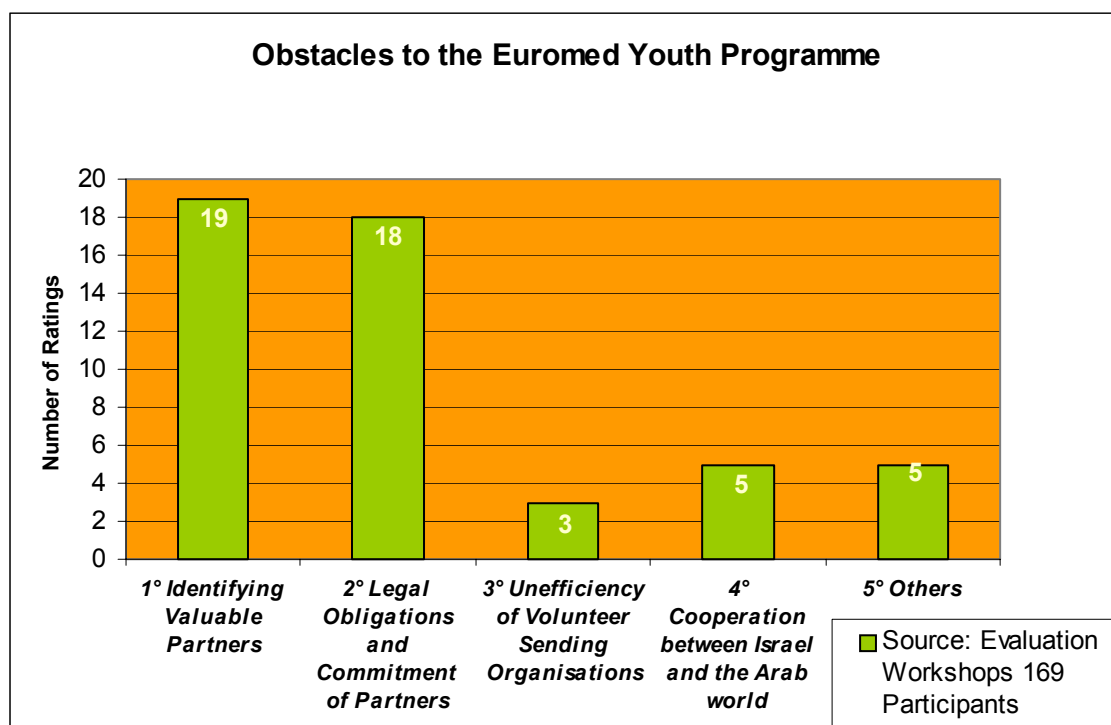
- ❑ Weak preparatory sessions for participants, including the cultural aspect. (Preparation is particularly weak when it refers to the voluntary service.)
- ❑ Lack of a clear understanding of the concept of partnership: Responsibilities are too concentrated at the promoter's level.
- ❑ Low level of involvement of the responsible youth worker and the participants during the implementation of the project.
- ❑ EU youth workers taking over promotional tasks of projects promoted by MEDA countries without authorisation.

⁸⁴ Even political initiatives at the EU level, such as the Council resolution 13649/00 concerning an action plan for mobility; and the proposal on a directive on entrance and residence conditions for third country nationals for the purposes of studying, training and voluntary services have not had an impact at the practical level. So far.

- Lack of compliance with legal and financial obligations.

Following is a table detailing the problems that beneficiaries have identified with the corresponding rating:

Figure 19: Obstacles to Euromed as perceived by the beneficiaries



Strategies to strengthen the partnership could include:

- To incorporate into the application form a model of ‘Contract between the partners’, that promoters and partners can use it as a reference. This form already exists in many Socrates programmes and could avoid many problems.

Cultural barriers

By cultural barriers, the promoters interviewed meant that cultural differences have not been sufficiently respected during youth exchanges, voluntary service or other events. As Figure 19 above shows, despite the importance promoters attach to cultural differences among EU and MEDA countries, complaints of participants about lack of respect to cultural differences and habits, that often fall into issues that relate to co-education, have been minor.

Most promoters believe that when a project is well prepared with good preparation sessions and, ideally, preparatory visits the chances of encountering cultural problems during the project are minimal. An electronic guideline for promoters on how to tackle cultural issues during preparatory sessions would be welcome, as already indicated by many promoters, particularly the new applicants.

5.5: Conclusions and Recommendations

This chapter on the impact of Euromed has concentrated on analysing and assessing the number and character of MEDA projects, the political commitment of the different actors involved, the networking and co-operation potential of South-South co-operation, the potential for regional partnerships and the added value of the programme. These issues have all been identified as necessary parameters in ensuring the evaluation of the impact of the programme.

The evaluators believe that assessing a programme's impact involves analysing the obstacles and barriers to the programme's success. Given that any programme should be seen as a continuous process, any elements that hinder progress need to be taken into consideration. The chapter thus moved on in analysing such challenges that still, in many cases, influence the programme's success.

Conclusions

The following specific conclusions can be drawn:

Participation of MEDA and EU in the programme

- There is a stable increase of MEDA countries participating during the period of the evaluation.
- By 2003, the overall projects co-ordinated by MEDA and the projects co-ordinated by EU countries are quite balanced in number. The political goal of the Commission to balance the projects coming from both regions has been accomplished.
- Nevertheless, it needs to be highlighted that due to the decentralisation process, the number of projects coming from EU is on the decrease, due to a different distribution of the budget among the Member States.
- The growth is also perceived as the result of the work of the NCs and a greater commitment to the programme

Regional Co-operation

- The programme has succeeded in developing an inter-regional co-operation (South-South co-operation) in the youth sector in a political context that is not encouraging such a co-operation.
- The expected result of building a network of National Coordinators, previewed for this phase as being among its primary objectives, has not taken place. There is a willingness to pursue this initiative if it is launched with external support.
- The region has experienced the first independent youth initiatives of a regional scale during this period. Euromed has triggered and supported one of the most important events that have taken place with young women.

The genuine character of the projects

- There are very few Euromed projects with regional character that can foster this regional dimension. We define 'projects of regional character' as those that deal with issues of common concern for the Euro-Mediterranean region like environment, common cultural heritage etc.

Added value

- The added value of the programme is high both for beneficiaries and for public authorities. For beneficiaries: its institutional capacity building potential; capacity to raise awareness in youth issues; and its value as an intercultural tool. Public authorities stress their added value in fostering bilateral relationships, providing independent, non-restrictive opportunities to youth organisations, and promoting through the programme a closer relationship between the Youth ministries and the youth sector.

Barriers that affect impact

- The main barriers that affect the implementation, quality and expected impact of the programme are primarily the mobility barriers, problems that relate to the quality of the partnership, and the cultural barriers. Mobility restrictions are a structural problem but there are small initiatives that could lessen its negative effect. Difficulties to achieving successful partnerships are among the main difficulties identified, in many cases resulting in a negative impact to the programme. The foreseen cultural barrier has a smaller impact than expected, particularly when the projects have the proper preparation.

Recommendations

South-South co-operation

- Given the political importance for the EU to promote South-South co-operation, the EC might consider it as a point for the agenda when devising the new strategy for the programme. Indicators to measure the growth and reporting from the different programme actors (NC, EMYP, and the training structures) could also be envisaged.
- Including a pilot funding line that provides funding for projects of regional scale within the Euromed granting scheme should be considered. The context exists (increased regional networking, increased international management skills, identified themes of common concern) to assure the success of these regional initiatives that could most likely be put forward with local support. Given its scale, such an initiative would also give added visibility to Euromed and the Commission, currently a weak aspect of the existing micro-granting scheme.
- Giving support and assistance to the launch of the network of NCs (an expected result not yet accomplished in this second phase) should be considered. This is of particular importance, not only to increase the efficiency of the programme, but also to promote inter-ministerial co-operation among the countries of the MEDA region (given the affiliation of the NCs). Within the context of NA and NC co-operation, the NAs (on a

rotating basis) could play an important role launching this initiative while using this framework to get more acknowledgement in the MEDA context.

Projects with genuine character

- It is important to stress that the common elements and interests within the Mediterranean region which constitute projects of 'genuine character' – i.e. enhancing the similarities beyond the differences in projects with a genuine regional character - is a concept that should be introduced in the User's Guide (and as a term in the glossary) and also promoted in the National Coordinators and the SALTO resource centre courses.

Impact at the political level

- The impact at the political level can be optimised by two different initiatives: (1) an invitation to the Directors General to attend meetings in Brussels (this might strengthen the commitment of the Ministries to the work of the NCs), and (2) the organisation of a regional conference on youth policies (this responds to the need of policy makers to exchange youth practices or foster debate, at a time when several countries are defining/reflecting on their policies).

Barriers to the programme

Mobility barriers

- Among the initiatives that could be undertaken to facilitate the issuing of visas for MEDA country programme participants are: (1) a campaign of awareness raising carried out by the EC Delegations, inviting consulates to support the programme as actors in the Euromed partnership; (2) the creation of a permanent channel between the Delegations and the NCs, to give support to projects, with verbal notes addressed to the Consulates - this relationship is currently informal; and (3) the introduction into the User's Guide of information about the timing needed for third country participants to get visas so as to encourage early invitations.

Partnership problems

- A useful initiative would be to include in the application form a model of the 'Contract between the partners' which promoters and partners could use it as a reference. This form already exists in many Socrates programmes and could avoid many problems.

Chapter Six

SUSTAINABILITY

We define sustainability as the capacity of the regional stakeholders involved to perceive themselves as owners of the programme, their commitment to achieve the programme objectives, and the support of the actors in the programme with the aim of rendering it viable in the long-term.

6.1: Level of ownership of the programme

Satisfactory understanding of the objectives

Satisfactory understanding can be measured by the type of projects and their themes that respond partially or entirely to the objectives of the programme. The same approach has previously been applied in the chapter about the attainment of objectives.⁸⁵ The evaluation will exclusively relate to the objectives as presented in the MIS document.

Themes as indicated by beneficiaries

Experience with development programmes has shown that long-term sustainability of projects depends on factors such as: ownership, socio-cultural attitudes, policy support, equal opportunities, and environment. Beneficiaries were asked through various means (24 interviews, evaluation workshops in MEDA countries, the Stakeholders Meeting and the web survey) about the themes of their projects. As a preliminary remark, it should be said that the majority of the people interviewed indicated several thematic priorities for the same project. The themes that figured in the questionnaire were taken from the application form. The results of these interviews are described in *Figure 20* and *Figure 21* below.

We observed that the most current themes are intercultural dialogue, peace dialogue, and active citizenship. These are also important objectives of the programme.

In the web survey (45 responses) carried out by the evaluators, in 33 projects covered in the responses the most important themes of their projects were as follows:

- 19 projects were related to culture
- 8 to youth work qualification
- 6 to skill acquisition (increasing capacities)

⁸⁵ See chapter relevance

Figure 20: Themes of the project as perceived by beneficiaries

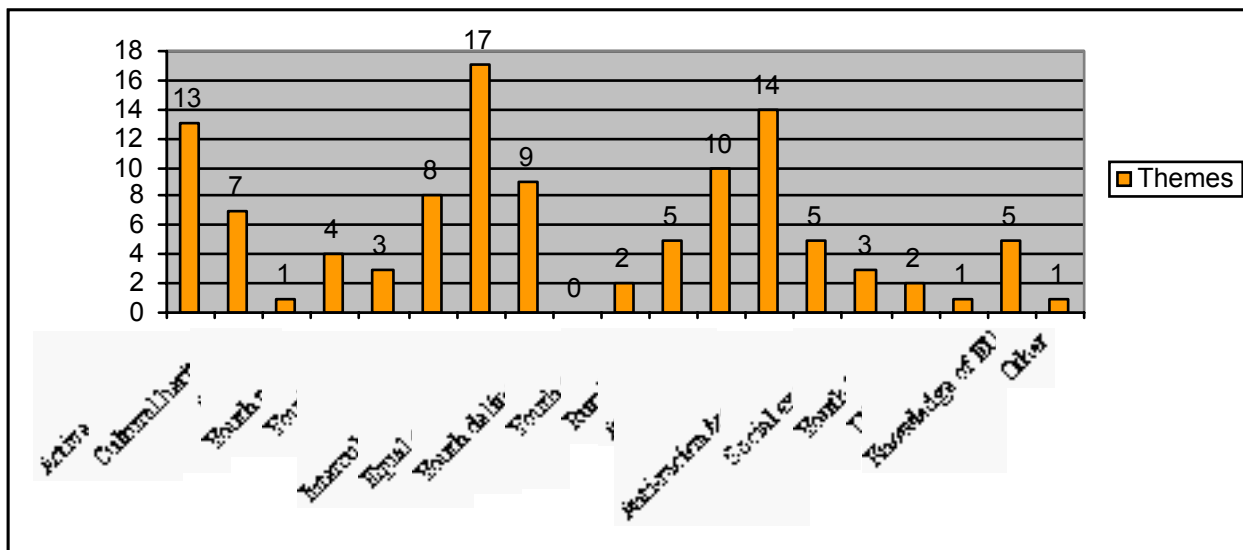
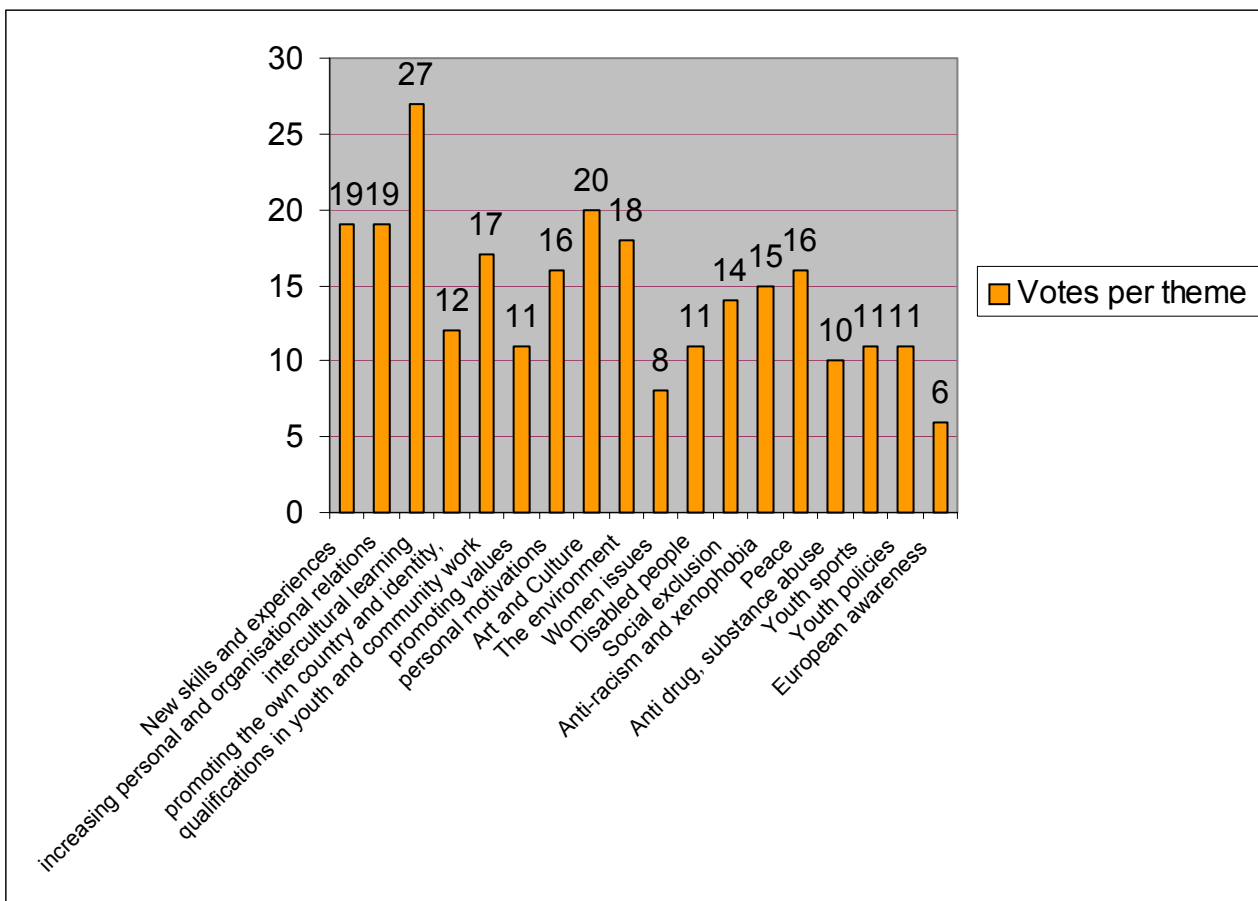


Figure 21: Thematic motivations for the programme as perceived by project monitors



The survey questionnaire also included a question about the motivation for participating in the programme from a thematic point of view. The question intended to analyse the comprehension of the objectives before selection, because it had been noticed that in the case of selected projects the selection panels had influenced the overall thematic representation in the programme. Some of the themes were taken from the application forms and others were added after the visits to the Mediterranean countries.

Data available that shows that central issues like intercultural learning and culture (in 47 cases), youth work, new skills (in 19 cases), Anti-racism and xenophobia (in 15 cases), Peace (in 16 cases) represent a big interest for the project promoters and participants. It confirms that potential beneficiaries who are interested in working with the programme are aware of such programme objectives as intercultural dialogue, peace dialogue, and active citizenship.

Perception of the NCs

The question about the understanding of the programme objectives by the beneficiaries was put in almost exactly the same terms to the NCs. The NCs from the following countries responded: EG, IS, JO, LB, MA. The results are shown in *Table 32* below.

Table 32: Understanding of the programme objectives as perceived by the beneficiaries

Satisfactory understanding of the programme objectives	Excellent	2
	Good	3
	Fair	-
	Bad	-

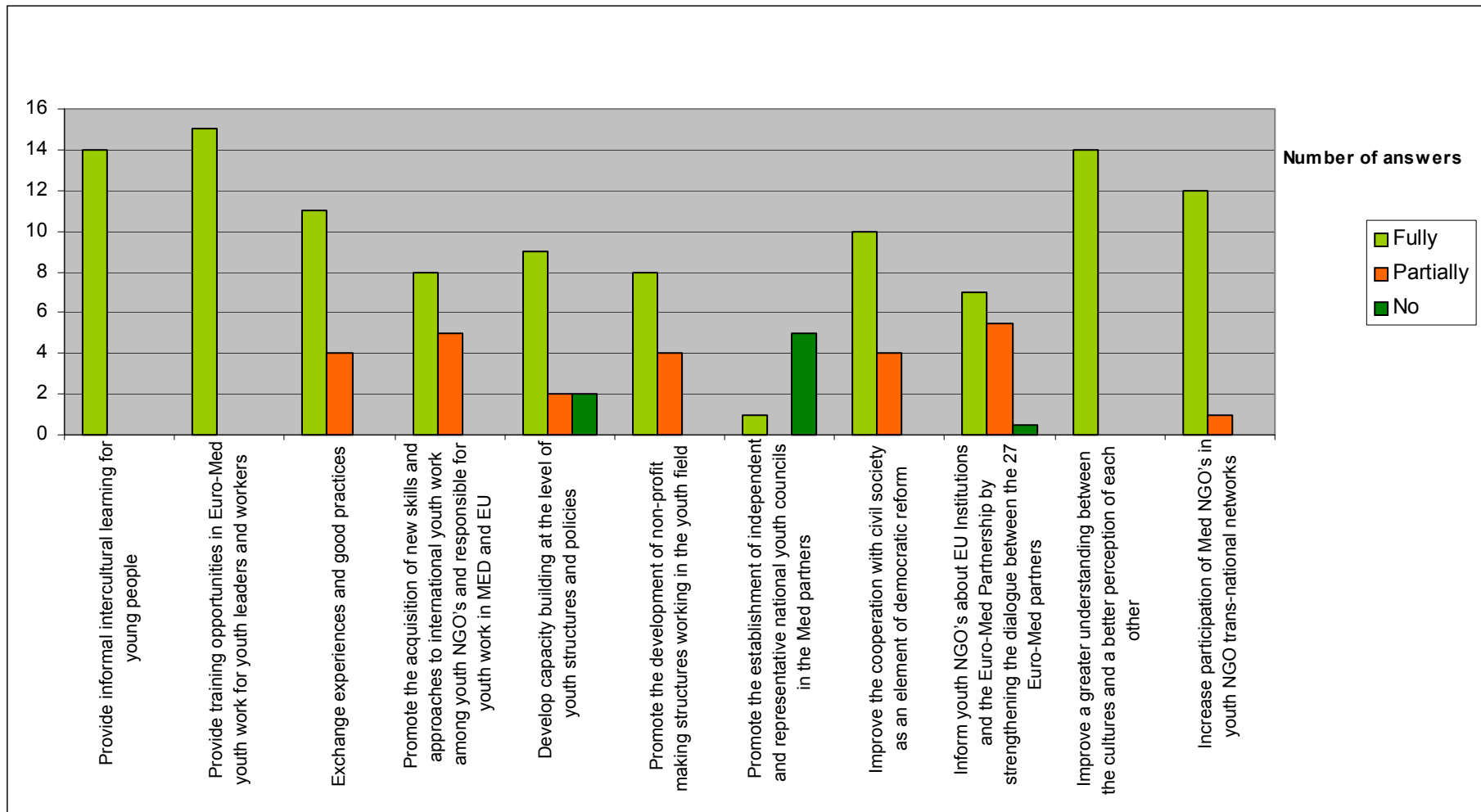
The majority of the operating NCs considered that the beneficiaries had a very good understanding of the programme objectives.

Perception of beneficiaries

Another method to check the satisfactory understanding of the programme objectives was the interview questionnaires. The question was answered partially when the interviewees responded to the question checking the link between their needs and the objectives of the programme.

If we accept that the interviewees, who in the majority of cases were youth workers rather than youth activists, had a realistic knowledge of the real needs of their sector, we can assume that if they consider that the programme objectives respond to their needs they then understood the objectives very well. *Figure 22* shows their answers taking into consideration each objective.

Figure 22: Meeting of needs per objectives as perceived by beneficiaries.



The interviewees provided the following answers:

- ◆ Improving mutual knowledge was especially important after the attack on the World Trade Center in New York on 11 September 2001.
- ◆ Stimulating active citizenship means involving people in rural areas.
- ◆ Intercultural learning implies no imitation of ‘the other’ but interaction with him.
- ◆ The objective of providing training opportunities is important because some training material provided is integrated in the regular training of the association, it has a multiplier effect in organisation, it supports the NC, and it provides alternative working methods.
- ◆ The exchange of experience and good practice is important (see, for example, the associative movement in DZ, which involves very young people).
- ◆ The objective of promoting an independent national youth council does not look at the needs (OT), it is not allowed (JO), the country is not ready (LB), or it is premature (TN).

Confusion between objective and theme

Generally, the role of the general objectives is to fix the framework of the programme. Within this framework, projects can be carried out on various issues and themes provided that they are contributing to the achievement of the objectives. To be precise, a project dealing with environmental, human rights, gender etc. can also contribute to intercultural dialogue.

Regarding Euromed projects, the evaluators noticed that more and more projects included the theme of intercultural dialogue in the content of their project and not as the result of it – in other words, it was not an objective to be achieved. The overall impression is that there is confusion between general objectives and thematic priorities in the content of many projects.

Strengthening common values

Context for common values

The basis for common values in the Decision, (article 2 - where the objectives of the Youth programme are presented) includes the objective ‘to promote an active contribution by young people to the building of Europe through their participation in trans-national exchanges within the Community or with **third countries** so as to develop understanding of the cultural diversity of Europe and its **fundamental common values**, thus helping to promote respect for human rights and to combat racism, anti-Semitism and xenophobia’.⁸⁶ (Our emphasis.)

⁸⁶ Decision, p. 3

Unfortunately, the text does not enumerate the common values, however the respect of human rights and the fight against racism and xenophobia and anti-Semitism could be seen as a part of these values.

The MIS document does not mention the term values, but in Chapter 7 ‘Sustainability’, it mentions long-term perspectives for the programme that include ‘decreasing cultural gaps’.

The User’s Guide, when presenting the programme objectives, recalls again the term common basic values, without specifying the two values mentioned in the decision.

Perception of the NCs

In order to obtain the opinion of the NCs about this issue, a question related to it was included in the NC interviews. The *Table 33* shows the results.

Table 33: Commitment to strengthening the values of the programme as perceived by NCs

Commitment to strengthening the values of the programme? (Peace, tolerance, human rights etc.)	Excellent	2
	Good	3
	Fair	-
	Bad	-

The evaluators did not receive answers to this question from four NCs.

The evaluators received input about respect of human rights via another question that analysed the contribution of the programme to crosscutting issues. We see here that the NCs were not so convinced about the impact of the projects on the improvement regarding human rights.

Table 34: The impact of the projects on the improvement regarding human rights as perceived by NCs

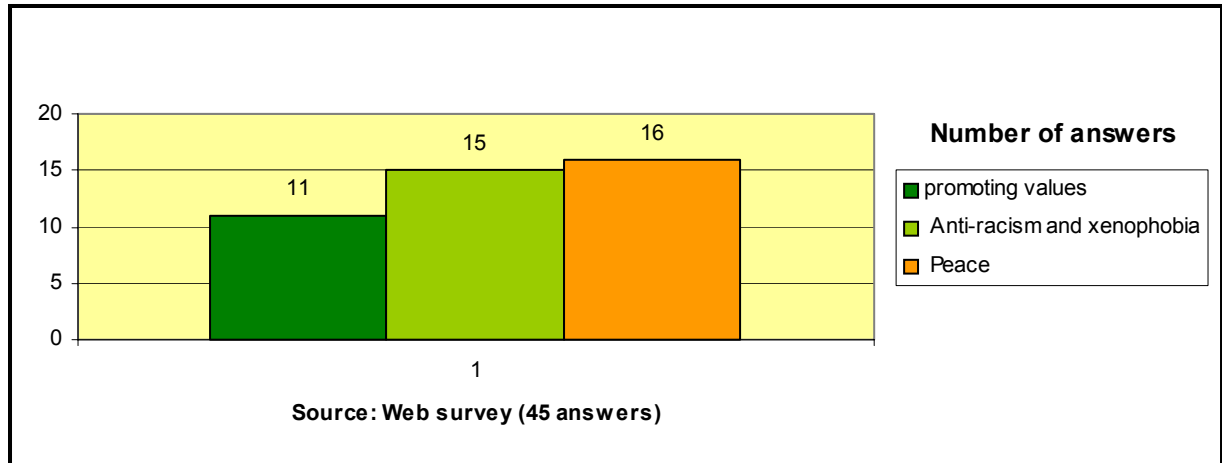
Human rights	Excellent	1.5
	Good	1
	Fair	2.5
	Bad	-

Perception of beneficiaries

The commitment of the beneficiaries to the values of the programme was measured according to what they expressed as their motivation for participation in the programme

and the themes they chose to address in their projects. The following *Figures* present this commitment.

Figure 23: Motivations and themes as perceived by the European and Mediterranean actors



This table shows the answers of 20 European and 25 Mediterranean actors.

Surprisingly, the commitment for peace comes from North Africa (11 out of 13). While Europeans are more committed to promoting values (6 out of 11) and the fight against racism (4 out of 15).⁸⁷

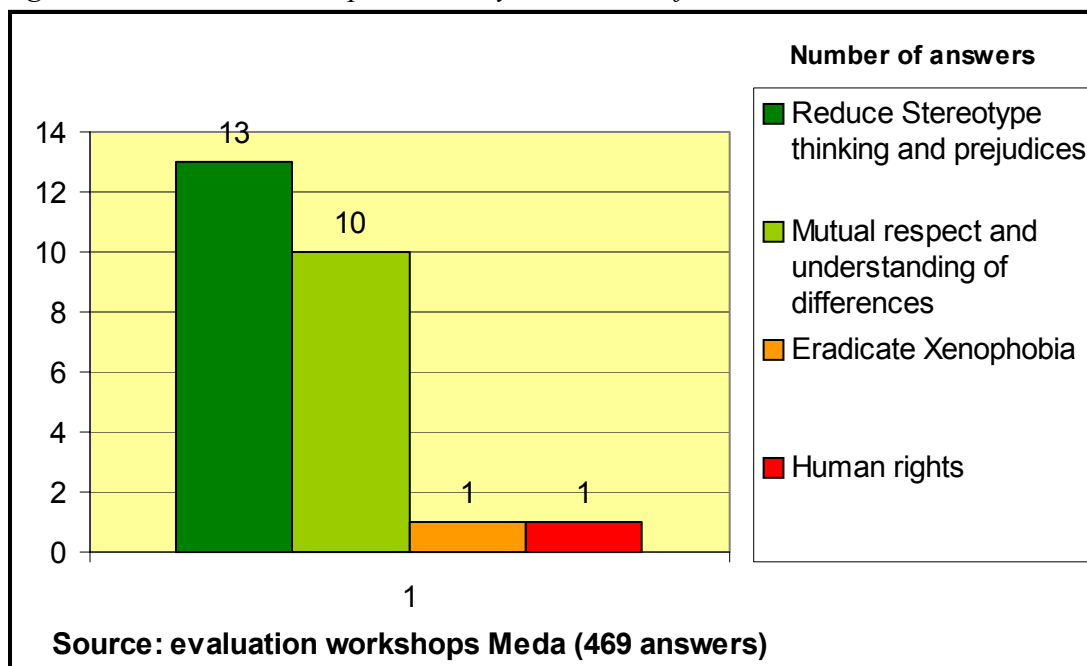
A very interesting result arose from the evaluation workshops in the Mediterranean. The following table shows that the values are very different and that support for human rights and the fight against racism are almost non-existent.

There are, however, different ways to interpret the different results and the following issues may have had an impact:

- ◆ That the web survey preserved a greater anonymity than the Workshops conducted in the countries in the presence of the NCs.
- ◆ That peer pressure in the Workshops was present.
- ◆ The political conscience is not yet developed among the young persons interviewed.

⁸⁷ Participating Medea countries : CY, DZ, EG, JO, LB, MA, OT, SY, TN, TR

Figure 24: Motivations as perceived by MEDA beneficiaries



Enthusiastic participation

Preliminary remarks

In relation with the question of the enthusiastic participation of beneficiaries in the projects, there is a methodological difficulty on how to measure enthusiasm. It can be seen under the aspect of results, sustainability, impact and follow up of the project. It means also the strong motivation of the actor to continue with programme despite serious problems and handicaps.

Indicators to measure it could be:

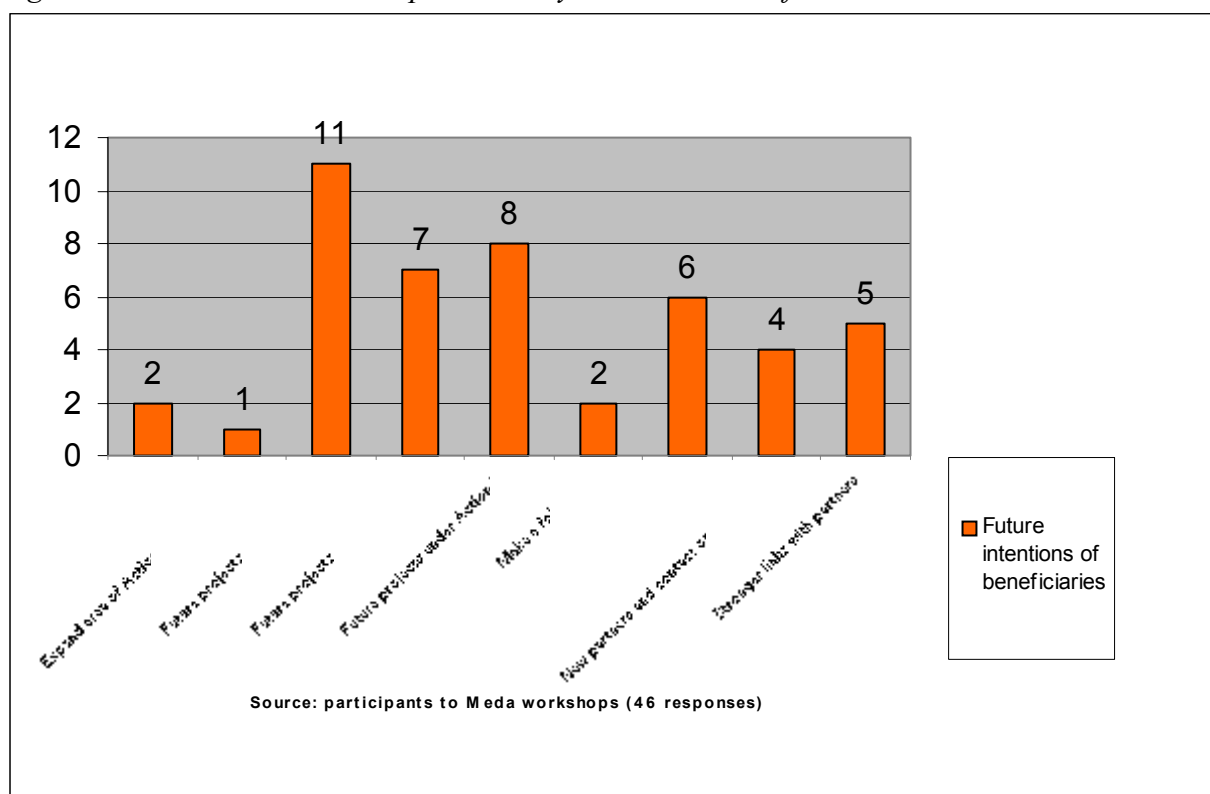
- ◆ Entities continuing to present projects (follow up) and moving from one action to the other (from 5 to 1).
- ◆ Participation in the SALTO resource centre with the intention to improve capacity for the benefit of a future project.
- ◆ Becoming a volunteer in the organisation after a project or a training course..

Perception of beneficiaries

During the MEDA evaluation workshops, participants gave 73 votes for sustainability issues against 469 for motivation issues.

Participants were given the possibility to express freely about this question without any directive. *Figure 25* show the issues they raised to describe their intention for future activities.

Figure 25: Future intentions as perceived by the MEDA beneficiaries



We noticed here that issues such as stronger links with partners (5), and youth exchange (6) could indicate the will to continue after a former project and the satisfaction of working with the programme.

In direct interviews, MEDA beneficiaries confirmed that they wanted to continue with the programme as shown in *Table 35*.

Table 35: The intention of taking part in the programme or not as perceived by MEDA beneficiaries

Would you take part in the programme again?	Yes	10
	No	0

During the **Stakeholders Meeting**, the MEDA beneficiaries mentioned as a strong point of the programme the fact that organisations are so committed that they try to realise the projects against all difficulties and problems. They also add that youth in MEDA are more active and organised now and that they wanted to take up the challenge to upgrade the projects. They have also proposed to encourage Action 5 in MEDA countries. It shows that the will is there to progress and not just to focus on exchange.

Perception of the NCs

Only five NC answered the question as in the table below. The general impression is that the majority are convinced about the enthusiastic participation of beneficiaries.

Table 36: Level of enthusiastic participation with a strong will for further initiatives of co-operation as perceived by the NCs

Participation in the projects with enthusiasm and expression of a strong will for further initiatives of co-operation	Excellent	1.5
	Good	3.5
	Fair	1
	Bad	-

The NCs were also asked about a possible growth in the number of projects in comparison to the first phase. The question should give indirectly an indication about various aspects: the will of beneficiaries to continue with the programme, its increased visibility, and eventually quality increase. The table below shows the range of answers.

Table 37: The growth of the number of projects in comparison to the first stage as perceived by NC

Did the number of projects and participants grow in a sensible way in comparison to the first phase?	Very Good	5
	Good	1
	Fair	0
	Bad	-

Two NCs also commented in their answers:

“There is a higher level of involvement independently from the number of projects approved.” (EG)

“Increased interest in the program.” (DZ)

Some NCs apply the best practices approach in order to recruit new projects by using the help of old project promoters who operate on a volunteer basis. The fact that they agree to do so shows their involvement with the programme. (IL, JO, LB, EG)

Perception of the EC

Last but not least, the official of the EC, DG EAC, at the opening of the Stakeholders’ Meeting observed that there was an important motivation for the stakeholders to participate in this meeting (see number of participants.)

6.2: The role of training in the sustainability of the programme

Capacity building

One of the specific objectives of the second phase was ‘to develop capacity building at the level of youth (structures) and policies’ (Obj. 3).⁸⁸ This objective has not been translated by the EC into a concrete action plan.

The function of the National Co-ordinator is to run the Euromed programme and they are not directly involved in youth policy, with the exception of LB where the NC has been part of the consulting committee for the formulation of a youth policy.

Up to the present, the programme has been focused on providing direct support to youth associations and training to youth workers, and has no action line open to support youth policies. Thus, it is not realistic to envisage that the programme has had any influence in the mainstreaming of youth policies into government policies.

In most cases, the national decision-makers of the national ministries/councils have little knowledge about European youth policy or youth policy in the different member states. (Obviously, this varies from one country to the other; the Maghreb and Lebanon are indeed more knowledgeable).

The evaluators have observed that there is an increasing interest, both on the part of the national governments and the youth associations, in youth policy issues. This is an indication that the programme would address an identified local need if it addresses and supports youth policy related activities.

The first world conference of youth ministers has boosted the interest in youth policies in many countries outside Europe. Within this context, national consultations amongst youth associations before the formulation of youth policies are currently being carried out in JO, and DZ. LB has created a consultation committee for the formulation of policy. EG has manifested its interest in the exchange of practices in order to promote “debate”.

Youth associations have also increased their interest. There is an interesting pattern in relationship to youth policies that might possibly show an increasing interest in the field. All the projects that somehow relate to youth policies for Action 5 are from 2003.

If the EU has to play a role in supporting national youth policies, it is important that the actions designed take into consideration both decision-makers and actors, as these can influence politicians, and that it should support exchange of ideas and good practices in this area.

The NCs

The NCs, who are civil servants, for the most part, of public authorities responsible for youth, can be considered as direct “Meta-beneficiaries” of the programme. Indeed, a special effort has been put in this phase to strengthen their capacities through the twinning scheme, SALTO resource centre support, and their participation in TCP training activities.

⁸⁸ Euromed Youth II Project document, p.2.

An analysis of the training activities (including job shadowing) undertaken by the NCs during the period shows that this ranges from 15 to 2 international activities.⁸⁹

The NCs have increased their management skills in multilateral exchange programmes and EU policies. When the NCs perform other tasks at their ministries in international exchanges or such like (DZ, MO, and EG to a certain extent), their new competencies are likely to have a positive effect in their work. Unfortunately, the NCs generally work in isolation and the expected transfer of expertise at the level of the Ministry is, for the most part, very limited.

The beneficiaries

The participation in the Euromed programme is, for the majority of associations interviewed, an excellent opportunity for capacity building for their associations.

The youth workers interviewed in the MEDA evaluation workshop and the Stakeholders' Meeting, unanimously share the belief that applying and implementing a Euromed project is an important *learning process* for the organisation, particularly with the training provided by the NCs and the SALTO resource centre. The design of Euromed allows for learning and capacity building for associations with very different experiences and backgrounds, from first time applicants (90 organisations) to experienced organisations.

Skills acquired in Euromed youth training and work include learning how to apply for international funding, how to work with youth, how to manage a project, how to work with mobility, how to participate in a network. Furthermore, they enlarge their knowledge of the EU and gain intercultural learning skills.

Multilateral training in Euromed is available for youth organisations - selected by the NCs, NAs and SALTO, and from mid 2003, the Covenant of the Council of Europe - in order to improve the technical capacities in Euromed youth work.

Overall, the programme has supported capacity building in Euro-Mediterranean Youth work (a specific objective of the programme) with a high level of satisfaction to all the responsible of organisations and youth workers interviewed. However, the evaluations have identified through contact with beneficiaries (DZ, LB, EG) a very strong demand, in accordance to their needs, that is not yet satisfied through the programme, namely the provision of technical support in project management and further organisational development.

The assessment of the NCs

The perception of the NCs is very satisfactory in relationship to the capacity building and the instruments designed in the programme as it concerns to the training results organised by the NC and by SALTO.

The assessment of the decision-makers

⁸⁹ List of training activities requested to the NCs.

The decision-makers interviewed unanimously believe that organisations participating in the Euromed programme improve their institutional capacity and their ability to work internationally. Youth workers that are being trained through the programme are, for instance, regularly requested by the Ministry (EG) to represent the country at youth events.

6.3: The critical mass of the programme and the role of the structures

The MEDA organisations

Out of the 120 MEDA organisations that have participated in the programme between 2001 and 2003, 30 organisations (25%) have been granted a project in several selection rounds in the same year and/or have had projects in consecutive years. The means Euromed is developing a certain “know how” inside certain organisations that allows them to apply and re-apply. This segment could correspond to what we could call the ‘narrow circle in Euromed’ that carried out almost 12% of the projects.⁹⁰

The associations interviewed in MEDA countries show a high interest in development of future projects. Following are the results to the question of ‘Sustainability’: 37 beneficiaries responded that they were preparing new applications (Action 1, Action 2, and Action 5), six participants had the intention to obtain further multilateral training.

Thus, there is a clear interest from MEDA organisations to continue to participate in the programme. The pattern of organisation in MEDA countries shows how they increasingly demand grants for Action 5 before organising a youth exchange programme.⁹¹ Additionally, an interest in EVS was shown during the evaluation workshops.

The role of the structures

The important role of the NCs to stimulate project participation has already been dealt with in the Chapter on Effectiveness. The role of the SALTO resource centre, which has played a predominant role in strengthening participation primarily in MEDA and whose role needs to be assessed in the future, has also been covered.

From the training activities organised by the NCs the following have been identified as being valuable in the promotion of sustainability:

- The design of training strategies to diversify the participation in the programme in the different actions (Seminars in the volunteer service in JN), or seminars about Action 5.
- Evaluation workshops run by the NCs with the promoters (IL, TR).

Nevertheless, sustainability could be reinforced at the level of NC if the following training gaps of the NC are covered:

- National co-ordinators stress the need to increase their skills in pre-assessment of applications, a key to properly advise beneficiaries.

⁹⁰ MEDA organisations funded during 2002-2003. List provided by the TAO

⁹¹ Minutes from the Stakeholders’ Meeting, session with beneficiaries

- Delegations stress the problem of limited visibility and “cloistered” dissemination of the programme (this would imply support to the information and dissemination strategy).

Strategic SALTO actions to strengthen sustainability are:

- Training of local trainers in Euromed both from MEDA and EU who can eventually provide training and give support to new applicants.
- Co-design of a multiplier strategy to give support to and disseminate the programme in a broader geographical basis and to targeted publics.

The role of Action 5

EU and MEDA participants have stressed the important role of Action 5 as a catalyst for new projects as well as peer learning, particularly through contact-making seminars. This is clear when looking at the evolution of the number of projects in Action 5 in MEDA countries, from six in 2001 to 28 projects in 2003.

6.4: Contribution to crosscutting issues

Preliminary remarks

The cross cutting issues of “sexual and racial equality” and “human rights” can affect the quality of the programme and contribute to its sustainability regardless of the actual themes and priorities covered by the programme, the projects or their implementation. The programme would be rendered useless if, for instance, women who make up 50 per cent or more of both Mediterranean and European societies, did not have access to the programme or if human rights were not respected in the implementation of the programme.

The crosscutting issues identified here, are those that the EU is highlighting in co-operation and development policies, regarding human rights, gender, environment and equal opportunities. The requirement for the respect of human rights is rooted in the Barcelona Declaration. The obligation to integrate gender aspects in any EU programme is also one of the founding principles of the European Union⁹² based on Article 2 of the Treaty.

The difference between a “crosscutting” issue and a “priority” is in the fact that a project addressing a priority theme will focus on this theme as the main content of its implementation, whereas crosscutting issues presuppose that the content of the project will also contribute directly or indirectly to the mainstreaming of this issue into the project and its environment. In this way, for example, a project with a priority issue on the environment will also pursue the objective to promote gender equality coherent with EC policy on gender mainstreaming. It will specify, for instance, the need for activities throughout the project cycle to reflect the roles of the sexes, knowledge perspectives and contributions of women and men and boys and girls to the project, as well as using indicators on gender equality.

⁹² COM(1996)67final, 21/02/1996

The reference documents for Euromed do not use the term “crosscutting issues”. This raises an important issue: equality and respect of human rights are either presented as common values or objectives. In addition, the same issues and others, such as the environment, are put forward as priority issues. The idea of priority issues can be interpreted, in this case, as a tentative attempt to insure the treatment of transversal issues.

The absence of clear instructions in the reference documents regarding crosscutting issues makes it very difficult to assess their integration into the main content of the projects. Nevertheless, the evaluators have decided to study the crosscutting issues named by the beneficiaries as the main content of the their project (e.g. related to objectives or to priorities). They sought to identify those projects that integrate the above mentioned crosscutting issues and so demonstrate that such projects exist. This could encourage the EC to require the integration of crosscutting issues, and more specifically the issue of equality between men and women, and so coincide with an important objective mentioned by the MIS document.

Crosscutting issues in projects in 2003

The evaluators chose to analyse the existence of crosscutting issues in projects carried out during 2003. The assumption was that after two years of functioning of the second phase of the programme, awareness about the importance of issues such as equality, respect of human rights, environment, and gender exists have increased. The analysis was based on the project descriptions in the compendium. The beneficiaries themselves have supplied the project description. The task of the evaluators consisted in reading the text and extracting the key words indicating objectives and content of the project and choosing among them what appears to be the main theme. In addition to that, issues described as secondary were considered as possible crosscutting elements.

The result of a sampling of 116 projects from EU and MEDA countries shows the following projects having as main content issues that can also be considered as transversal.

Table 38 Contribution to crosscutting issues as perceived by NC

		Human rights	Gender equality	Equal opportunities (people with disabilities, disadvantaged groups)	Environment	Others
EU	Action1	1	4	1	3	8
	Action2	1	2	2	2	4
	Action5	1	1	1	1	7
	Subtotal	3	7	4	6	19
MEDA	Action1	2	4	5	7	23
	Action2	0	1	3	1	6
	Action5	3	1	3	1	17
	Subtotal	5	6	11	9	46
Grand Total		8	13	15	15	65

A simple analysis shows and confirms what has been already said about the thematic issues: that human rights and gender issues are less tackled than environment and disadvantage. The fact that on average the participation in the programme across the years

and among the actions is equally distributed among men and women (50%) could be a positive indicator for the achievement of the objective formulated in the MIS Document to encourage the participation of young women. However, participation in the programme can be regarded in different ways:

- participation in the project preparation.
- participation in the decision making bodies of the participating organisation.
- participation in the active implementation of the project.

According to the knowledge of the evaluators, there are no indicators set up by the EC to measure “this type” of participation. The only thing done is to measure the number of men and women who have participated in the proposed activities of the projects. This is a first important step towards equality between men and women. However, the EC could make more efforts to ensure the integration of gender equality into all community programmes. This suggests that it should promote the implementation of projects directly tackling the equality between men and women.

The evaluators have estimated the number of projects focusing on gender equality at 13, and it was also possible to identify eight projects that mentioned either that the implementing entity normally targets women or that they also had the intention to contribute to the equality of women. Based on the definition given above these projects will have gender as a crosscutting issue. These projects deal with: participation of youth in decision-making, heritage, conflict resolution, migration, environment etc.

Perception of the NCs

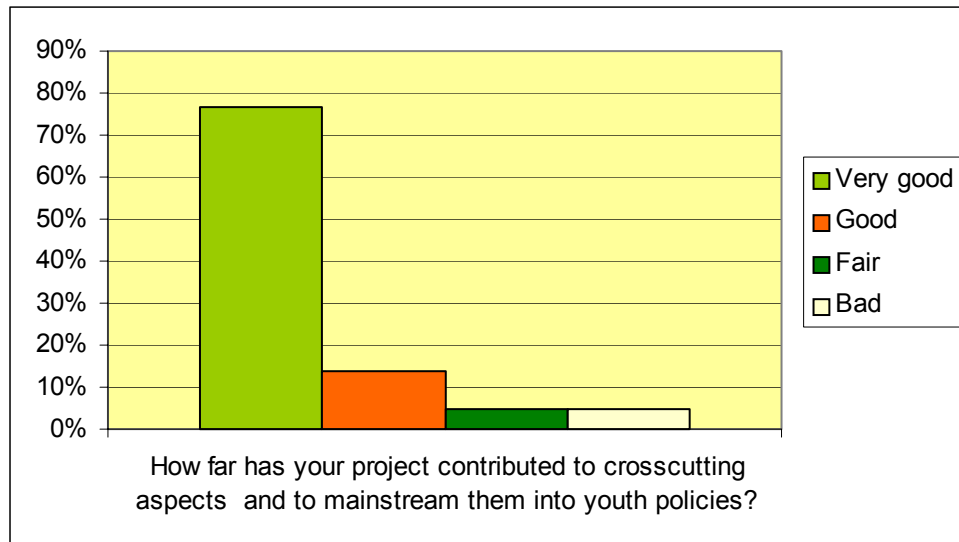
During the interview with the NCs, the evaluators received some comments about the transversal issues as follows:

- Equality between men and women is not being addressed properly in the local training programme of structures in charge of it when it comes to selection of participants. (DZ)
- The issue of disabled persons is very difficult to introduce to the programme. (DZ)
- There is the need to have more training courses in Human Rights if it has to have a bigger impact. (EG)

The perception of beneficiaries

The opinion of the beneficiaries is more or less the same as the one of the NCs with the exception of cultural dialogue, which received a very high rating.

Figure 26: Contribution to crosscutting issues as perceived by beneficiaries



6.5: Conclusions and Recommendations

The chapter on sustainability has focused on analysing the overall understanding that the actors have of the programme along with their motivation and enthusiasm to continue and trigger further activity in the field. Issues that were relevant to sustainability included strengthening common values, encouraging enthusiastic participation, and improving capacity building and contributing to crosscutting issues.

Conclusions

The following conclusions have been drawn after assessing the potential of the programme's sustainability:

- The sustainability of Euromed process is partially guaranteed through the active participation of "core" of associations which is not only large in number but is characterised by a great enthusiasm to continue to be involved in Euromed.
- The general impression is that the beneficiaries have understood the objectives of the programme quite well. Their reasons for participating in the programme show that the objectives are in harmony with their motivations. However, it is clear that, generally speaking, it is difficult to measure how great enthusiasm, good understanding, and strong motivation can guarantee sustainability of the programme. Clearly, these cannot be the sole parameters for a programme's successful continuity.
- Consequently, other elements need to be taken into consideration with regard to sustainability. More specifically, the National Coordinators have devised mechanisms that need to be further developed. On top of that, Action 5 is an important action that allows sustainability without the intervention of any structure.
- Moreover, youth and civil society associations consider Euromed as a very valuable *process* for capacity building and acquisition of organisational skills. European organisations stress their interest in Euromed in order to gain skills in intercultural communication among organisations. The capacity building results are perceived as more tangible, when they are *result*-orientated. Whereas the level of use and

satisfaction of training provided by the NCs and SALTO is very high among the beneficiaries .

- It is not realistic to say that the programme has had any impact in mainstreaming youth policies into government policies, since the objective 'to develop capacity building at the level of youth structures and policies' has not been translated into an action plan. However, it would be fair to say that there is an increasing interest in youth policies, both at the governmental level and at the level of beneficiaries, which indicates that any action that undertaken has a high chance to being received well.
- The reference texts deal only with the objectives and the priority themes and not with the notion of crosscutting issues. The fact that some projects target such transversal issues as gender equality in their activities when addressing primarily other themes (heritage, environment, democratisation, etc.) demonstrates their capacity to deal with the transversal approach. There is the obligation to integrate the inclusion of transversal issues into the youth programme because of important Council Decisions⁹³

Recommendations

- At the level of actions to support youth policy, it is recommended to extend the North-South co-operation to youth policies, within the framework of the three specific objectives of the programme. In order for this co-operation to be efficient, and in accordance with the democratic principles that this programme aims to promote, actions should be launched in parallel at the governmental and beneficiaries' level.
- The initial proposal of the Covenant with the Council of Europe to include youth policy development, (as well as research) for youth workers should be re-launched.⁹⁴ This area should be given special attention within the overall programme.
- The new Euromed reference documents should include the obligation to mainstream such transversal issues as: gender equality, human rights, and equal opportunities into all projects either as priority themes or as crosscutting issues and the evaluation of the proposal should take this into consideration.
- For a better integration of crosscutting issues and especially gender and human rights the programme should develop clear criteria and indicators for these issues.
- Promote grass-roots participation (especially women, the under-privileged, the disadvantaged sectors of society; and other vulnerable groups).
- Cross-sector participation to be ensured.
- Political commitment of authorities should be actively pursued and secured especially by the NCs.

⁹³ Communication from the Commission to the Council and the European Parliament concerning the EU's role in Promoting Human Rights and Democratisation in Third Countries, COM (2001) 252 Final, 8 May 2001; EuropeAid F3, Integration of Gender into the European Initiative for Democracy and Human Rights 2001-2002 – Memorandum; Council Regulations on democracy and human rights, n°975/1999 and n°976/1999, 29 April 1999.

⁹⁴ Points for inclusion in a joint submission to the Commission on a basket of Euromed activities Notes on the meeting between the Directorate Youth and Sports and the North-South Centre Lisbon, 22ⁿ March 2002.

- The Delegation should be an interface between the associations and the international donors.
- Provide the NCs with tailored training to reassess their current information and dissemination plan, and to improve their pre-assessment capacities. A needs-analysis should be undertaken in this respect.
- Regular training seminars by the NCs to enhance participation in Action 5.

Moreover, Euromed needs:

A large and well targeted distribution of Euromed materials (T-kit) in order:

1. To facilitate capacity building.
2. To facilitate access beyond attendance to international workshops.

Capacity building, if it is to support sustainable processes to youth organisations, needs to be redesigned according to the demands in the field beyond Euromed youth work.

Youth and civil NGO's request further technical support to increase skills and competencies in management. A needs-assessment, should precede the design and provision of technical training, especially because needs vary according to the country. Intervention in this field will support the coverage of the specific objective of the programme that relates to providing capacity building to youth structures.

Chapter Seven

GENERAL CONCLUSIONS AND RECOMMENDATIONS

7.1: Conclusions and Recommendations regarding Relevance

The challenges of (a) proposing an adequate EU programme instrument that should provide added value in the very diverse youth and socio-political contexts of the different Mediterranean countries of this region, and (b) setting up a scheme that can satisfy the various particular needs of each partner country but at the same time could create a regional dynamic between them, have been achieved.

Overall, the Euro-Mediterranean Youth Programme (Euromed) is consistent with the needs of the Mediterranean participant and beneficiaries. In addition, it is consistent - apart from a few exceptions - with the objectives and priorities as defined in the reference documents.

Pertinence of the objectives and priorities of the programme

There is, in general, a consistency between the official texts that deal with the second phase of the programme. These are (a) Decision N 1031/2000/EC, which establishes the “Youth Community Action Programme” that covers the Euromed track (within the context of third country co-operation) and Euromed II, and (b) Project document MIS 2001/0186, which establishes the second phase of Euromed.

When compared with other third country co-operation, the specificity of Euromed is demonstrated by the fact that objectives such as increasing capacities (training), democratisation, and building the civil society, are clear political priorities of the programme in line with the Barcelona Declaration.

However, the evaluation concludes that the following areas regarding the formulation of the programme need improvement:

- ❑ The official texts, the basis for the legal framework for Euromed, do not present operational objectives against which to measure the level of performance of the programme. However, these objectives partially appear as operational content in the description of the programme actions.
- ❑ The Euromed objectives as defined in the User’s Guide are not in full concordance with the objectives defined for the programme, especially where it refers to “integration into social and political life”. This point is not sufficiently clear, as there are no provisions in the programme to support it.
- ❑ The thematic priorities of the programme: Active participation in civil society, Strengthening of citizenship, Place of women in society, Fight against racism and xenophobia, Minority rights, and Heritage and environmental protection, have insufficient influence on the content of the projects. This stems from the fact that they are not binding as selection criteria.

It is recommended that:

- A global assessment about the programme's objectives and strategy be launched involving the Commission services, the National Agencies, the National Coordinators and the other support structures of the programme.

The different implementation mechanisms (actions) should be related to quantifiable objectives such as: number of beneficiaries, characteristics of target beneficiaries, type of projects, number of projects, areas of intervention.

Moreover, the aim of the objectives should be proportional to the funding allocated to achieving them. This will enable better monitoring and assessment of the performance of Euromed.

- The User's Guide should present the programme objectives in such a way that they fully reflect the objectives for the second phase of the programme as defined by the Euromed reference documents.
- More emphasis needs to be placed on promoting the priorities at pre-proposal stage.

This task could be undertaken by the NCs, the NAs, and the training structures.

Additionally, the User's Guide should state the importance of these priorities in a clearer way. To ensure their impact, a binding rule could be developed to take them into consideration in the selection process.

Pertinence with the target groups in the Mediterranean partners

The needs of the beneficiaries of the Mediterranean region are in line with the objectives of the Euromed programme. However, the matching is not optimal. The current programme is not based on a recent analysis of the beneficiaries' needs. This is particularly important given the changing political and social scenario that these Mediterranean partner countries are encountering.

The programme reference documents define the priority target group of the programme as being young people from 15 to 25 years. In practice, it has been observed that the second phase of the programme gives special attention to youth workers, through the multilateral training programmes. This increased focus is not reflected in the Euromed reference text. In addition, it is not only individuals that benefit directly from the programme, as stated in the reference documents. Youth NGOs and civil associations indirectly receive support through the programme itself and the Euro-Mediterranean Youth Platform, which is designed to be a forum for discussion and a networking body for youth organisations.

The Euromed programme establishes as priority target groups: Young women (a specific priority of the Youth programme) and Young people with fewer opportunities to benefit from national or international youth mobility.

However, the following conclusions can be drawn concerning the profile of participants in the programme:

- ❑ The current age range of the programme (15 to 25 years) does not sufficiently reflect the age range of young Mediterranean people available to undertake mobility activities. In many MEDA countries, this age group has constraints imposed upon it that include military service and the university cycle, which cannot be interrupted. Consequently, they are unavailable, particularly for actions that demand a longer period of participation such as the European Voluntary Service.
- ❑ Gender equality is a general objective and a priority of Euromed: however, gender is not introduced as a binding criterion for the selection of projects.
- ❑ The definition of “disadvantaged” differs slightly between the Youth Decision and the Euromed reference text. The Youth Decision clearly aims at “promoting access of the most disadvantaged groups”. The Euromed II reference document states that Euromed aims to promote the programme among young people who are less able “to benefit from national and internal mobility.” The approaches of the reference documents should be better matched. The User’s Guide reflects the approach of the Youth Decision, characterised for being more inclusive in its access approach.

It is recommended that:

- **A needs-analysis in the youth sector is launched.**
This should not be restricted to youth associations participating in the programme but should be extended to policy-makers in order to optimise the matching between the real needs of the youth sector (youth trainers, workers and leaders) in the MEDA countries and the programme objectives.
- **A clear reference to youth workers as well as to youth associations (for the development of youth structures and networking) is included in the Euromed reference documents.**
- **To extend the upper end of the age range to 30 years with the purpose of increasing the availability of young Mediterranean people for the programme.**
- **The gender balance and mainstreaming gender should become binding criteria for the selection of projects.**
- **Defining the concept of disadvantaged target groups clearly is now essential and it should be properly reflected in the User’s Guide.**

Relevance of the programme actions to the different MEDA countries

MEDA youth policy makers highlight the uniqueness of the ‘bottom-up’ approach of Euromed. The programme allows youth organisations to submit projects according to their specific interests and needs and this strategy allows a certain degree of independence and diversity among the participants. In addition, the programme fills a funding gap in MEDA countries, which in general have marginal youth budgets. The support of other international donors to the youth sector tends to be scarce.

An analysis of the programme participation statistics indicates successful participation in the Actions of the programme, primarily Youth Exchange (Action 1) and Support Measures (Action 5). Both actions show a steady rise in participation over the evaluation period. The increase in participation in Action 5 is an indication that there is interest in building stronger and more diverse youth projects and partnerships.

Nevertheless, the following important remark should be considered in relation to Action 2:

- ❑ The last evaluation of the programme found that the European Voluntary Service (Action 2) had a low rate of participation. There has been only a slight improvement during this evaluation period despite some increase in promotional activity. The evaluation finds this action still pertinent for the MEDA region. However, its implementation encounters problems in the following areas:
 - ❑ the cultural and practical preparation of volunteers
 - ❑ the description of the tasks to be undertaken
 - ❑ the support structures
 - ❑ the accurate matching of the volunteers with positions available
 - ❑ visa problems
 - ❑ tense political climates.

Considering the fact that EVS is an important action in the programme, it needs to be further developed and promoted. This is especially the case in the MEDA region where there is an evident lack of experience in the volunteer service similar to the European experience, which is proposed here as a model. The following is recommended to strengthen this action:

- In order to regenerate participation in the European Voluntary Service, the upper age limit of programme participants should be raised to 30 years of age.
- More promotion of this Action could be undertaken at the NC level, through specialised training seminars.
- The European Voluntary Service needs additional guidelines for sending and hosting organisations as well as for beneficiaries.
- The NC should undertake additional monitoring of host organisations and the volunteers.

In addition to the current programme actions, bearing in mind the same programme objectives and the needs identified by the beneficiaries, the evaluators recommend that the following additional programme actions need to be explored in the new phase of the programme:

Action One:

The launching of a pilot action to fund large-scale projects of regional scale would fill a need in the field and it is likely to have a multiplier effect. This pilot action would allow organisations to work on longer-term projects on a more sustainable basis.

Action Two:

As new Euro-Mediterranean networks emerge there is a need to increase possibilities to set up networks. The request to support networks is currently only open to member states and the selection process takes place in a decentralised way. It is recommended changing the mode of operation from a decentralised scheme at the National Agencies level to a centralised scheme, where a more strategic approach to networks could be provided. Support to networks should also be open to Mediterranean countries.

The level of adaptation of the intervention mechanisms to the objectives of Euromed

This second phase has brought about the consolidation of the programme, particularly in the MEDA region, as a result of increased and balanced participation by the Mediterranean countries. The current objectives of Euromed, as set out in the Euromed II document, focus primarily on intercultural learning, capacity building, and the promotion of the civil society and these are still valid for the next phase of the programme.

The Euromed reference document does not adopt a fully strategic approach in relation to capacity building and training, which are key areas in the second phase of the programme. The programme has *specific* objectives that relate to training but training is not presented as a *general* objective of the programme.

In practice, the objective of supporting youth organisations in capacity building and in youth policies has not been sufficiently tackled during the period of the evaluation. This objective is particularly important given the increasing sensitivity of the MEDA countries in developing political youth agendas.

The mandate of the SALTO resource centre to focus primarily on training within the programme is pertinent as it responds to the political will to increase the access of MEDA associations in the programme, and thus balance the participation of MEDA and EU associations. In addition, its curricula include pertinent approaches and concepts, such as informal learning, many of which are new to the region.

Based on the analysis done, the following conclusion could be drawn:

- The Euromed training objectives of have been partially implemented during the period from 2001 to 2003. In practice, "training in Euromed work" (Obj. 2 of the Euromed II reference document) has been fully tackled by the SALTO resource centre. "Supporting youth organisations in capacity building and in youth policies" (Obj. 3) has not yet been sufficiently tackled.

The existing difference between the stated objectives and the reality of the programme would be reduced by the adoption of the following recommendations:

- The inclusion of training in the reference documents as a general objective of the second phase and any following phase along with the definition of the role of the training providers and the description of the actions to be undertaken.
- The design of an overall encompassing training strategy, in order to induce an optimal matching between the curricula of the training structures (the SALTO resource centre, the Covenant of the Council of Europe and the NCs) and the specific training objectives given in the Euromed reference texts. This should also include training in youth structures and youth policies.
- Specialised training in youth NGO management should be encouraged to support the development of the youth structures. This indirectly supports the goal of strengthening the civil society.
- Establish the interest in and feasibility of an inter-ministerial regional conference on the theme of “Youth policies” in the region. Such an intervention would also strengthen the political dimension of the programme, which is not sufficiently solid at the current time.
- In parallel, the organisation of a similar initiative with the participation of all stakeholders, focused on exchanges of best practices could be of particular interest.
- The beneficiaries of the programme should have access to other EU training resources. Pooling training resources from amongst the various stakeholders is recommended as this would promote the access of youth organisations to the bilateral training programmes about NGO management or human rights in the MEDA countries were these programmes are available.

The role and involvement of the Mediterranean partners in relationship to the different Euromed programme strands

Euromed is unique in its characteristics within the Youth Programme. Its praxis follows the specific logic of equal partnership, following the framework of the MEDA regional programmes, and has a considerable budget for its development.

In relation to this observation, the evaluators draw the following conclusion:

- The texts of the programme (the Youth Decision, and the User’s Guide) do not present this approach specifically as they provide equal treatment to Euromed as to the rest of third country co-operation.

It is therefore strongly recommended:

- That the official document and the User’s Guide should highlight the specificity of Euromed within the strand of third country co-operation.

Degree of complementarity of the programme with other Euro-Mediterranean regional programmes

Euromed is the only programme in the third chapter of Barcelona Declaration that addresses the needs of the youth population as a specific group. All the subjects of life (education, employment, sport etc.) relate in practice to this group, and thus potentially to a youth programme. Therefore, Euromed has the potential to have synergies and complementarities with other EU sectoral programmes.

However, in reality,

- ◆ The support of the youth sector in the Mediterranean area is done via the bilateral track through sectoral programmes such as education, vocational training, employment schemes, and not directly through the Youth Ministries.
- ◆ Apart from rare exceptions, these synergies have not been established in the MEDA area. This has partly to do with the way bilateral and multilateral programmes are being managed. Thus, one of the principles the Euro-Mediterranean Partnership of complementarity between the bilateral and the multilateral tracks has not been confirmed in the case of Euromed.

The evaluators therefore suggest it is necessary:

- ◆ To find ways to enhance the synergies between the bilateral co-operation and the regional co-operation within the youth sector. Both approaches combined could have a stronger impact in the MEDA youth sector.

7.2: Conclusions and Recommendations regarding Effectiveness

There has been an important evolution in the structures and management of the programme since the last evaluation took place in 2001. Since then, the programme has considerably improved its effectiveness and has achieved a more satisfactory level of performance in the administrative processes.

In the period between 2000 and 2003, two new structures were established. The first was the SALTO resource centre for training in all aspects of the programme including project design. The second was the Covenant with the Council of Europe, for training on Euromed values. A third structure, the Euro-Mediterranean Youth Platform, replaced the former Euro-Mediterranean Youth Forum with the goal of promoting networking among the youth associations.

In this second phase, the MEDA structures, the NCs, have been for the most part consolidated and extended to all the Mediterranean partner countries with the exception of Syria. At the EU level, the decentralisation process implies increased programme efficiency, but at the expense of a reduction in the number of projects funded.

Role and responsibilities of the different programme structures

A review of the strengths and weaknesses in the synergies of the programme structures shows the following:

- ❑ Generally speaking roles and functions seem to be distributed satisfactorily among the programme actors (the EC, the TAO, the NCs, the NAs, the SALTO resource centre, the Covenant of the Council of Europe, and the Euro-Mediterranean Youth Platform) as result of an increasing definition of the roles of each institution. It needs to be highlighted that the structures and their roles are not included in the reference texts of the programme.
- ❑ The role of the EU Delegations in the on-site monitoring of the work of the National Coordinators as indicated in the programme reference texts has not been sufficiently implemented in many cases. Among the exceptions are TN and LE.
- ❑ Synergistically, the flow of information and the communication strategies among the multiple actors and structures of the programme have improved. However, as indicated in the different interviews with programme structures, communication between certain actors (for instance, between the Euro-Mediterranean Youth Platform and the NAs and NCs) needs to be reinforced.
- ❑ The decision-making process of the programme takes place through different committees made up of the same programme actors in the most of the cases. There is a risk of a lack of coordination and of fragmentation in the decision-making.

In reference to these observations, the evaluators recommend the following:

- In the framework of the future programme strategy all programme actors should be named and their role clearly defined.
- Since the Delegations and the NCs need to co-operate with each other in order to move the programme objectives forward, the exchange of information needs to be improved. Given the role of the EU Delegations, which are focused on managing decentralised programmes, it is important that their role concerning Euromed is further clarified.
- Delegations' distribution of Euromed information to civil associations needs to be improved. This is well within the mandate of informal support that Delegations can provide.
- In order for the programme to optimise its results, further synergies and a more cohesive communication strategy among all programme actors should be pursued. A preliminary step is to identify the gaps in information and communication between the different structures.
- The simplification of the programme decision-making structures could increase operability. One of the approaches could be the creation of a single unitary steering committee, since all the actors that in general participate in the different steering committees are the same.

Strengths and weaknesses of the programme structures

The SALTO resource centre

The SALTO multilateral training courses have induced dynamism into the Euromed programme. Its training has influenced the increase of participation of MEDA youth associations in the programme, and to a lesser extent those of EU. SALTO has transferred new approaches, such as informal learning and participatory approaches to youth work and new practices to MEDA youth organisations. Overall, SALTO has efficiently fulfilled its expected objective of training in Euromed youth work. In addition, training for youth workers has gained prominence among the beneficiaries in the second phase of the programme in parallel with the programme actions.

However, the evaluators observed the following:

- The selection system for the training courses as currently implemented, taking place as it does through the pre-selection by the NCs and the NAs, does not promote sufficient open access for participants.

In reference to the above observations the evaluators recommend:

- The reassessment of the role of SALTO resource centre, as well as the other training structures, in light of the new training objectives to be met in the next programme phase.

This exercise and the design of a new strategy should be jointly developed, with all the actors that are related to this process, including the NA and the NC.

- Improved access to the multilateral training courses organised by the SALTO resource centre beyond the current approach and to increase the participation of youth workers beyond those selected by the NCs and NAs.
- Ensuring the transfer of expertise within the organisations of the youth workers who attend the SALTO courses (volunteers in many instances) should be considered a priority in the design of the SALTO courses.

The Euro-Mediterranean Youth Platform (EMYP)

The EMYP has established the basis of an effective networking tool for the youth organisations of the Euro-Mediterranean region. The EMYP in its first year has achieved a high dynamism of operation through its web portal, as the figures concerning the number of registered organisations and hits on the website indicate. The partner search function of the web portal has already been established in such a way as to track new partners. It provides the expected support in partner search for Euromed.

The Platform has started its activity with success. However, the following important remarks need to be taken into consideration:

- The profile of the Platform, after one year of its launching is, aside networking, not sufficiently clear, particularly concerning other programme activities. Youth associations from the south that are acquainted with the platform are sensitive about the

lack of representation of organisations from their area in this programme structure. This might have, in the medium-term, consequences in terms of the credibility and ownership of the programme.

In the light of these comments and the analysis in the main report, the following can be recommended:

- A review the legal basis of this networking structure should be undertaken in order to assure the possibility of access to independent funding.
- To foresee mechanisms permitting the inclusion of representatives of youth organisations from the south in the Platform's management structure. This is very important if the organisation is to maintain its credibility within the Mediterranean countries. The fact that there are no National Councils in the MEDA countries makes this task more difficult.
- The current role of the Platform in supporting the establishment of independent Euro-Mediterranean networks should be clarified, along with the criteria for selecting which organisations to support.
- If the Platform is to have additional objectives and programmes beyond its important networking activity, these need to be reinforced, made more cohesive and communicated more clearly to the target groups.
- The EMYP has all the requirements to become the programme clearing house, providing for a solution to the current fragmentation of information (technical, training and political) with a proximity approach to young people.
- The Platform is an independent body. Nevertheless, it could benefit from stronger synergies between the NCs and NAs, as these institutions have indicated.

The National Coordinators (NCs)

During the second phase of the programme, a consolidation of the role of the NCs has taken place with the support of several successful programme mechanisms such as the twinning scheme and job shadowing.

The balance of the performance of the current NCs appointed in the different MEDA countries, with their very diverse management styles, is in general satisfactory. It has been proven that their role is vital for the promotion and proper functioning of the programme, as well as to stimulate programme participation and the quality of the proposals.

However, the evaluators conclude the following:

- The complexity of the job of the NC is on the increase, particularly when the NC also participates in the organisation of multilateral training courses. In the future, in order to optimise the level of performance, it is important to provide the NCs with a ranking of their job tasks and priorities (e.g.: pre-selection assessments versus development of a website).

- Very few NCs support the submission of projects directly to Brussels. However, this remains a very important option to maintain the proposals' independence from public authorities if that is the wish of the beneficiary.
- Several MEDA countries experience a low level of communication between the EU Delegations and the NCs.

In the light of these comments and the analysis in the main report, the evaluators recommend the following:

- The creation of flexible operational objectives as a tool to assess the performance of NCs, but also to give them further orientation about the priorities of their work.
- Strengthening the current strategy of programme dissemination at country level. In this respect, Commission guidelines with the minimum expected standards could be of great help - i.e. to publicise all the programme deadlines and training courses in the press, in Arabic and French newspapers (as a measure to widen access).
- To make clear to the NCs whether pre-assessment is optional or mandatory. Further training for this task has been requested by a majority of the NCs.
- In order to reinforce co-operation with the Delegations, the Commission could issue guidelines with concrete specifications. It would be useful to provide the Euromed officers with general guidelines on the range of tasks that they could perform. The NCs could send regular information of their local and multilateral activities to the Delegations. The Delegations could send regular information to the NCs about existing bilateral training programmes that relate to issues of interest to youth managers and leaders.
- Delegations' distribution of Euromed information to civil associations needs to be improved. This is well within the mandate of informal support that Delegations can provide.
- The NCs should organise regular programme evaluation workshops for the programme promoters to assess the level of performance, to exchange good practices, and increase local networking.
- To devise a mechanism to launch the network of National Coordinators. A possible solution would be to have meetings chaired by different NCs on a rotating basis.
- To complete the geographical coverage of the NC around the Mediterranean a NC should be set up in Syria. This would greatly enhance the participation of Syria in Euro-Mediterranean Youth Programme.

The National Agencies (NAs)

The decentralisation process has had a positive impact in the administrative management of the programme. The NAs have gained in proximity and quality of guidance to the beneficiaries, and in efficiency in the administration.

Decentralisation helps with the reliable and punctual pay out of the grants from the NAs to the beneficiaries. Furthermore, those twinning schemes organised to give support to NCs that have taken place have been very successful.

In addition to these observations, the following conclusion should be drawn:

- The interaction with other programme structures directly related to the activities of the NAs, such as the SALTO resource centre or the EMYP, is in general insufficient, if optimal results of the programme are to be achieved.

It is therefore recommended:

- That purposeful interactions with the other actors should be increased - specifically with SALTO and EMYP. This point is essential, as the NA beneficiaries are users of these programme structures. In addition, the NAs could provide important feedback for these organisations.

Effectiveness of procedures to select, manage, and disseminate projects

The administrative system:

According to project promoters, beneficiaries and the NCs, the following are the strengths and weaknesses of the administrative system in relation to (a) the application and selection process, (b) issuing of contracts and follow up.

Application

- **User's Guide:** generally, it is considered as effective and clear but Euromed is not individually described. There is also a language problem since the Guide was originally conceived for a European target group and is not provided in local languages.
- **Application procedure:** sometimes it is described as complex and too long. Some NCs are concerned about the fact that beneficiaries can apply directly to Brussels which, in general, they do not support.
- **Application form:** it is described as too bureaucratic and unclear. It requires experience in project engineering and thus favours experienced applicants.
- **Calendar:** the majority sees it as convenient. Only countries with specific problems (SY, OT) would like to have more times per year.

Consequently, it is recommended:

- That a separate Euromed User's Guide is prepared with approved translations into Arabic and in a less bureaucratic language. The rapid publishing of the T-Kit should be encouraged, as promoters need on-going help to design projects.
- Reinforce the possibility for submitting projects directly to Brussels (centralised procedure) by including specific guideline for it in the NC's Handbook and contract.

Selection

The composition of the selection panel, as described in the User's Guide, is more reduced than it is in actual practice when more programme actors are involved. There is a discrepancy between the initial set up and the documents and practices - further analysis of which would be of interest.

The European Commission (Youth Unit, DG EAC, EuropeAid and RELEX) are the main actors on the selection panel. The NC and NA participate on a rotation basis (they have the right to vote in case there is disagreement about a project). In practice, the panel also involves the SALTO resource centre, the European Youth Forum as observers, and they can give their advice. The TAO gives technical Assistance and is not involved in any decision.

- ❑ **Selection procedure:** it is described as too long, especially for projects with short duration, given the nature of the grant (micro credit).
- ❑ **Selection logic:** the reasons for acceptance and rejection of a proposal are not always sufficiently clear to the NCs and beneficiaries and there is a demand for more precise information on these.
- ❑ **Selection panel:** the qualification of its members to judge Mediterranean realities has been questioned at times. The participation of the SALTO resource centre on the panel could be partially perceived as a conflict of interest given the role that it plays in training.
- ❑ **Input of the NCs:** the NCs deplore that their pre-assessments are not always taken into consideration in the pre-selection process and that they are not directly informed about the final selection outcomes, especially about the partnerships of EU conducted projects.
- ❑ **Decentralised procedure:** it has improved the conditions for European project promoters. The NAs are not informed on MEDA selections involving partners and participants of their countries. The stopping of inter-service consultation inside the EC has reduced the delays and the length of the selection procedures. This is an important improvement in the administrative procedure. Earlier approval of projects means a longer period of time to jointly prepare the project with the partnership.

Resulting from these conclusions the following recommendations:

- Inclusion of technical reasons and recommendations for the next application in the rejection letters to the beneficiaries.
- The revision of the composition of the selection panel by including Mediterranean experts and considering the possibility of excluding any institution that is somehow involved in the preparation process of projects. Like other programmes (Socrates) the selection panel could include members from the EC and independent experts.
- In the case of the decentralised approach, an improved system of information should be established between the NAs and the NCs about partners for

projects and events related to projects, this could be posted on the Platform website.

- ❑ A procedure to inform the NCs and the NAs on selection but also on the participation of their citizens in other projects (information not only on project title and submitting entities but also on project partners).

Issuing of the contract

- ❑ **Financial agreement:** many actors stressed the delays in its issuing and the problems this creates. However, the beneficiaries are also aware of the improvements since 2003.
- ❑ **Payments:** many beneficiaries and NCs pointed at delays in getting funds from and late payments by the Commission, particularly at the beginning of this phase. On the other hand, there is a general perception that the system for payment is now quicker, clearly as the result of the new financial procedures. Additionally, in relationship to the implementation of projects, promoters have pointed out currency exchange problems and late payments. These relate to the devolution of funds within programme partnership.
- ❑ **Contract format:** beneficiaries from countries that face severe security problems require that this fact be taken into consideration for the allocation of funds (security costs, special insurance related to that etc.). Some requirements indicated in the contracts are difficult to comply with in certain MEDA countries (For instance the opening of a bank account in euro).
- ❑ **NCs contract:** some obligations for the NCs are not clearly formulated – for example, on-site visits, and their role in the organisation of the multilateral training.
- ❑ **Language:** Contracts for the NCs are issued in English. There is a demand from Francophone countries that they are also available in French.

The evaluators recommend therefore the following elements:

- ❑ To monitor the appropriate application of the 45-day rule regarding payments.
- ❑ To include in the contract with beneficiaries the eligibility for security costs and special insurance related to that.
- ❑ To translate contractual programme documents into French (especially the contract of the NCs).

Follow up of projects

- ❑ **NC follow-up:** the NCs regret that they are not informed about project outcomes and their consequences by promoters.
- ❑ It is recommended that a copy of the evaluation of the final report for a project be produced for the relevant NC.

Selection procedures

The NAs and NCs have demonstrated satisfaction concerning the decentralised and centralised selection procedures. However:

- ❑ The existence of two different procedures, centralised for the MEDA projects and decentralised for the EC, currently leads to an insufficient flow of information and transparency about the participants of selected or rejected projects.
- ❑ The NCs and beneficiaries still question the length of the selection procedure when it refers to a grant of a low amount.
- ❑ The language problems in preparing the application documents persist.
- ❑ The participation of the SALTO resource centre and the NCs in the selection panel could be interpreted as a potential conflict of interest.
- ❑ The opinion from the NCs in relation to MEDA projects is that they are not playing a role in the decision making process, apart from the NC participating in the selection panel itself, as an observer on a rotating basis.

Linked to these comments the evaluators formulate the following recommendations:

- ❑ To improve the information flow about selected projects and participants between the actors of the different selections procedures (centralised, decentralised).
- ❑ To include in the rejection or acceptance letters recommendations or technical comments to the project proposers.
- ❑ To compose a selection panel that is not potentially enclosing potential conflicts of interest and that is including expertise from the Mediterranean.

Effectiveness of the administrative rules

Generally, the impression is that the European rules do not create big problems when confronted with the country rules and that the concerned persons or entities find ways of solving them.

- ❑ The process of decentralisation was qualified as positive by the NAs regarding their own work in guidance, management, and selection of the projects.
- ❑ The NAs and NCs agree that the decentralisation is suffering from a deficient flow of information concerning information of project partners of selected projects and their outcomes to the NC/NA of the country of origin.

Finally, it is proposed that:

- ❑ The evaluation of performances of projects (final report) should take into consideration problems related to differences between European and Mediterranean national rules related to the associative sector.

7.3: Conclusions and Recommendations regarding Efficiency

The evaluators are aware of the fact that the financial management of the programme is taken in charge by three main entities (DG EAC, DG Aidco, and TAO) that use three different financial tools (APPFIN, MIS, and Saykiss). These tools have not always been interconnected. For this reason, the financial data, especially regarding the first phase of the programme, is sometimes difficult to gather. In addition, two major events occurred between 2002 and 2003:

- ◆ The EC introduced new financial rules for the overall financial management of its funds.
- ◆ The financial management of European led projects as well as the technical aspects were decentralised to the NAs.

The overall EU funding for the second phase of the programme was 14 million euro (10 million coming from MEDA and 4 million from EC Youth). The second phase represents a budget increase of 40% compared to the first phase of Euromed.

Regarding the overall budget, we can conclude that:

- There was an improvement in the disbursement of committed funds between 2002 and 2003 (from 80.6 % of programmed funds to 93.6%).

The number MEDA projects has increased during the period between 2002 and 2003 from 58 to 88 selected projects⁹⁵ - an increase of 51.7%. The financial data also confirms the finding of this evaluation that the EC has achieved one of the objectives of the second phase which was to increase participation of MEDA beneficiaries and create a balance between the number of projects from the EU and the MEDA countries. The increase in the number of the MEDA projects can be explained as an effect of the decentralisation and of the training.

The evaluators recommend therefore:

- To invest more effort in training MEDA operators in project management in order to maintain this trend.

On the other hand, the number of projects coming from the EU is on the decrease (from 99 projects in 2002 to 37 in 2003). Indirectly, this confirms the affirmation of NAs about the decrease in their MEDA budget that could be explained through a different distribution of the budget among the Member States.

The evaluators recommend:

- The establishment of a system that will allow the transfer of funds that are not used by certain Member States to those who have a sincere interest in the Euro-Mediterranean co-operation.

⁹⁵ Based on the list supplied by the TAO about organisations funded in the MEDA area

A comparison between the amounts committed to and spent on the different actions of the programme, shows that the envisaged budget for Action 2 (European Voluntary Service) has been overestimated for the whole period, since the number of projects approved has remained way below the estimate. This could be an important indicator of the problems this action has encountered and confirms the assertions of beneficiaries about their difficulties in obtaining visas.

It is herewith recommended to:

- ❑ Reorient a part of the initial budget planned for projects for the voluntary service (Action 2) to training and awareness campaigns about this action.

Furthermore, the evaluators notice there is a general trend of a decrease in the average amount per project since 2001 independent of the year or action. It could be concluded that:

- ❑ Training has had an impact on improving project management

Finally, Euromed has

- ❑ Involved 120 organisations from the MEDA countries.
- ❑ Awarded 179 grants to those organisations during this period.
- ❑ About 10,000 MEDA beneficiaries could enjoy the benefits of the programme. This means that the average amount per beneficiary is estimated at 4000 euro.

Bearing this facts in mine we therefore recommend:

- To enlarge the circle of “core” MEDA associations already participating in the programme.

7.4: Conclusions and Recommendations regarding Impact

The chapter about the assessment of the impact of the programme analysed the number and character of MEDA projects; the political commitment of the different actors involved; the networking and co-operation potential of “ South-South”; the potential for regional partnerships; and finally, the added value of the programme. These issues have all been identified as necessary parameters in ensuring the evaluation of the impact of the programme.

The evaluators believe that assessing a programme’s impact also involves analysing the obstacles and barriers to the programme’s success. Given that any programme should be seen as a continuous process, any elements that hinder progress need to be taken into consideration. The chapter thus moved on in analysing such challenges that still, in many cases, influence the programme’s success.

Participation of MEDA and EU in the programme

As indicated in the previous section, there is rather stable increase in MEDA countries' participation during the period of the evaluation.

By 2003, the number of projects coordinated by MEDA countries and projects coordinated by EU countries are quite balanced in number. The political goal of the Commission to balance the projects coming from both regions during the second phase of the programme has, therefore, been accomplished.

The role of the NCs and of the SALTO resource centre needs to be taken into consideration when analysing the factors that have led to this growth.

Nevertheless, it needs to be highlighted that the EU does not follow the trend of growth experienced in the MEDA region:

- Due to the decentralisation process, the number of projects coming from the EU is experiencing a declining trend, due apparently to a redistribution of the available budget among the Member States. This argument was presented in several interviews and in the stakeholder meeting by the NAs.

Based on this important remark, the evaluators recommend that:

- The Commission should find ways to redistribute the funds that are not used in the Euromed programme by certain Member States to the benefit of those who wish to use them.

Regional co-operation

This phase of the programme has succeeded in further developing an inter-regional co-operation (South-South co-operation) in the youth sector in a political context that is not always favourable for such a co-operation. Euromed has created an innovative action in this sense, as youth exchanges have never before taken place in a multilateral dimension in the area. During the evaluation period the region has experimented with the first independent youth initiatives of regional scale. In addition, Euromed has triggered and supported one of the most important youth initiatives to have taken place with young women and sports in the region.

However, there is an area in South-South co-operation that has not achieved the expectations set for this period:

- The expected result of building a network of National Coordinators in this phase has not been achieved, despite the fact that some attempts were made. There is a willingness on the part of the NCs to pursue this initiative but given its difficulty this should be launched with external support.

In order to build on the willingness of the NCs to establish a network of National Coordinators in the Mediterranean area the following is recommended:

- That more is invested in efforts to encourage initiatives (meetings, training, twinning in the South) leading to the establishment of the Network of National Coordinators.

The genuine character of the projects

By 'regional character' the evaluators define such projects as those that deal with common issues of concern for the Euro-Mediterranean region, such as the environment, a common cultural heritage etc. After analysing a sample of projects from 2003 the evaluators came to the following conclusion:

- There are very few Euromed projects with a regional character that foster this regional dimension.

The evaluators therefore recommend:

- To introduce the concept of "genuine character" in the User's Guide, and to encourage the submission of projects that strengthen it. Also to encourage the creation of project partnerships with multiple partners from the south.

Barriers that affect impact

The main barriers that affect the implementation, quality and expected impact of the programme are primarily mobility problems and cultural barriers.

It needs to be highlighted that:

- Mobility restrictions are a structural problem, but there are small-scale initiatives that could lessen its negative effect in the programme.
- Difficulties in establishing successful partnerships are among the main challenges identified, in many cases resulting in a negative impact in the development and implementation of projects.
- The cultural barriers foreseen among the partners from the Euro-Mediterranean partnership had a smaller impact than expected on the projects implemented. This is particularly the case when the projects have the proper preparation prior to their start.

As mobility barriers are not easy to remove and because the actual political situation in the MEDA area will not change rapidly, it is recommended that:

- Support mechanisms to ease international mobility are designed. These could include small-scale initiatives such as (a) an information campaign by European Delegations addressed to local embassies and consulates of country members of Euromed concerning the existence of this EU programme; (b) the development of user-friendly guidelines on how to apply for a visa; and (c) the

incorporation of a mechanism that would cover the cost of visas, including refused visas (which represent a high number and have a direct negative impact in the programme).

- A model of an agreement for project partners is created and made available as part of the reference material for promoters. This will be particularly useful to avoid and better manage partners' withdrawal, as well as to ensure the fulfilment of the contractual obligations both of which were recurrent problems in the second phase.

7.5: Conclusions and Recommendations regarding Sustainability

We define sustainability as “the capacity of the regional stakeholders involved in Euromed as perceiving themselves as owners of the programme, their commitment to achieving the programme objectives, and the support of the actors aiming at rendering the programme viable in the long-term”.

The sustainability of the Euromed process is partially guaranteed through the active participation of a “core” of associations (120 in the MEDA area) which is not only large in number but is characterised by a great enthusiasm to continue their involvement in Euromed.

The evaluators have the general impression that the beneficiaries have understood the objectives of the programme quite well. Their reasons for participating in the programme show that the objectives are in harmony with their motivations. However, it is clear that it is difficult to measure how enthusiasm, good understanding, and strong motivation can guarantee sustainability of the programme. Clearly, these cannot be the sole parameters for a programme's successful continuity. The role of the public authorities in the MEDA countries in supporting the programme and the NCs is also a key factor in the programme's sustainability.

Moreover, youth and civil society associations consider Euromed as a very valuable *process* for capacity building and acquisition of organisational skills for project management and international youth work. European organisations have stressed their interest in Euromed in order to gain skills in intercultural communication among organisations.

The following conclusions have been drawn after assessing the potential of the programme's sustainability and the role of the structures in supporting the process:

- The NCs and the SALTO resource centre both play an important role through their intervention mechanisms in facilitating the sustainability of the programme.
- Action 5, Support Measures - due to its capacity to promote partnership contacts and generate new projects - is an important action to foster the sustainability of the Programme, without the intervention of any structure.
- Despite the fact that the programme has not had any impact in mainstreaming youth policies into government policies, it would be fair to say that there is an increasing interest in youth policies both at the governmental level and at the level of the

beneficiaries. This indicates that any action that will be undertaken in the future has a high chance of being well received and sustainable.

- ❑ The Euromed reference texts deal only with the objectives and the priority themes and not with the notion of crosscutting issues. The fact that some projects target such transversal issues as gender equality when addressing primarily other themes (heritage, environment, democratisation etc.) demonstrates their capacity to promote a transversal approach. Because of some important Council Decisions regarding Gender Mainstreaming in all European Union policies and Equal Opportunities, there is an obligation to seek better integration of transversal issues into the youth programme.

In reference to the above conclusions, the evaluators recommend the following actions to strengthen the sustainability of the programme:

- ❑ The Commission should encourage the intensification of MEDA local authorities' support for the NCs and their activities, beyond their current agreement.
- ❑ It is important to ensure that most of the working time of the National Coordinators is devoted to the management of Euromed.
- ❑ The strengthening of the capacities of the NCs with tailored training to reassess their current information and dissemination plan are key to the sustainability of the programme. A needs-analysis of the NCs concerning this item should be the starting point.
- ❑ At the level of sustainable actions to support local youth policies, it is recommended to extend the North-South co-operation to this area. In order for this co-operation to be efficient, and in accordance with the democratic principles that this programme aims to promote, actions should be launched in parallel at the governmental and the associations' level.
- ❑ The initial proposal of the Covenant with the Council of Europe to include youth Policy development, as well as research for youth workers should be re-launched.⁹⁶ This area should be given attention within the overall programme.
- ❑ The new reference documents of the programme should include the obligation to mainstream transversal issues such as gender equality, human rights, and equal opportunities into all projects either as priority themes or as crosscutting issues and the evaluation of the proposal should take this into consideration.
- ❑ For a better integration of crosscutting issues and especially gender and human rights the programme should develop clear criteria and indicators for these issues, promote grass-roots participation (especially women, the under-privileged, the disadvantaged sectors of society, and other vulnerable groups), to ensure the cross-sector participation.

⁹⁶ “Points for inclusion in a joint submission to the Commission on a basket of Euro/Med youth activities”. Notes on the meeting between the Directorate Youth and Sports and the North-South Centre Lisbon, 22ⁿ March 2002

European Commission

**Mid-Term Evaluation of
The Euro-Mediterranean Youth Programme
2001-2003
(MEI/B7-4100/IB/98/0418)**

ANNEXES

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ANNEX 1

Glossary

GLOSSARY

Some of the terms used in this evaluation report are specific to the EU YOUTH programme or have a specific meaning in European terms. The following are some basic definitions of the terminology:

Member States – the countries that are members of the European Union (see section B.2).

Programme countries – EU Member States, EFTA/EEA countries and pre-accession countries. They can participate fully in all YOUTH Actions (see list of countries in section B.2).

Mediterranean partner countries (MEDA) the non-EU countries on or near the Mediterranean Sea that are participating in the Euro-Mediterranean Youth Action Programme

Third countries – neither Member States of the European Union, pre-accession countries, nor members of EFTA/EEA, i.e. the Mediterranean partner countries as well as the countries from the CIS, South East Europe and Latin America listed in section B.3 They can participate in YOUTH projects under Actions 1, 2 and 5, subject to specific criteria and procedures as outlined in chapter H.

EuroMed – the Euro-Mediterranean Youth Action Programme, which involves the EU Member States and Mediterranean partner countries.

National Agencies – structures established by the national authorities in each Programme country in order to assist the European Commission with management and to assume responsibility for implementation of most of the YOUTH programme (see attached list of contact details).

National Coordinators – structures established by the national authorities in each Euro-Med partner country in order to facilitate implementation of the Euro-Mediterranean Youth Action Programme (see attached list of contact details).

Non-formal education - projects within YOUTH actively involve young people on a voluntary basis and provide them with opportunities to acquire skills and competencies outside formal education and training systems. Even though they are not part of any formal educational curriculum, YOUTH projects are characterised by a carefully planned programme of personal and social education for participants and apply methods of intercultural learning.

Young people with fewer opportunities – young people from a less-privileged cultural, geographical or socio-economic background, or with disabilities; better access for them to the activities developed within the YOUTH programme is a key priority for the European Commission.

ANNEX 2

List of interviewees

Evaluation workshops

Personal interviews

ALGERIA

- | | |
|--|--|
| 1. M Youssef YAKHLEF | Ministry of Youth and Sport |
| 2. M Nouredinne SI BASHIR | National Coordinator Algeria |
| 3. M Hamitouche BELHACOM | Association pour l'Union et la Promotion de la Jeunesse (U.P.J) |
| 4. M Amar MERABTENE | Association des Activités de Loisirs et Echanges de Jeunes |
| 5. M Hamid TESSA | Association des Activités de Jeunes Tiwizi |
| 6. M Hakim FOURALI | Association de Volontariat Touiza Wilaya d'Alger |
| 7. Ms Lynda ZERKANI | Association ANCEJ |
| 8. M Rihab OUATAS | Association ANCEJ |
| 9. Ms Farah ASBAI | Association Nationale pour l'Entreprise et le Travail (ANET NOOR) |
| 10. Association de Développement des Initiatives Citoyennes et européennes (ADICE) | |
| 11. Fondation pour le Développement des Etudes et Recherches Médicales (FOREM) | |
| 12. Ms Amel HADJI | Association Nationale Santé Jeunes |
| 13. M Ouiza KEBBAS
deTizi Ouzou | Ligue de Prévention et de Sauvegarde de la Jeunesse et des Sports |
| 10. M Omar TADJADIT | Association Culturelle pour le Développement et
l'Epanouissement de la Jeunesse Algérienne (ACDEJA) |
| 14. M Djamel ZHARI | Sauvegarde Jeunesse M'doukal |
| 15. M Farid BELLAZOUZ | Ligue de Voile Wilaya d'Alger |
| 16. Ms Latifa LAKER | Club Vert |
| 17. 10 participants of a project run by | Association de Volontariat Touiza Wilaya d'Alger |
| 18. Ms PINHERO | Delegation of the European Commission |

BELGIUM

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|---------------------|---|
| 1. Ms Fatima LAANAN | Agnece Québec Wallonie Bruxelles pour la Jeunesse |
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EGYPT

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|---------------------------|-------------------------------------|
| 1. Ms Gehad Galal Amer | National Coordinator Egypt |
| 2. Dr. Ali El Dinhellal, | Minister of Youth |
| 3. Ms Sally Salem, | EVS, long-term volunteer |
| 4. M Hassan ALI FAHMI | El Oroba Youth Center |
| 5. Ms Nadia EL GOHRY | El Oroba Youth Center |
| 6. Ms Youssra MOUSA | El Oroba Youth Center |
| 7. M Sami Shaeen | El Oroba Youth Center |
| 8. M Ramez ReFAAT | El Oroba Youth Center |
| 9. Ms Mervet ADEL | El Oroba Youth Center |
| 10. Ms Nora SALEM | El Oroba Youth Center |
| 11. J.E.E.P.C | |
| 12. Terre des Hommes | |
| 13. A.D.E.W. | |
| 14. Music and Culture | |
| 15. Future Youth Club | |
| 16. Ms Nehad ABU EL KOSAM | Egyptian Center for Wommen's rights |

17. M Mostapha SELGINDI El Oroba Youth Center
18. Social Rehabilitation Association
19. Future Generation Foundation
20. Egyptian Association for Comprehensive Development
21. Egyptian Voluntary Club
22. Upper Egypt Association
23. Le Club du Francophone
24. Scouts and Girls Guides Federation
25. Elmashrek Association for Development
26. Alashanek Ya Balady Association
27. Tourist Friends Association Cairo
28. Models for Economic and Political Sciences
29. Nasr City
30. Gezira Youth Center
31. E.F.D. Technology
32. Shark Elmansoura Youth Center
33. Tourist Friends Association
34. Biblioteca Alexandrina
35. Elwafaa Association for Social Rehabilitation
36. Elanfoshy Youth Center
37. Sustainable Development Association
38. Friends of Environment Association
39. Rotar Act - Cosmo Politan
40. Abo Elreish Albahary Center
41. Horizon International Agency
42. Future Youth Foundation
43. Jesuit's And Brothers Association
44. Y.M.C.A.
45. Minya (A) Youth Center
46. Talah Youth Center
47. Qenna Youth Administration
48. Al-Maris Youth Center
49. Cedi Abd El-Rehim
50. Egyptian Association for Environmental Development
51. Sharm El Shiekh Y.C.
52. Faraskor Y.C.
53. Marsa Matrouh Y.C.
54. Dessouk Y.C.
55. Portsaid Y.C.
56. Naser Y.C.
57. M Mohammed RAMEZ Egyptian Federation of boys and girls guides Scouts
58. Dr FAKHRI Egyptian Federation of boys and girls guides Scouts
59. Ms Claudia FISCHER Counsellor - Social Affairs European Union

ISRAEL

1. Dr David KRAUZS National Coordinator
2. Ms Pnina EL-AL Minister – Counsellor, Ministry of Foreign Affairs
3. M Benjamine KRESSEL Director of the EU Desk, Ministry of Foreign Affairs
4. M Shmulik LAHAR Municipality of Holon
5. M Shabi MICHAELI Israeli Youth Forum Ashabd

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| 6. Ms Françoise KAFRI | Municipality of Jerusalem |
| 7. M Dani WOLLNER | Local Council of Kfar Vradim |
| 8. M Ahmad GHANAİM | |
| 9. M Roshdi ALMADI | El-Badiya |
| 10. M Meir MALKA | Belh Shewesh |
| 11. M Michal LAVETTLER | Massawa Centre |
| 12. M Renau SHORER | |
| 13. Mitzpe Ramon | |
| 14. M Hangar ADAMA | |
| 15. M Mohammed ABDL HAKİM | Friendship Village |
| 16. Ms Noga ZOHAR | Green Course |
| 17. M Claudio KOGON | Matan Cente |
| 18. Ms Aviva BAR RAPHAË | Israel Youth Board |
| 19. M Kobi ASHKENAZI | |
| 20. M Ilan MAMMANE | Ashdod Municipality |
| 21. Ms Anat EISIK | Topaz |
| 22. M Ameen KASSEM | The Bedouin heritage centre |
| 23. M Benjamin ESCAIG | Counsellor at the Delegation of the European Commission |

JORDAN

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| 1. M Mahmoud Qadam AL-SERHAN | Ministry of Youth and Sport |
| 2. M Aref ISHAKAT | The Higher Council for Youth-Jordan |
| 3. Ms Sahar Faiz | National Coordinator Jordan |
| 4. M Ziad ALAWNEH | Land and Human To Advocate Progress |
| 5. Ms Nisreen GOUSOS | Friends of Culture Jordanian Forum (ASHAB) |
| 6. M Mohamad ABU ALGHANAM | Friends of Culture Jordanian Forum (ASHAB) |
| 7. Ms Layla HAMARNEH | Arab Women Organization |
| 8. M Fadi SHRIHEA | Jordan Royal Ecological Diving Society |
| 9. Ms Samah GOUSOUS | Young Women Christians Association |
| 10. Ms Susan SHAMALI | Young Women Christians Association |
| 11. M Ramzi QADOMI | Al-Hassan Youth Award |
| 12. Ms Elham IRHAEIL | Abdel Rahman Bin Aewf Association |
| 13. M Samer AL KASEEH | Jordan University Alumni |
| 14. M Mohamad OBIDAT | Jordan University for Science and Technology |
| 15. Ms HANAN | Haya Cultural Center |
| 16. Ms Dina AL-JAMAL | Princess Basma Youth Center |
| 17. Ms Nadia AL-ALOUL | The National Society for the Enhancement of Freedom and Democracy |
| 18. M Anas Abadi | Friend of Culture Jordanian Forum |
| 19. M Mahmoud NABILSI | Haya Cultural Center |
| 20. M Mahmoud AL TAYEB | CARDNE |
| 21. M Tala JBOUR | Arab Society For Public Awareness From Dangerous Drugs and Narcotics |
| 22. M Samer TARAWNEH | Enhanced Productivity Center |
| 23. M Raed HADEED | Jordan Red Crescent |
| 24. M Ramzi GHANEM | Catholic Scouts and Guides |
| 25. M Thaer AYASH | IBN Batota Scouts |
| 26. M Abdel Aziz HOMSI | Jerash Youth Center |
| 27. M Rasha MUSMAR | Friend of Culture Jordanian Forum |
| 28. M Zaid HISHAM | Mount Nebo Association |

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| 29. M Mahmoud QUTEISH | Salt Cultural Forum |
| 30. M Haneen ODEH | Mount Nebo Association |
| 31. M Ali MURAD | Mount Nebo Association |
| 32. M Talal Qudah | Community Center |
| 33. M Bruno NETO | Volunteer, Portugal |
| 34. Ms Ragda Zawaydeh | Madaba Youth Center for Girls |
| 35. M Samer Zabaneh | Junior International Trainer |
| 36. M Waleed Zyoud | Forum Youth and Culture |
| 37. Ms Reem Qaraman | Youth Exchange Trainer |
| 38. M Firas Assaf | Jreds |
| 39. M Aziz HAMSI | Jerash Youth Center |
| 40. M Fotouh Yones | Amman Center for Human Rights |
| 41. M Enas Jbour | EVS in Denmark |
| 42. M Muueer Bani Yonnes | AL-HASSAN Youth Award |
| 43. Ms Amira El Ras | Desk Officer, Delegation of the European Commission, Amman |
| 44. Ms Sophie Borel | Desk Officer, Delegation of the European Commission, Amman |

LEBANON

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|--------------------------------------|---|
| 1. M Ibrahim MENASSA | Ministry of Youth and Sport |
| 2. Ms Elisa Aslanian | National Coordinator Lebanon |
| 3. Ms Carine ASSOUD | Offre Joie |
| 4. Ms Vicky ABOU SLEIMAN | Offre Joie |
| 5. M Fady WAKIM | Caritas Liban |
| 6. Ms Rita BAROUD | Y.M.C.A. |
| 7. Ms Fabiola DINA | Freelance Trainer |
| 8. M Mazen GHRAIZI | Progressive Youth Organization (P.Y.O.) |
| 9. M Rayan ASHAR | Progressive Youth Organization (P.Y.O.) |
| 10. Ms Maria GHATMI | Progressive Youth Organization (P.Y.O.) |
| 11. Ms Rola HAIDAR | Progressive Youth Organization (P.Y.O.) |
| 12. M Malek TAKIEDDINE
(C.C.R.P.) | Center for Conflict Resolution and Peace Building |
| 13. Ms Rola TAKIEDDINE
(C.C.R.P.) | Center for Conflict Resolution and Peace Building |
| 14. M Nizar GHANEM
(C.C.R.P.) | Center for Conflict Resolution and Peace Building |
| 15. Ms Jana EL HARR
(C.C.R.P.) | Center for Conflict Resolution and Peace Building |
| 16. M Khalil TAUUM | Secours Populaire Libanais |
| 17. Ms Samar HAMDAN | Progressive Youth Organization (P.Y.O.) |
| 18. M Ziad NASR | Progressive Youth Organization (P.Y.O.) |
| 19. M Hassan KHALIL | Secours Populaire Libanais |
| 20. M Pierre Fatalini, | Former counsellor for the Directorate of Youth |
| 21. Roy ABOU HALIL | YMCA |
| 22. Ms Sibylle BIKAR | Delegation of the European Commission |

MOROCCO

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| 1. M Yacine Bellarab | National Coordinator Morocco |
| 2. M El Mounabih Alami | Directeur de la Jeunesse, Ministère de l'Education |

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| 3. M Hamid Moutaouakkil | C.J.V. |
| 4. M Sabik Salaheddine | Association Rencontre Maroc |
| 5. M Samorah El Mostafa | Association Socio Culturelle ALMADINA |
| 6. M Zniber Mohammed | Chantiers Sociaux Marocains |
| 7. M Amouri Mohammed | ACT(amitié coopération tolérance) |
| 8. M Garfaoui Abdelaziz | ACT |
| 9. M Abdelakbir Mohajiry
Complexe | Association pour la vocation et l'éducation sociale. |
| 10. Ms Touria Sekkate Maarif | Association pour la vocation éducative |
| 11. M Reda Elmoulabbi | CEJE |
| 12. Ms Najat Basou | Maison des jeunes Meknes-maroc |
| 13. M Yassine Isbouia | Club Zilis Théâtre des Jeunes |
| 14. Ms Elamine Nouzha | Secretariat d'Etat chargé de la Jeunesse |
| 15. Maison des jeunes Zerktouni | |
| 16. Maison des jeunes Assilah | |
| 17. Maison des jeunes El Mariniyuire | |
| 18. Hakim Mouafek | Association Chouala |
| 19. Lahcen Elomrani | Association INAACH |
| 20. Asso Carnaval delegation d'etat | |
| 21. M. Abdel Fanan | Federation nationale de scoutisme |
| 22. Thaqqafat association | |
| 23. Mouvement de jeunes pour la paix | |
| 24. Ben Taibi RACHID | Cadre au Secretariat d'Etat chargé de la Femme |
| 25. Taouaf SAID | Delegation Jeunesse et Sport |
| 26. Ms Alicia MARTIN | Desk Officer, Delegation of the European
Commission Morocco |
| 27. M Louis DAY | Desk Officer, Delegation of the European
Commission Morocco |

PALESTINE

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|----------------------------------|--|
| 1. M Salah TAAMARI | Minister of Youth and Sport |
| 2. M Muharram BARGHOTHI | Ministry of Youth and Sport |
| 3. Duaa QUREI | Candidate to the post of National Coordinator |
| 4. Ms Heba TIBI | Euro-Med Responsible |
| 5. M Mazen JABARI | Youth Development Department |
| 6. Ms Maali | Youth Development Department |
| 7. M Mazen ISSA | Palestinian Youth Union |
| 8. M Sameh KHADER | Independence Youth Union |
| 9. M Mais ZUHAIKA | Youth Development Department in Orient House |
| 10. M Uriab JABER | |
| 11. M Rema | |
| 12. M Nance SADIK | |
| 13. Ms Nancy SADIQ | Panorama |
| 14. M TILMANN | Volunteer from DE |
| 15. M. ROGER | Volunteer from ES |
| 16. Ms. SONYA | Volunteer from FR |
| 17. Ms CAROLINE | Volunteer from BE |
| 18. M Francis OLBRECHTS | Counsellor Cooperation Coordination European Union |
| 19. Ms Raffaella IODICE de WOLFF | First Secretary of European Union |
| 20. Ms Fadia NAHAS | Counsellor Cooperation Coordination European Union |

21. M Jean BRETECHE
European Union

Head of the Counsellor Cooperation Coordination

SYRIA

1. M Amjad SHAABBAN	Damascus
2. M Kinan SMANDAR	Damascus
3. M Sulyman KORJ	Syrian Youth Club for Scientific and Informatic
4. M Homan MOKAYED	Syrian Youth Club for Scientific and Informatic
5. M Faisal AL-SALEH	Youth Revolutionary Union (Y.R.U.)
6. M Lamar ALYAN	City (2) Center - Tartons
7. M Samaher AL-ALI	Omyaid Center - Damascus
8. M Luoi IBRAHEM	City (2) Center - Tartons
9. M Kinda SAAD	Malky - Aleppo
10. M Michael HESWANI	Yabrood - Damascus
11. M Ali KADOOR	Jolan - Aleppo
12. M Waseem AL-HUSEIN	Izrad - Daraa
13. Ms Rama HATAB	Moneer Maarooof - Lattakia
14. M Hanaa AL-HASAN	Hameda - Raggra
15. M Wisam SABAANEH	Jafra - Damascus
16. M Fadi SHARKAWI	Jafra - Damascus
17. Ms Nemat TUIER	Youth Revolutionary Union (Y.R.U.)
18. M Saleh AL RASHED	Youth Revolutionary Union (Y.R.U.)
19. M Fares KALLAS	Spacetel Syria
20. M Saleh AL RASHED	Youth Revolutionary Union
21. M Milaz Mikdad	Syrian Youth Union
22. Ms Nemat Tuier	Syrian Youth Union
23. M Adnan ARBASH	Syrian Youth Union
24. Ms Fabienne Besson	Delegation of the European Commission
25. Ms Katerina Hacktein	Delegation of the European Commission

TUNISIA

1. M FEKIK	Ministère de la Jeunesse et des Sports
2. M. Taoufiq FATHALLAH	National Coordinator Tunisia
3. M Mohammed CHAABOUNI	Association des amis de la maison des jeunes de
Metline	
4. M Ayari HICHEM	Club UNESCO Ezzouhour de Tunis
5. M Hamda ANIS	Club UNESCO Ezzouhour de Tunis
6. M Philip PHIGO	Foundation EL Taller
7. M Chouchene M'BAREK	Maison des Jeunes Maghrebine Rades
8. M Rachid JANNEN	Association des Amis de la Maison de Jeunes Beni-
Khasi	
9. M Sami BOUSLAMA	Association des Amis de la Maison de Jeunes Beni-
Khasi	
10. M Ahmed DENNI	Association des Amis de la Maison de Jeunes de
Mehira	
11. Ms Afef GUESMI	Association de Promotion des Handicapés
12. M Malek GHANNI	Association de l'Amitié des Villes Jumelées d'Hammamet
13. Ms Aida ATIRI	Comité Culturel de Rades

14. M Taoufik POUZARI	Maison des Jeunes Assilah
15. M Nourelhouda CHADLI	Mouvement des Jeunes de la Paix
16. Ms Ghizlane ZAMHOUR	Maison des Jeunes El Mariniyime
17. M Abdelkarim EL OUAZZANI	Thaqafat Association
18. Ms Bouchra TIRAFF	Maison de Jeunes Zerktouni
19. Ms Amina ARIF	Cellule Enromed
20. Ms Katharina LOSSMANN	Volunteer DE in Metline
21. M Bernard NEUVILLE	Counsellor, Delegation of the European Commission
22. M Mar PIERINI	Head of Delegation, Tunisia

TURKEY

1. Assuman GÖKSEL	Former National Coordinator Turkey
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EUROPEAN COMMISSION

1. M. Pierre MAIRESSE	Head of Unit Youth
2. Ms Sylvia MORA	“Youth” Unit of DG EAC
3. Dietrich R	
4. Bela MATIAS	Former Desk Officer at Aidco for Euromed Youth
5. Gregory KEHALIA	Former counsellor in charge of NC in Syria
6. Maria Antonia CALVO PUERTA	“Thematic support – Social and human development”, DG AIDCO, European Commission
7. Alejandra MARTINEZ	Former Euromed Officer, DG EAC

COUNCIL OF EUROPE

1. M Marcos ANDRADEe	Coordinator, Youth Dimension, European Centre for Global Interdependence and Solidarity , North-South Centre,
2. M Rui GOMES	Council of Europe in Budapest

EUROMED YOUTH PLATFORM

1. M Giovanni BUTTIGIG	Director, Euromed Youth Platform
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SALTO EUROMED RESOURCE CENTRE

1. M. Bernard ABRIGNANI	Coordinator of Euromed Salto Resource Centre
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TECHNICAL ASSISTANCE OFFICE

- 1. Irmeli**
- 2. Anila**

ANNEX 3

Questionnaires used for surveys

3.1. Questionnaires used for National co-ordinators

<p style="text-align: center;">External Evaluation of the Euromed Youth Programme Questionnaire Interview to National Co-ordinators</p>

A. Identification

Name:.....

Institution:

Position :.....

Team :.....

Contact details:

B. Questions concerning the set up of the programme

1. Could you please give a brief history of Euromed Youth in your country?

2. What is your role as national co-ordinator?

- Represent your country in Euromed Youth
- Disseminate information about the programme
- Promoting the programme priorities and objectives
- To train actors about Euromed youth
- Advise project promoters on project preparation
- Assist project promoters to find local partners
- Assist project promoters to find international partners
- Assist project promoters to run their project
- Receive and register proposals (action 3)
- Pre assess application and send assessment to TAO
- On site visits to the projects
- Cooperate with EU National Agencies
- Promoting and recruiting participants to various Euromed events (training, workshops, conferences...)
- Maintaining contact with the programme structures (EC, TAO, NA, Salto, EMYP)
- Other:

C. Questions concerning quality indicators

1. **Questions related to pertinence and relevance**

1.1 Do you think that the objectives defined for the programme meet the real needs of your country and priorities in terms of youth policy? (target groups, specific needs not in the programme)

Overall Objective	Fully	Partially	No	Comments
1. Improve mutual knowledge, understanding and dialogue between youth in the Med and EU				
2. To stimulate young people's active citizenship, in particular young women, within their local communities.				
3. To stimulate youth NGO's contributions to their country's public life				

Specific Objective	Fully	Partially	No	Comments
1. To provide informal intercultural learning opportunities for young people especially through exchange and trans-national voluntary services				
2. To provide training opportunities in Euromed youth work for youth leaders and workers				
3.1. To exchange experiences and good practices				
3.2. To promote the acquisition of new skills and approaches to international youth work among youth NGO's and responsible for youth work in MED and EU				
3.3 To develop capacity building at the level of youth structures and policies				
4.1. To promote the development of non-profit making structures working in the youth field				
4.2 To promote the establishment of independent and representative national youth councils in the Med partners				
5. To improve, through the youth associations, the cooperation with civil society as an element of democratic reform				
6.1. To inform youth NGO's about EU Institutions and the Euromed Partnership by strengthening the dialogue between the 27 Euromed partners				
6.2. To improve a greater understanding between their cultures and a better perception of each other				

Specific Objective	Fully	Partially	No	Comments
7. To increase participation of Med NGO's in youth NGO trans-national networks				

1.2. Do you think that the expected results are defined in a realistic way?

Expected result	Fully	Partially	No	Comments
1. Contacts, dialogue and exchanges between EU and Med youth for a better understanding as an essential factor for peace and mutual respect				
2. Strengthening of permanent networking and contacts (NA, NC, NGO's) through training, common data base, coordination meetings, regular exchanges				
3. The Euromed Forum/Platform as platform of discussion for organisations (exchange of good practices, networking)				
4. Local communities hosting activities carried out by beneficiaries (specially in the field of Voluntary Service) will benefit from an increase in mutual understanding and exchange of know how				

1.3. To what extent are the activities and the intervention mechanisms well adapted to the needs of your country?

Activity/mechanism	Fully	Partially	No	Comments
1. Preparatory training and support measures (visits, seminars, training courses etc.)				
2. Networking (practitioners, beneficiaries)				
3. Multilateral youth exchanges (thematic priorities)				
4. Voluntary service exchanges (short & long term, individual & group)				
5. Experimental/innovative projects (job-creating projects)				
6. Euromed Youth Platform				
7. Salto				
8. CoE covenant				

- To what extent are other actions necessary in order to obtain those needs?.....

1.4. Are you familiar with the objectives of the third chapter of the Barcelona Process as well as to the objectives of the Youth Programme?

1.4.1. What is the degree of complementarity of the programme with other Euro Mediterranean regional programmes and mainly in the third chapter (Euromed Audiovisual, Euromed Heritage, EIDHR ?

Regional programme	Fully	Partially	No	Comments
Euromed Audiovisual				
Euromed Heritage				
EIDHR				
Others				

1.4.2. To what extent there are synergies with other projects supported by the EU on the bilateral level ?

Project:

Comments:

1.5. To what extent is the budget appropriate for the pursued objectives?

1.5.1. Does the budget allocated take into consideration the importance of the youth population in the Mediterranean?

- Fully
 Averagely
 Not at all

Explain:

1.5.2. Does the budget allocated to the NC take into consideration the importance of their work?

- Fully
 Averagely
 Not at all

Explain:

2. Questions related to effectiveness

2.1. To what extend are the management instruments effective?

Instrument	Fully	Partially	No	Comments
1. Your contract				
2. the contract of the NC with the EC				
3. The work plan				
4. the Training & cooperation plan				
5. the monthly calendar				
6. The payment schedule (40% + 40% + 20%)				
7. The interim report				
8. The final report				
9. Auditing certification model				
10. Action plan for communication				

Instrument	Fully	Partially	No	Comments
12. Formal check list for the selection				
13. Assessment sheet				
14. The training session for EVS				
15 Users guide				
Others				

- Do the administrative rules harmonise with the rules of the structure in your country?

2.2. Your work as a NC needs the implementation of a work plan, what is currently the level of implementation of your working plan? (ask for documents)

- On schedule
- Slight delay
- Difficulties encountered:
- Important delay
-Difficulties encountered:

2.3. Is the Programme achieving its objectives? (This part covers the relationship between the outputs/results of the programme and the programme expected purpose/specific objectives.)

- In which way have the different actors and beneficiaries utilize the different types of actions (Actions 1, 2, and 5)?

Action	Number of projects	Number of participants	Budget	Comments
Action 1				
Action 2				
Action 5				

2.4. What are the strengths and the weaknesses of your structures?

Strength:

Weaknesses:

2.5. What are the main problems that you encounter?

Problem:

Solution proposed by you:

2.6. Did you participate in support action/training activity? If so, what type of action and in what respect it helped you to fulfil your tasks?

Action :

Comments:

2.7. Interaction and synergies with other actors involved

Structure	Intense	Average	None	Comments
National ministry				
EC EAC				
EC EuropeAid				
EC Delegation				
NA				
TAO				
Salto				
EMYP				
Others				

2.8. What is the intervention logic of the evaluation and selection process?

- How adequate and effective has the selection process been?

- Very effective
- Effective
- Purely effective
- Not effective

- To what extent are the procedures and criteria for project selection appropriate and have been applied uniformly as set out in the Guidelines?

- Very appropriate
- Appropriate
- Purely appropriate
- Not appropriate

- How appropriate have been the frequency and times of project selection deadlines?

- Very appropriate
- Appropriate
- Purely appropriate
- Not appropriate

2.9. Do you think that the programme is sufficiently known among the actors in your country?

Actor	Very known	Partially known	Purely known	Not at all	Comments
Ministries					
Youth organisations					
Young people					
NGO's					
Universities					
International donors					

2.10. How effective is the information and dissemination strategy?

- Very effective

- Effective
- Purely effective
- Not effective

2.11. What information and promotion mechanisms do you use?

- Brochure
- Newsletter paper
- Leaflet
- Newsletter electronic
- Media publicity
- Participation in events
- Workshop
- Dissemination of project results
- Conference
- Internet
- Others

3. Questions related to efficiency

3.1. What is the relationship between the inputs (Human and financial resources) and the first outputs of the programme?

- Excellent
- Good
- Fair
- Bad

- What are the costs per action? What is the relationship between the implementations and the costs? (please ask for documents)

3.2 Do you have a monitoring and evaluation system for your activities?

- Aspects covered (plan, budget, impact, and statistics):
- Person in charge?
- Other actors involved?
- Frequency?

4. Questions related to Sustainability

4.1. To what extent is there adequate ownership of the programme by the target groups / beneficiaries?

Question	Excellent	Good	Fair	Bad	Comments
Satisfactory understanding of the programme objectives					
Commitment to strengthening the values of the programme? (Peace, tolerance, human rights etc.)					

Question	Excellent	Good	Fair	Bad	Comments
Participation in the projects with enthusiasm and expression of a strong will for further initiatives of cooperation					

4.2. To what extent have the relevant authorities had a supportive policy during implementation of the programme?

- Very supportive
- Supportive
- Purely supportive
- Not supportive

4.2.1. To what extent was the programme successful in mainstreaming of youth policies into government policies in the countries concerned?

- Very successful
- Successful
- Purely successful
- Not successful

-Explain:

4.3. To what extent will all beneficiaries have adequate access to benefits and products during and after the programme?

Question	Very good	Good	Fair	Bad	Comments
To what extent has the programme supported the capacity building of organisations, institutions etc. in the Meda area?					
To what extent was the training crucial to attain the necessary capacity building for transforming the beneficiaries' activity into a sustainable development process?					

- How far has the programme contributed to crosscutting aspects (equality between man and women, environment) and to mainstream them into youth policies?

Question	Very good	Good	Fair	Bad	Comments
Gender					
Human rights					

Cultural dialogue					
Environment					
Disabled persons					

- Others:

5. Questions related to Impact

5.1. To what extent has the programme succeeded in busting a growing interest among the actors in your country in the Euro mediterranean cooperation in the youth field?

Question	Very good	Good	Fair	Bad	Comments
Did the number of projects and participants grow in a sensible way in comparison to the first stage?					
To what extent have barriers and handicaps been dismantled: Visa, difficult mobility, insurance etc?					
To what extent has the programme succeeded to promote a greater South-South cooperation?					
Was the establishment of network of National co-ordinators successful and to what extent were other forms of regional partnerships created?					
How big is the number of projects with a genuine regional character?					

5.2. To what extent has the programme had an effect of the beneficiaries?

Question	Very good	Good	Fair	Bad	Comments
Has the Programme enhanced mutual understanding and respect among young people from different countries?					
Has it increased the solidarity amongst young people?					
To what extent has					

<p>the action encouraged the development of youth structures and the voluntary sector as a means to strengthen civil society in your country?</p>					
<p>Has the participation to the action encouraged the young people involved to increase or improve the acquired knowledge of the society of the exchange countries</p>					

- To what extent did the financial support granted to the beneficiaries of the Programme merely substitute for support likely to have been provided from other sources anyway?

- How likely is it that the effects of the Programme would have occurred even if the Programme itself had not been launched?

C. Conclusions

Please name 5 successes of the programme:

- 1.
- 2.
- 3.
- 4.
- 5.

D. Remarks, suggestions, comments

3.2. Questionnaires used for National Agencies

External Evaluation of the Euromed Youth Programme Questionnaire to National Agencies

A. Identification:

Name:.....

Institution:.....

Position:

Management of Euromed:

Full-time

Part-time

Other responsibilities in the Agency:

(Please indicate if there was any change since the decentralisation)

Yes

No

Contact details:.....

B. Questions related to the set up of the programme:

1. *Could you please give a brief history of Euromed Youth programme in your country?*

2. What are the priorities of your Agency regarding Euromed Youth?

- Is the Euromed Youth programme considered as a priority among the other actions of EU Youth?

Yes

No

Comments:.....

- Please, specify the priorities:

1.

3.

4.

5.

- What is your role as national coordinator? (Please number according to priority)

- Promote the programme priorities and objectives
- Represent your country in Euro-Med Youth
- Disseminate information about the programme
- Train actors about Euro-Med youth
- Advise project promoters on project preparation
- Assist project promoters to find local partners
- Assist project promoters to find international partners
- Assist project promoters to run their project
- Receive and register proposals
- Organise the selection procedure
- Sign the contract and follow up the projects
- Organise evaluation sessions with the beneficiaries
- On site visits to the projects
- Organise training sessions (TCP and others)
- Cooperate with EU National Agencies
- Cooperate with National Coordinators (Twinning scheme)
- Promoting and recruiting participants to various Euromed events (training, workshops conferences...)
- Maintaining contact with the programme structures (EC, TAO, NA, Salto, EMYP)
- Other

C. Questions concerning quality indicators:

2. Questions related to pertinence and relevance

1.1. Do you think that the objectives defined for the programme meet the real needs of your country and priorities in terms of youth policy? (target groups, specific needs not in the programme)

Overall Objective	Fully	Partially	No	Comments
1. Improve mutual knowledge, understanding and dialogue between youth in the Med and EU				
2. To stimulate young people's active citizenship, in particular young women, within their local communities.				
3. To stimulate youth NGO's contributions to their country's public life				

Specific Objective	Fully	Partially	No	Comments
1. To provide informal intercultural learning opportunities for young people especially through exchange and trans-national voluntary services				
2. To provide training opportunities in Euro-Med youth work for youth leaders and workers				
3.1. To exchange experiences				

and good practices				
3.2. To promote the acquisition of new skills and approaches to international youth work among youth NGO's and responsible for youth work in MEDA and EU				
3.3 To develop capacity building at the level of youth structures and policies				
4.1. To promote the development of non-profit making structures working in the youth field				

Specific Objective	Fully	Partially	No	Comments
4.2 To promote the establishment of independent and representative national youth councils in the Med partners				
5. To improve, through the youth associations, the cooperation with civil society as an element of democratic reform				
6.1. To inform youth NGO's about EU Institutions and the Euro-Med Partnership by strengthening the dialogue between the 27 Euro-Med partners				
6.2. To improve a greater understanding between their cultures and a better perception of each other				
7. To increase participation of Med NGO's in youth NGO trans-national networks				

1.2. Do you think that the expected results are defined in a realistic way?

Expected result	Fully	Partially	No	Comments
1. Contacts, dialogue and exchanges between EU and Med youth for a better understanding as an essential factor for peace and mutual respect				
2. Strengthening of permanent networking and contacts (NA, NC, NGO's) through training, common data base, coordination meetings, regular exchanges				
3. The Euro-Med Forum/Platform as platform of discussion for organisations (exchange of good practices, networking)				
4. Local communities hosting activities carried out by beneficiaries (specially in the field of Voluntary Service) will benefit from an increase in mutual understanding and exchange of know how				

1.3. To what extent are the activities and the intervention mechanisms well adapted to the needs of your country?

Activity/mechanism	Fully	Partially	No	Comments
1. Preparatory training and				

support measures (visits, seminars, training courses etc.)				
2. Networking (practitioners, beneficiaries)				

Activity/mechanism	Fully	Partially	No	Comments
3. Multilateral youth exchanges (thematic priorities)				
4. Voluntary service exchanges (short & long term, individual & group)				
5. TCP				
6. Euro-Med Youth Platform				
7. Salto				
8. CoE covenant				

- To what extent are other actions necessary in order to obtain those needs?

1.4. To what extent is the budget of the Euromed programme appropriate for the pursued objectives?

1.4.1. Does the budget allocated take into consideration the importance of the youth population in the Mediterranean?

- Before the decentralisation

- Fully
 Averagely
 Not at all

Not at all? (Explain):

- After the decentralisation

- Fully
 Averagely
 Not at all

Explain:

1.4.2. To what extent has the decentralisation contributed to a better achievement of your objectives?

2. Questions related to effectiveness

2.1. To what extent are the management instruments effective?

Instrument	Fully	Partially	No	Comments
1. The contract of the NA with the EC				
2. The work plan				
3. The training & cooperation plan				
4. Assessment sheet				
5. The training session for EVS				
6. User guide				

Other				
-------	--	--	--	--

2.2. What are the most frequent problems for which the project promoters ask your support?

Problem	Solution/support
Procedures of the programme	
Identification of partners	
Financial questions	
Visa application	
Cultural questions	
Security in the region	
Others (please specify)	

2.3. Does your work, as a NA requires the implementation of a work plan?

- Yes
 No

- Please indicate the main tracks of your Euromed work plan:

2.4. What is currently the level of implementation of your working plan for Euromed Youth?

- On schedule
 Slight delay
 - Difficulties encountered:
 Important delay
 - Difficulties encountered:

2.5. Is the Programme achieving its objectives? (This part covers the relationship between the outputs/results of the programme and the programme expected purpose/specific objectives.)

2.5.1. In which way have the different actors and beneficiaries utilize the different types of actions (Actions 1, 2, and 5). Please specify for the period 2001-2002-2003

Action	Number of projects	Number of participants	Budget	Comments
Action 1				
Action 2				
Action 5				

2.5.2 What was the impact of the decentralisation on the number of submitted and selected project and on their quality?

2.6. What are the strengths and the weaknesses of your structures?

Strengths:

Weaknesses:

2.7. What are the main problems that you encounter and especially after the decentralisation?

Problem:

Solution proposed by you:

2.8. Interaction and synergies with other actors involved

Structure	Intense	Average	None	Comments
National ministry				
EC EAC				
EC EuropeAid				
Other NA				
NC				
TAO				
Salto				
Covenant Council of Europe				
EMYP				
Others				

2.9. What is the intervention logic of the evaluation and selection process?

2.9.1. How adequate and effective has the selection process been?

- Very effective
- Effective
- Purely effective
- Not effective

2.9.2. How appropriate have been the frequency and times of project selection deadlines?

- Very appropriate
- Appropriate
- Purely appropriate
- Not appropriate

2.10. Do you think that the programme is sufficiently known among the actors in your country?

Actor	Very known	Partially known	Purely known	Not at all	Comments
Ministries					
Youth organisations					
Young people					
NGO's					
Universities					
International donors					

2.10. **How effective is the information and dissemination strategy of the programme?**

- Very effective
- Effective
- Purely effective
- Not effective

Explain:

2.11. **What information and promotion mechanisms do you use?**

- | | |
|---|---|
| <input type="checkbox"/> Brochure | <input type="checkbox"/> Newsletter electronic |
| <input type="checkbox"/> Workshop | <input type="checkbox"/> Participation in events |
| <input type="checkbox"/> Leaflet | <input type="checkbox"/> Media publicity |
| <input type="checkbox"/> Conference | <input type="checkbox"/> Dissemination of project results |
| <input type="checkbox"/> Internet | <input type="checkbox"/> Others |
| <input type="checkbox"/> Newsletter paper | |

4. Questions related to efficiency

4.1. What is the relationship between the inputs (Human and financial resources) and the first outputs of the programme?

- Excellent
- Good
- Fair
- Bad

- What are the costs per action? What is the relationship between the implementations and the costs?

3.2 Do you have a monitoring and evaluation system for your activities?

- Aspects covered (plan, budget, impact, statistics)
- Other actors involved?
- Frequency?

4. Questions related to Sustainability

4.1. To what extent is there adequate ownership of the programme by the target groups / beneficiaries?

Question	Excellent	Good	Fair	Bad	Comments
Satisfactory understanding of the programme objectives					
Commitment to strengthening the					

values of the programme? (Peace, tolerance, human rights etc.)					
Participation in the projects with enthusiasm and expression of a strong will for further initiatives of cooperation					

4.2. To what extent have the relevant authorities had a supportive policy during implementation of the programme?

- Very supportive
- Supportive
- Purely supportive
- Not supportive

- To what extent was the programme successful in mainstreaming of Euromed Youth into the government policies in your country?

- Very successful
- Successful
- Purely successful
- Not successful

Explain:

4.3. To what extent will all beneficiaries have adequate access to benefits and products during and after the programme?

Question	Very good	Good	Fair	Bad	Comments
To what extent has the programme supported the capacity building of organisations, institutions etc. in the Meda area?					
To what extent was the training crucial to attain the necessary capacity building for transforming the beneficiaries' activity into a sustainable development process?					

4.4. How far has the programme contributed to crosscutting aspects (equality between man and women, environment) and to mainstream them into youth policies?

Question	Very good	Good	Fair	Bad	Comments
----------	-----------	------	------	-----	----------

Gender					
Human rights					
Cultural dialogue					
Disabled persons					
Environment					
Others					

5. Questions related to Impact

5.1. To what extent has the programme succeeded in busting a growing interest among the actors in your country in the Euro-Mediterranean cooperation in the youth field?

Question	Very good	Good	Fair	Bad	Comments
Did the number of projects and participants grow in a sensible way in comparison to the first stage?					
To what extent have barriers and handicaps been dismantled: Visa, difficult mobility, insurance etc?					
To what extent has the programme succeeded to promote a greater South-South cooperation?					

5.2. To what extent has the programme had an effect of the beneficiaries?

Question	Very good	Good	Fair	Bad	Comments
Has the Programme enhanced mutual understanding and respect among young people from different countries?					
Has it increased the solidarity amongst young people?					
To what extent has the					

<p>action encouraged the development of youth structures and the voluntary sector as a means to strengthen civil society in your country?</p>					
<p>Has the participation to the action encouraged the young people involved to increase or improve the acquired knowledge of the society of the exchange countries</p>					

5.3. To what extent there are synergies with other projects supported by the EU on the bilateral level

- Project:

- Comments:

- To what extent did the financial support granted to the beneficiaries of the Programme merely substitute for support likely to have been provided from other sources anyway?

- How likely is it that the effects of the Programme would have occurred even if the Programme itself had not been launched?

D. Conclusions

- Please name 5 successes of the programme:

- 1.
- 2.
- 3.
- 4.
- 5.

E. Remarks, suggestions, comments

3.3 Questionnaires used for Project promoters

External Evaluation of the programme Euromed Youth Questionnaire Interview to project promoters

A. Identification

Name: Age:..... Gender:.....

Organisation:

Function:

Contact details

B. About your project

1. To what type of activity did you participate?

- Multilateral youth exchanges (thematic priorities)
- Voluntary service exchanges
 - short individual
 - long term group
- Practical training experiences (Job shadowing)
- Feasibility visits for the creation of new projects
- Contact making seminars
- Study visits
- Seminars
- Training courses
- Youth information
- Trans national partnership & Networks
- Support for quality & innovation

2. The duration of the activity:

3. The venue:

4. Number of country partners? Which countries?

5. Type of partner organisations:

- NGO
- Association
- Government service
- International organisation
- University
- Local authority
- Others

6. What was the project theme?

- | | | | |
|-----------------|--|---|--------------------------------|
| Knowledge of EU | <input type="checkbox"/> Active citizenship dialogue | <input type="checkbox"/> Intercultural dialogue | <input type="checkbox"/> Peace |
| | <input type="checkbox"/> Cultural heritage | <input type="checkbox"/> Equal opportunities | <input type="checkbox"/> |
| | <input type="checkbox"/> Youth health | <input type="checkbox"/> Social exclusion | <input type="checkbox"/> |
| | <input type="checkbox"/> Youth delinquency | <input type="checkbox"/> Youth sports | <input type="checkbox"/> Rural |
| | <input type="checkbox"/> Youth leisure | <input type="checkbox"/> Youth policies | <input type="checkbox"/> |
| | <input type="checkbox"/> Environment youth | <input type="checkbox"/> Art & culture | <input type="checkbox"/> Other |
| | <input type="checkbox"/> Urban Youth | | |
| | <input type="checkbox"/> Anti-racism/xenophobia | | |
| | | | |
| | | | |

7. Did the project meet your needs?

- Fully
- Satisfactorily
- Very little
- Not at all

8. If not at all, please identify the reason:

- Lack of understanding of the objectives and the priorities
- Problems of communication in the partnership
- Cultural and other barriers
- Poor management of the project
- Unrealistic work plan or budget
- Lack of understanding of the procedures and the contractual obligations
- Lack of technical support
- Others:

9. Did you receive a support before starting with the project?

- Yes
- No

- If yes please specify the type:

- Individual training
- Information seminar
- Information material
- Others

- If yes was the preparation:

- Very good
- Good
- Fair
- Poor

10. Did you receive a support during the implementation of the project?

- Yes
- No

- If yes please specify the type:

- Visit from National coordinator
- Salto
- EMYP
- TAO
- EC Delegation
- Others

- If yes was the support:

- Very good
- Good
- Fair
- Poor

C. About the programme (management, procedures, visibility)

1. What should be according to you the role of the national coordinator?

- Represent your country in Euromed Youth
- Disseminate information about the programme
- Promoting the programme priorities and objectives
- To train actors about Euromed youth
- Advise project promoters on project preparation
- Assist project promoters to find local partners
- Assist project promoters to find international partners
- Assist project promoters to run their project
- On site visits to the projects
- Others:

2. Do you think that the objectives defined for the programme meet the real needs of your country and priorities in terms of youth policy? (target groups, specific needs not in the programme)

Overall Objective	Fully	Partially	No	Comments
1. Improve mutual knowledge, understanding and dialogue between youth in the Med and EU				
2. To stimulate young people's active citizenship, in particular young women, within their local communities.				
3. To stimulate youth NGO's contributions to their country's public life				

Specific Objective	Fully	Partially	No	Comments
1. To provide informal intercultural learning opportunities for young people especially through exchange and trans-national voluntary services				
2. To provide training opportunities in Euromed youth work for youth leaders and workers				
3.1. To exchange experiences and good practices				
3.2. To promote the acquisition of new skills and approaches to international youth work among				

youth NGO's and responsible for youth work in MED and EU				
3.3 To develop capacity building at the level of youth structures and policies				
4.1. To promote the development of non-profit making structures working in the youth field				
Specific Objective	Fully	Partially	No	Comments
5. To improve, through the youth associations, the cooperation with civil society as an element of democratic reform				
6.1. To inform youth NGO's about EU Institutions and the Euromed Partnership by strengthening the dialogue between the 27 Euromed partners				
6.2. To improve a greater understanding between their cultures and a better perception of each other				
7. To increase participation of Med NGO's in youth NGO trans-national networks				

3. Do you think that the expected results are defined in a realistic way?

Expected result	Fully	Partially	No	Comments
1. Contacts, dialogue and exchanges between EU and Med youth for a better understanding as an essential factor for peace and mutual respect				
2. Strengthening of permanent networking and contacts (NA, NC, NGO's) through training, common data base, coordination meetings, regular exchanges				
3. The Euromed Forum/Platform as platform of discussion for organisations (exchange of good practices, networking)				
4. Local communities hosting activities carried out by beneficiaries (specially in the field of Voluntary Service) will benefit from an increase in mutual understanding and exchange of know how				

4. To what extent are the activities and the intervention mechanisms well adapted to your needs?

Activity/mechanism	Fully	Partially	No	Comments
1. Preparatory training and support measures (visits, seminars, training courses etc.)				

2. Networking (practitioners, beneficiaries)				
3. Multilateral youth exchanges (thematic priorities)				
4. Voluntary service exchanges (short & long term, individual & group)				
5. Experimental/innovative projects (job-creating projects)				
6. Euromed Youth Platform				

Expected result	Fully	Partially	No	Comments
7. Salto				
8. CoE covenant				

5. To what extent are other actions necessary in order to obtain those needs?

6. To what extent are the management instruments of the programme effective?

Instrument	Fully	Partially	No	Comments
1. The NC				
2. The TAO				
3. The Users guide				
4. The application form				
5. The application calendar				
6. Your contract				
7. The interim report				
8. The final report				
9. The information instruments (internet)				
10. The information material				
11. The training events				
12. The EYMP				
13. Salto				
Others				

7. What are, according to you the strengths and the weaknesses of the programme?

- Strengths:

-Weaknesses:

8. What are the main problems that you encounter?

- Problem:

- Solution proposed by you:

9. Did you encounter any specific obstacles while taking part in the Euromed youth activities?

- | | |
|---|---|
| <input type="checkbox"/> Visa | <input type="checkbox"/> Insurance |
| <input type="checkbox"/> Language | <input type="checkbox"/> Accommodation |
| <input type="checkbox"/> Amount of per diem | <input type="checkbox"/> Identifying partners |
| <input type="checkbox"/> Identifying partners | <input type="checkbox"/> Lack of guidance |
| <input type="checkbox"/> Isolation | |

10. How did you overcome the barriers?

11. Are you aware of the selection criteria applied by the EC?

- Yes
 No

12. Do you think that the programme is sufficiently known among the actors in your country?

Actor	Very known	Partially known	Purely known	Not at all	Comments
Ministries					
Youth organisations					
Young people					
NGO's					
Universities					
International donors					

13. How effective is the information and dissemination strategy?

- Very effective
 Effective
 Purely effective
 Not effective

14. What information and promotion mechanisms do you use?

- | | |
|--|---|
| <input type="checkbox"/> Brochure | <input type="checkbox"/> Workshop |
| <input type="checkbox"/> Leaflet | <input type="checkbox"/> Conference |
| <input type="checkbox"/> Newsletter paper | <input type="checkbox"/> media publicity |
| <input type="checkbox"/> Newsletter electronic | <input type="checkbox"/> participation in events |
| <input type="checkbox"/> Internet | <input type="checkbox"/> Dissemination of project results |
| <input type="checkbox"/> Others | |

15. How did you hear first about the programme?

- Information session
 Information material
 Media advertisement
 Personal contacts

16. Would you take part again in the programme?

- Yes
 No

17. What is the relationship between your inputs (Human and financial resources) and the first outputs of the programme?

- Excellent
 Good
 Fair
 Bad

18. To what extent is there adequate ownership of the programme by you?

Question	Excellent	Good	Fair	Bad	Comments
Satisfactory understanding of the programme objectives					
Commitment to strengthening the values of the programme? (Peace, tolerance, human rights etc.)					
Participation in the projects with enthusiasm and expression of a strong will for further initiatives of cooperation					

19. How far has your project contributed to crosscutting aspects (equality between man and women, environment) and to mainstream them into youth policies?

Question	Very good	Good	Fair	Bad	Comments
Gender					
Human rights					
Cultural dialogue					
Disabled persons					
Environment					
Others					

20. Your assessment of the effect of the programme?

Question	Very good	Good	Fair	Bad	Comments
Improvement of mutual understanding and respect among young people from different countries					
Increased solidarity amongst young people?					
Development of youth structures and the voluntary sector as a means to strengthen civil society in your country?					
Increased awareness of youth policies					
Increased employability					

Question	Very good	Good	Fair	Bad	Comments
Acquisition of linguistic skills					
Acquisition of technical skills					
Increased visibility of Youth organisations					
Development of new activities at local level					
Development of international relations					
Increased awareness of the EU					
Others					

- How likely is it that the effects of the Programme would have occurred even if the Programme itself had not been launched?

D. Conclusions

- Please name 5 successes of the your project.

- 1.
- 2.
- 3.
- 4.
- 5.

E. Remarks, suggestions, comments

3.4 Web questionnaires used for Programme participants

External Evaluation of the Euromed Youth Programme Questionnaire to Programme participants

A. Identification of the organisation

Name of the organisation :.....

Type of organisation:¹.....

Country:.....

Name of person filling the questionnaire:Age: Gender:

Role within the organisation:

Contact details:.....

B. Project Information and activities

2.1. Identify all the projects you have participated, either as a promoter, partner, or participant

	Promoter	Partner	Participant
Project (s) identification			
Project title			
Project identification number			
Country of venue			
Date of start of activity			
Date of end of activity			
Origin of the partners involved in the projects			
Main venues for identifying and selecting partners			

2.2 Identify the Actions which your projects belong to (Tick the appropriate boxes, as well as the number of projects you have developed under each action)

1. Action 1 - Youth Exchanges	
2. Action 2 - Voluntary Service	
3. Action 5 - Support Measures	

1. ¹ If you are a group of young people, and not an organisation, please also specify.

4. Practical experience (job shadowing)	
5. Feasibility visit	
6. Contact-making seminar	
7. Study visit	
8. Seminar	
9. Training course	
10. Youth Information	
11. Transnational partnership network	

Total number of projects implemented during the period of the evaluation, from 2001-2003		Promoter	Partner
--	--	-----------------	----------------

2.3. What was the project themes of the activities developed within the project? (Tick maximum of 3 answers)

1. Art and Culture	
2. Heritage protection	
3. Media and Communication	
4. Heritage protection	
5. The environment	
6. Rural development	
7. Urban development	
8. Women issues	
9. Minority issues	
10. Disabled people	
11. Social exclusion	
12. Anti-racism and xenophobia	
13. Peace	
14. Health	
15. Anti drug, substance abuse	
16. Actions against delinquency	
17. Youth sports	
18. Youth leisure	
19. Youth policies	
20. European awareness	
21. Other, specify	

2.4. Has your organisation (or you) benefited from Euromed youth training?

Training activities	Strong impact	<i>Medium impact</i>	<i>Small impact</i>	Comments
1.SALTO Euromed training courses				
2. Covenant with the Council of Europe				

C. Aims and motivations

Indicate your own aims and motivations for participating in the Euromed programme.

Following is a non-exhaustive list of examples (new skills and experiences; increasing personal and organisational relations; intercultural learning, promoting the own country and identity, qualifications in youth and community work; obtaining financial support; promoting values, personal motivations...)

Please indicate your aims and motivations by order of preference:

- 1.
- 2.
- 3.
- 4.
- 5.

D. Project implementation

- If you had any problems in the implementation of the programme, please indicate them by order of preference.

Following is a non-exhaustive list of problems (programme administrative procedures; problems with the partnership; problems with identifying and selecting participant, cultural barrier, legal barriers (Visa), financial barriers...)

- 1.
- 2.
- 3.
- 4.
- 5.

E. Project results and dissemination

- What have been the tangible results of participating in a Euromed programme? (A result is a tangible and measurable output resulting from the development of an action. A non-exhaustive list of results could include: organisation of a thematic lecture/workshop at the local level, developing new policy in the organisation for disabled people...)

- 1.
- 2.
- 3.
- 4.
- 5.

F. Project Impact

- What is/could be the most significant impact that your Euromed projects could create at the level of 1) the young participants and 2) the organisation, as well as in a 3) wider local and national level?

Impact on the participants, organisations and the wider level	Strong impact	Medium Impact	Low impact
1.			
2.			
3.			
4.			
5.			

G. Conclusions

- Please name 5 successes of the project:

- 1.
- 2.
- 3.
- 4.
- 5.

- Please provide us with suggestions and comments for the future improvement of the programme

Thank you very much for valuable your co-operation.

**Please return the questionnaire to : mediana@skynet.be
no later than 05/08/2004**

ANNEX 4

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ANNEX 5

Stakeholders' meeting minutes

Brussels, 28/29 June 2004

Stakeholders' Meeting

Monday 28 June 2004

14:00 Welcome and introduction by Antonia Calvo of the Unit “Thematic support – Social and human development”, DG AIDCO, European Commission

It is important to see from the side of the stakeholders:

- What has the programme provided or not provided
- Feed back from the ground
- An independent opinion

14:10 Address by Silvia Mora, “Youth” Unit of DG EAC, Prospects for the Youth programme

- The EC has noticed an important motivation of the stakeholder to participate in this meeting (see number of participants)
- It is their input to the evaluation
- It could give a comprehensive picture of the functioning of the programme
- The evaluators gave guidance for the meeting
- The results of the evaluation will be converted into recommendation for the next stage of the programme
- The Euromed Youth is a factor for development

16:30 Relevant issues related to the Euro-med programme’s management raised during the evaluation field visits:

- **Discussion chaired by the evaluators.**

Procedures

1. The work of TAO is OK length problems appear as soon as the EC is involved (IL)
2. The long time affects the motivation (EG)
3. Dead line is known and it is OK. The financial agreement takes too long. NC should be involved and better informed (MA)
4. NC ont assez de tâches. Paiement par NC trop compliqué (voir système bancaire du pays) (DZ)
5. NC are versatile in some countries and paying projects makes them more fragile. There is a lack of transparency regarding projects promoters about preliminary results (after selection and before acceptance/rejection letters) (MA)
6. Information au projet sur paiement par CE
7. Very little can be still done to shorten the process. An explanation should be done towards the projects promoters to increase transparency about the use of public funds.
8. Beneficiaries have to submit a bank account and omitting it delays the process (TAO)
9. Decentralisation des fonds pour NA et par ce fait il n’y a pas des problèmes de retard. Par contre AN n’est pas averti sur des projets Meda qui concernent sont pays. Dans le cas d’un retard le AN peut avancer des fonds (BE)

10. Les problèmes peuvent souder le partenariat
11. Le laps Entre la selection du projet et sa lettre d'acceptation 6 semaines d'écoulent et le NC ne peut pas annoncer
12. Il y a une différence entre 2001 et 2002 car avnt il y avait une réunion interservice
13. Les procedures sont lentes mais logiques. La phase entre sélection et décision financière trop longue. La gestion à BXL rend les affaires difficiles (TN)
14. Payment too late after submission of Final report
15. Balance problems in the past (2001 & 2002)
16. Problèmes de langue, tendance des partenaires à créer des partenariat avec des entités pouvant utiliser la même langue. Il faut réfléchir à l'accès des groupes marginaux (illétrés) (MA)
17. Les association au centre de l'Algérie parlent des langues étrangères mais en dehors du centre non.
18. L'utilisation de la langue du pays est importante pour le développement d'un projet éducatif (IL)
19. There are languages problems and less advanced persons need translations

Partnership

1. Le problem de trouver des partenaires existe la plateforme peut aider. Il y a le problème de partenaires qui se retirent du projet ceci soulève la question de la crédibilité (DZ). Il faut avoir une préparation en amont pour trouver des partenaires
2. Il faudrait définir ce qui est un partenaire crédible
3. Trouver des partenaires n'est pas un problème. L est plus difficile de :
 - Les engager davantage
 - De trouver un équilibre géographique et de surmonter les différences de langues
4. Finding a last minute partner is very risky. Both hosting and sending need a very good preparation
5. Il existe un crucial problème de partenariat pour les EVS
6. Il faut créer/disposer d'outils pour mieux connaître les partenaires (DZ)
7. The need for criteria to define a credible partner
8. The NC has to play a role by giving an opinion about the credibility

Barriers

1. Il n'y a pas de barrières culturelles, il n'y a pas de choc, il y a la préparation. L'échange doit démonter les barrières (TN)
2. La différence entre les monnaies. Le change. Il faut pouvoir ouvrir un compte professionnel en devise
3. Pas de barrières entre participants mais entre responsables et notamment par rapport à la participation active et la responsabilisation
4. La culture du projet, le management de projets associatif. Il faut une bonne compréhension de la culture associative
5. IL comme pays d'accueil trouve des partenaire uniquement en TR en action 5
6. Problems with culture when there is a bad preparation (PT)

Tuesday 29 June 2004

National Agencies Workshop

Issue 1

1. Priorities:
 - Political:
 - a. Develop cooperation with countries with historical links
 - b. Develop cooperation with countries with which there is no connections
 - c. For some EU Euromed is not a priority
 - Social-cultural:
 - a. Euro-Med is a tool for better knowledge and intercultural learning to integrate immigrant, show what their traditions and origins are
 - Management:
 - a. Promote of action5, Twinning
 - b. Development of common strategy, networking
 - c. Increase of activities and of budget
 - d. Increase of EVS
 - e. Increase of project quality and number of projects
 - Thematic Issues:
 - a. Racism Xenophobia, Women's rights, diversity
 - b. Toll to work with disadvantaged young persons
2. Type of activities (how to reach the priorities):
 - a. Info training and partnership action
 - b. Twinning cooperation

[Remark: Priorities set by country's ministry but don't get extra funding from them to achieve the goals; problem of budget]

Issue 2

Decentralisation

- Good mechanism to promote access to programme and to avoid delays
- It is faster and closer to the beneficiaries
- There is still a lack of information from other countries
- Less budget available than before
- it makes more work for the NA. Get less info.
- Easy access to training EVS
- Double screening process positive thing but should be more efficient

Weaknesses:

- for Northern European countries too important travel costs.

- NA decentralized, NC centralized: 2 different system creates an imbalance

[Remark: want info on results on projects selections. Commission publish results of their selections committee and NA publish results of their selection. NA and NC share info about projects selected where each country 's participants are involved.]

Issue 3

Support to beneficiaries

Info and guidance 15 answers

Training 12 answers,

Selection 5 answers

support answers 9

- Selection:
 - not important, low budget few projects,
 - more time to inform and give guidance to projects before application and ask for clarifying information during selection process. Accept all or else no projects at all.
 - Euromed is integrated in the overall selection
- Training: EVS training cycle, Give information on training possibilities, Regional training, preparatory training.
- Support:
 - By Visas problems,
 - Partner finding.
- Information-Guidance:
 - Info on Euro-Med programme not separate form the rest. Included in the general info.
 - Give info on training courses
 - Guidance for project application. Before deadline to improve chances of selection
 - Guidance is the most important activity done by NA

[Remark: Lot's of proposals for low budget, low budget to fund projects, most budget go to training grants. Lot's of training proposed for low budget.

Issue 6

Interaction with Support Structures

In General:

What kind of strategy?

Too much information: overload: confusing

Keep it as it is

Salto:

- Cooperate about training, host courses. The training offer is too big and the NA have a limited budget (sending partners, projects), it is a pressure on the NA
- Publish Salto info on NA website

EMYP:

- No contact at all
- NAs have different feedback some have positive opinions, others have negative opinion. Refer to post it
- The Newsletter is useful

CoE:

Unknown, what is it
Some NA work with them as expert in training courses

TAO:

All positive feedback

[Remarks about Salto:

Questions real impact of Salto. Is Salto running MEDA? Why Salto so important?

Questions the feedback on the behaviour of participants during the training. Did not ask for it, opposed to it. It does not help. Very subjective opinion, what is the context ?

Training is about helping not judging!

Feel pressure from Salto to give info, do some work for them. Do not see any benefit for my country's participants. Have very little budget for Action 5. Is it a Youth Worker Programme or a Programme for Young People?

Tough time to understand training programme (language), simplify it! Difficult to sell the training to youths.

Good thing that they are here but problems.]

Issue 7

Cooperation with NC

- In case of: Job Shadowing, Study Visit, Find Partner
- Normal cooperation positive
- TCP are good occasions
- Within twinning process: good experience

Negative comments:

- Not enough cooperation,

- not enough time. Difficult to find time.
- No real possibility to discuss. Not enough contact. Meetings in Brussels could be more effective. There are 2 meetings per year some times not adequate as NA & NC are separated (Lisbon)
- Lack of connections
- We are not part of the evaluation

Comments:

- NC should be included in next meeting. Problems of time to have more exchange with MEDA partner. We should provide opportunities for time to meet.
- Within twinning process: good experience. Learning how youth field organising. Should give more opportunity to benefit from twinning.
- Should use meeting to exchange and learn from each other.
- During big meetings; sit and get info but do not get to know the others. Always work with NAs, got to know the other NAs. Need to do the same with NCs.
- Not easy to organise common activities but hope future meetings to do so. TCP meeting could be such an opportunity.
- Propose that next meeting should be perfect place to work together. Interaction activities with NCs. Need separation in some meeting activities but also activities together NAs and NCs.
- Meeting should last 3-4 days. Informal time is important.
- Problem is that NCs not connected (with NAs)

Support Structures Workshop

Salto, Platform, TAO, CoE, Aidco, Commission

Issues: Existence of common strategy

Possibility of overlap

Involvement of different structures in selection, in management, in decision making, in information/guidance

Discussed in detail 2 areas: information and training

Information: there is missing on a clear presentation of the objectives of the programme itself. Suggest 1 text produced

No translation into French systematically provided; creates discrepancies. Need more consistency

Translation in Arabic by NC. Make sure that 1 arabic version is made usable and recognisable by all.

Important for young people to know about all Euro-Med not only Euro-Med Youth

Have one document on Internet
One Users Guide specifically of E.Y.P
Need to have strategy on visibility of programme. No coherent or perceptible strategy

Visibility of the results achieved
Training Potential for Overlap (NA, NC, Salto)

Thematic: training efficient or need more technical orientation?
Warning: too many training can be a concern.
No overlap at the time
Differentiation in purpose and specialisation

Training provided sufficient and in accordance to the needs?
Limits is how far we can go into this
The role of the training of Salto should be clarified or reviewed
Technical training: managing budget, filing report essential

Clarify target groups. In the future when designing training strategy. Opportunities for user of Action to design the objectives

Concerns about terminology title. Who is a trainer? What is a project? Ambiguity, room for development.

Follow up of training
Need to consider means to identify and to make resources person trained available to Euro-Med Youth Organisations. They are trained but we don't know where they are.

Strengthening of coordination
Reflection: need for cooperation but need for being strategic. Not add different meetings (4, 5 meetings) but also a moment where we can all meet together.

Beneficiaries' Workshop

Divided in two groups: EU countries, MEDA countries. Issues dealt by the method of "metaplan"

1. NOTES FROM PARTICIPANTS FROM MEDA BENEFICIARIES

Summary report by the facilitator of the workshop (Bengt Persson)

1. MEDA Preparation and support activities

Strength

- Young people are invited in the program. There is a demand.
- The NCS and the NA:s tries to support the organisations in tackling technical problems.

Weakness

- Not all the young people get preparation.
- Political problems in the region prevent some countries from working together.
- Visa is a huge problem. The organisations need support tackling this.
- Visa main problem facing the EMYP in MEDA countries
- Cultural issues
- The financial aspect as regards Action 1 is insufficient.
- Partners should be more involved in the preparation
- VISA problem Palestine/Israel

Proposals

- To have more influence from the European Commission on the EU-Embassies.
- Cultural issues should have the main priority in the project preparation and in the APV.
- On the visa problem: The EU should develop real mechanisms to solve this problem permanently in the political level.
- On the visa problem. It should be possible to reach all countries in the Euro-Med.
- A common guideline for the preparation of the young people could be prepared and used by the organisations (to ensure equal preparation of young people).
- Give opportunities for more participants in SALTO-training

2. MEDA Specific application

Strength

- Organisations are so committed that they try to realise the projects against all difficulties/problems.
- NC/NA guide the organisations

Weakness

- Visa problem
- Lack of preparations of participants
- Absence of meetings for preparations
- Not enough committed to realise the objectives of the exchange*
- 3 notes difficult to interpret*
- Visa
- Not enough awareness of other cultures
- Funding and deadlines
- Contract delay in funding
- The responsibility of Management is divided on to the Sending and hosting organisations and this reveals the great problem of “partner Risk”.
- Pocket money is too little (130euro) The living standard in the country is very high, the amount should be more.
- Legal restrictions for associations
- Long time between the applications and the implementation.
- Life insurance and visa applications are too costly

Proposals

- The application form is sufficient but needs an additional information to be added to part III which is: "Previous experiences" in the EM. So to prove the credibility and quality of partners if they have had previous experiences in the EM.

3. MEDA Added value

Strength

- The youth in MED are more active and organised now.
- National networks and structures for youth organisations are created
- It is a challenge to upgrade on projects
- Local Community development

Weakness

- Not all of the organisations are capable of realising international projects.

1.2. Summary report by the beneficiary reporter from MEDA countries

Issues raised: Project development, project outcome and networking

Comments and suggestions:

- encouraging more support action 5 in MEDA countries. Could be achieved by providing more Salto Training concerning A5 preparation (Step In & To)
- Action 5 seminars easier to have a lot of them
- A5 and Salto TC are essential for the future of the next phase
- More support from the EC to the NC for national TC
- Ensuring transfer of knowledge by Salto participants to their local organisations
- Additional project related outcomes after project termination
- Encouraging the measurable follow up on the local and international activities

Networking:

- importance of networking to improve the quality of EM projects
- Through exchange of experiences better organisations
- Twinning between an experienced organisation and a young organisations (sister organisation) that observes and gains experience)

EMYP

- It needs to be developed through making of balance between EU and Meda
- It should be more efficient
- There should be more clear specifications or criteria for the registration
- Linking between the EMYP and other networks

2. NOTES FROM PARTICIPANTS FROM THE EU-MEMBER STATES

2.1. Summary report by the facilitator of the workshop (Bengt Persson)

1. Preparation and support activities

Strength

- Knowledge of National coordinators
- Action 5 – contact making seminars (because they are vital for a good preparation if the partners don't know each other)
- Extra costs for translation between participants cannot be applied for
- APV is very important
- APV and action 5
- A common list of activities as both partners has to go through before an exchange of participants

Weakness

- Political and technical differences between the MEDA and the EU-countries
- Lack of information restricts group preparation.
- We don't have a clear and centralised support for visa (our embassies don't know about the Euro-med programme)
- How to proceed when you find difficulties
- Difficult in changing political issues related to the practical arrangement

Proposals

- To use Action 5 before the “real” projects (important)
- A big step to overcome cultural differences and misunderstandings
- Activities have to be prepared long before the implementation and many times this ends up to lose the participants or their motivation
- APV needs more funds
- Create a visa book with all the steps for the associations
- To build specific strategy for youth organisations in relation to SALTO, Action 5 and the Council of Europe
- Support activities contribute positively to the actual projects by better preparing participants, organisations and most of the problems can be solved at that stage
- Support activities increase the duration between the initial idea to the actual date of the project*

2. Specific application

Strength

- The procedure of reporting money is very easy
- Knowledge of technical assistance team
- Motivate participant organisations to be prepared and organised
- Detailed and helpful “scheme”
- The possibility to receive money for extra costs
- Discussion between involved partners to verify specific problems

Weakness

- Big delays concerning the approving of the contract and the finances
- We need to find a way how to involve youth with social, economical problems in the MEDA countries

- We need more guarantee from the contract - for the organisations and the participants (some of the organisations asked to participate to pay much more than the 30% for joining projects abroad)
- Time delays in realising contracts and funds restricts group preparation
- Guidelines for contracts between partners that stress “safety issues (f.ex. that the host country guarantees safe means of transport for local transportation) is not available yet.
- Decentralised way of decision making helped to a reliable and punctual pay-out of the grant from the national agency to the beneficiary
- Complexity of contract
- The time we wait to know the response about approval of the projects and to receive the money
- Application time
- It is quite difficult to learn the know-how of these issues and that discourage many people to deal with. Thus it ends up in elitistic framework

Proposals

- Good preparation keep the deadlines and the Euromed cooperating
- Integrate guideline for safety issues in t-kit or guideline
- To establish the good cooperation with EU embassies for agreement re visa and documents for volunteers and youth

3. Added Value

Strength

- Intercultural learning
- Learn the know-how
- A great change for the continuation of the cooperation between the partners
- Breaking down barriers with Islamic countries at a time of heightened anxiety
- Interculturality, better understanding between the MEDA and EU-countries
- To make cultures which are in conflicts to talk and to come together promoting peace
- The Euromed programme is nearly unique in enabling direct contacts between young people from my country (ger) with MEDA countries without belonging to the upper class.
- Intercultural learning opportunities knowing about different cultures and exchange that difference
- Strategy for the future – Euromed programme
- Reaching all society

Weakness

- Lack of quality control and coherent structures for evaluation and progression
- A great load of work that tires organisers and discourages them to take over another activity in the future.
- Difficult to measure “added value”
- If you have better prepared youth workers you can have good expectations instead of just leisure and holiday for the participants
- Lack of strategy for the future Euromed programme
- Follow-ups

Proposals

- To establish the fast procedure for application
- Lack of strategy to multiply the programme

1.2. Summary report by the beneficiary reporter from EU

Project development and training opportunities.

- Salto important for quality programme and project
- Difficult to make a link between Salto and CoE training courses. Less info about CoE training courses.
- Need to promote and support use of Action 5.
- promote and use training of Youth Leaders before they participate in youth projects
- Weak point: no structure and real follow up.
- Importance to ensure continuation of project. Each action has to be connected to something else in the local or international level
- Need to develop projects linked to other European projects
- Use Action 3 as good opportunity for local impact

Networking:

- set up 1 standard in platform and quality standards
- Platform important but should increase visibility, don't know how to use it. Can be used as database but also for more than that.
- Develop participation of organisations in Euro-Med Platform to give them the chance to become active members

Project development and training activities

- Salto and CoE training courses are very important for the quality of the programme and they work complementarily to the programme
- Promote and support the use of Action 5 to insure less problems and to put safety management in place and build strong partnerships
- Promote the training of youth leaders even before they participate in the Euromed.

NC workshop

Priorités thématiques

- Activités pas identifiées comme priorité au début. Priorité faire connaître le programme dans le pays. (MA)

Support accordé au NC

- Au passé il y avait un manque d'opportunité de support mais maintenant c'est résolu pour les nouveaux NCs. Support fournis de source informel

Besoins réels

- Mise à jour régulières de leur infos
- Assistance permanente dans présélection, présentation des projets
- Critères à respecter dans sélection ?
- Plus de données sur les projets MEDA
- Méthodologie de rédaction sur rapport final (200 pages ou 20 pages), modèles à suivre.

Coopération idéale entre délégations et NC

- Délégations Eu supporte des NC dans l'accomplissement de leur tâches
- Assure coopération permanente NC-DE
- Visite de terrain
- Aide au problèmes de visas, problèmes de participants.
- Suivi permanent
- Application processus de Visa
- Manque de stratégie vis-à-vis représentation.
- Associer au processus de sélection ?
- Officiellement besoin de stratégie claire

Plan national formation dissémination

- Rôle de démultiplicateur devient accentué
- Faiblesse : dissémination du NC, difficulté d'atteindre l'ensemble des régions géographique
- Problèmes du suivis des NGO . NC pas tout le temps impliqué
- Points forts : (pas accordé + d'intérêt, considéré comme acquis) Informe NGO sur le programme, favorisé grâce au work plan. Aide mise en place stratégie Nationale pour la Jeunesse.
- Démultiplicateur. Stage dans certains pays, d'autres non.
- Facilité + rencontre dans régions + contacts avec porteur de projets, remplace NC
- Implanter programme dans régions éloignées.

- Problème du démultiplicateur : quelle rémunération, travail bénévole

Besoin pour l'ensemble NC

- Rencontre entre NC des pays MEDA. Besoin networking entre NC
- But: opportunité d'identifier besoins de formation.
- Augmentation coopération pays Sud-Sud. + approprié si pays MEDA abritent cette rencontre

National co-ordinators' workshop

General constatation: Diversity of approaches and ideas due to the particularities of the participating countries.

The level of coverage of the thematic priorities

- There was a common agreement among all NC that the thematic priorities were considered secondary in the initial phase of consolidation of the programme in their countries. The focus was given to providing technical information and gaining geographical balance
- In the current consolidation phase of the programme the NC see that they WILL stress higher the thematic priorities to promoters (As a related matter, see comment of workshop structures were the training to NC on thematic issues is introduced)
- An analysis by NC of the main thematic priorities can be drawn after analysis of questionnaires.

Training

Evaluation:

- There is a general perception that there was a clear lack of training in the initial phase of the programme by many national co-ordinators. This initial lack was later covered by different actors and approaches, according to each NC need.
- There is a general perception that at the current stage the NC have sufficient training to perform their duties, and that they have had many opportunities available.
- There is a common agreement of the added value and efficiency of training at the TAO, job shadowing, and informal support of SALTO, to improve their job performance.
- A detailed analysis of the value of training provided by the different actors for each of the tasks that the National co-ordinator should perform will come out after the analysis of the tables is provided.

Recommendations:

- NC feel that at the current stage further guidance and orientation could replace training in many instances. Guidance documents and the possibility of having resource persons for consultation is the scheme agreed by a big number of co-ordinators. (It is commonly agreed that the NC work too much in isolation)
- Future needs the focus is in the following areas

Training:

- 1) Presentation of quality projects (pre-selection assessment),
- 2) Efficient project management
- 3) How thematic priorities should be elaborated
- 4) Self-evaluation

Orientation:

- 5) Drafting of final reports (provide a model to follow)

Information:

- 6) Information sessions on the Barcelona process and local MEDA opportunities

- There is a request for better co-ordination of TCP, in terms of calendar and training issues.

National information and dissemination plan

Strengths:

- Raising knowledge about the programme at national level
- Motivation in attracting new comers.
- More confidence and self-assurance in submission of projects
- Gives support to the work of the civil society
- Gives support to the national strategy(?)
- Identification and existence of resource persons (trainers, junior trainers) to support process
- Additional local networking

Weaknesses:

- Support of political structures is still weak
- Political visibility of the programme is weak
- National coverage in big countries is difficult
- Difficulty to follow up and support applicants (indication of the need of the multipliers structure)
- Language barriers to attract certain organisations

The multiplier and its status

- There is not a clear statute for the multiplier, after their training.
- The Commission has to provide a clear statute to multipliers, to be also recognised by national authorities. This is at the basis of the recognition to perform their work.
- There is not a general consensus among NC about the nature of the contribution of the work (payed, non payed service). It varies according to country. This issue has raised a lot of discussion, particularly because aside from the multipliers, there are also resource persons.
- It has been agreed that the issue of multipliers should be in the agenda of a future meeting with the Commission.

Regional meetings among National co-ordinators

Need analysis

- There is a real need perceived among all the NCs to increased their networking
- The interest is perceived at the following levels: To discuss problems of common interest and solutions; to jointly identify their training needs and communicate them to the TCP; to prepare joint agendas to annual meetings, to further develop South-South co-operation, one of the objectives of the programme.

Recommendations

- Informal initiatives to launch this scheme have not been successful, there is an agreement that the Commission should introduce this meetings as mandatory. This is perceived at the current moment as the best way to assure its launching.
- Meetings should take place previous to the annual meetings, preferably in meda countries

Co-operation of NC and Delegations

General perceptions/Weaknessess

- The NC perceive that in general there is a lack of strategy at the level of the COM, still pending to be defined, as what is, should be the role of the Delegations in relationship to Euromed.
- For many countries , there is a perception that the Delegations have a low interest in Euromed

Recommendation

- Urgent need to identify a clear strategy and roles and expectations from each actor.

The roles, vis a vis each other are perceived by NC the following way:

European delegation towards NCs

- Sustained communication of issues relevant to NC (political, calls for tenders, courses)
- Support to visa problems
- Field visits
- “General” support to NC

NCs towards European delegation

- Regular timely update of information on programme
- Implication on Visa problems
- Clearer definition of approach to delegations.

Support structures Workshop²

The objective of this workshop was to analyse if the programme had or not and articulated a coomon strategy; if there was overlapping of functions among the programme actors, if the essencial training provision was fulfilled, and to gain further clarity of the primary role of the partners NC and Nas.

2. ² Difference between Covenant and SALTO. Covenant is closer to the spirit of the programme. Salto closer to the programme.

The matters dealt in the workshop included : selection ; management and monitoring; decision making bodies, information, guidance and training. The workshop concentrated in information and training.

INFORMATION

Weaknesses

- Official translations in French and arabic are missing. These are also missing in the web site of the Commission (informal presentations exist, but not official!)

Recommendations

- The programme needs a single unitary presentation to be used by ALL programme actors (one programme “meta-text” is needed)
- The essential political documents related to the Barcelona process should be available on the web site
- Need to provide more information to young people on how to influence the Barcelona process (e.g: civic forum)
- The user’s guide should be adapted as to make the relevant parts concerning Euromed in one single document (e.g: user’s guide in Euromed), including the specific objectives and framework of the Euromed youth programme
- Official translations in French and Arabic are recommended
- A strategy is needed to promote the visibility of the programme and the results achieved.

TRAINING

Weakness

- The too vague nature of the Commission mandate for training, particularly for SALTO, linked to the improvement of promoter’s performances?
- There is a lot of enthusiasm about the dynamics of the programme, less about technical achievements?
- Low participation of participants, beyond those selected by the NC and Nas
- Current programme terminology and grading standards

Recommendations

- The Commission should clarify the mandate of the training for SALTO
- National agency and national co-ordinator staff training needed at the thematic level to cover all the process (application, monitoring)
- The training strategy should avoid all overlapping, even in thematic issues
- There is a strong need by the sector for training in engineering of projects. This is an important area for further follow-up
- There is a clear need to diversify the target groups beyond the Nas and NC
- To improve the opportunities of programme beneficiaries to organise their own trainings

- There is a need to clarify terminology: “trainer” , or a “resource person”, “project” (to be differentiated from activity!!!), as well as the grading systems (and their reporting).
- To have a record (a common data base?) on the trainers

Added Value of Euro-Med Youth Programme

Added value to normal work, to the region

1. Local community development : Euromed contribute to improvement of skills as those who did not participate can benefit from those who has participate (EG)
2. Israel NC: places of EU as a player especially for youth in activities not obvious. This programme changes that
3. Associations: connaissance de nouvelles methods, de pratiques internationale, nouvelles techniques, amelioration de partenariats, mobilité
4. The programme contributes to increase cooperation among local associations and especially when they did not meet before (TR)
5. It raises the awareness of local authorities regarding youth issues (TR)
6. More involvement of NGO,s
7. New Youth policy strategy in Jordan
8. It encourages intercultural cooperation (EYP)
9. Be directly involved and not go through ministries.
10. Euro-Med nowadays very important for more political dynamics between N/S and E/W. augmentation of conflict between religion , racism. Racism is increasing. Euro-Med is a good tool to fight this. (IT)
11. Challenging stereotypes against Islam developed by the media and arabophobia right now.
12. Excellent outil pour favoriser la connaissance des cultures. Vision de l’immigration. Découvrir les pays du Sud par Européens ? Ambassadeurs de la capacité des jeunes volontaires.
Valeurs de solidarité d’échanges de coopération.
Euro-Med unique programme qui traite de ces sujets. Valeur Ajouté dans le fait qu’il n’y a pas d’autre programme !
Demande réflexion après trois ans d’échange . Quel est l’impact sur les jeunes MEDA ?
Impact souvent très négatif ? envie d’immigrer
13. Le seul programme qui offre aux jeunes du Sud de venir en Europe, valorisant pour eux.

Sur immigration : coté négatif au retour, apport est positif

14. Pourquoi participants d’Europe se servent du programme? Ca sert à quoi pour l’Europe? (valeur ajoutée pour Européens
Européens : ont peur se servir de beaucoup sur ce programme. Les MEDA peuvent nous donner un autre sens, autre air, change notre façon de penser. (GR)

15. Euro-Med : lutter contre Xénophobie. Encourager la compréhension mutuelle
N/S

TAO insiste préparation des jeunes est une bonne chose ?

16. Mr Mbarak Tunisie : approche pour MEDA. Problème égalité des chances.
Problèmes financiers pour transport. 30% participation personnelle : injuste
Tunisien surpris de la ponctualité, respect à l'égard des traditions, cultures :
réciprocité des chances. Equilibre géographique pas encourageant en ce moment.
Egalité de traitement ne veut pas dire égalité des chances. (TN)
17. Added Value : Young people explain why stereotypes are true. Do not work
during lunch because of heat not because they are lazy.
18. Huge amount of cultural learning happening.

[Judith or Esther: Theme active citizenship not mention as added value]

ANNEX 6

Evaluative cards

Evaluation Methods and tools

The methodology designed by the evaluators consisted in the design of evaluation questions under the form of standard evaluative forms. These were at the basis of the inception report.

This approach enable the evaluators to:

- Understand the question through intermediate key sub-questions
- Define the evaluation criteria
- To set up the type of analysis and indicators
- To identify the sources of information
- To identify the type of results

A sample of the standard forms and the evaluation questions developed are presented hereafter

Standard Evaluative form

The evaluative questions will be organised under the form of a Standard Evaluative form presented below:

Question number

The theme to which the question refers :

- A: Relevance
- B: effectiveness
- C: efficiency
- D: Utility and sustainability
- E: Impact

Declension of the key question in intermediate key sub-question

Formulation of an evaluative question in compliance with the ToR

Q

Question concerning ... :

Key Question:
I-

Evaluation and judgment criteria:
IA.
IB.
IC.

Evaluation and judgment criteria, referential.

Type of analysis:	Indicators and descriptors:	Sources of information:	Expected result:
IA.	IA.	IA.	IA.
IB.	IB.	IB.	IB.
IC.	IC.	IC.	IC.

Expected result related to each evaluation criteria/judgment

Details per each evaluation criterion and/or judgment and the envisaged type of analysis

Details per judgment criterion of the indicators and descriptors permitting to support the analysis

Sources of information about the indicators and the descriptors:

QA1

QUESTION CONCERNING PERTINENCE AND RELEVANCE

➤ To what extent are the programme's principles, objectives and actions still pertinent with the priorities and needs of the Euro Mediterranean partnership?

Key question:

1. To what extent do the objectives respond to the needs of the relevant target group in the Mediterranean Partners?

Evaluation criteria:

IA. Political, institutional, social and economic context

IB. Expectations and motivations of the beneficiaries and the actors

IC. Main problems to be solved and their causes

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>I. Analysis of the context</p> <p>IA. Definition of the scope and the political, institutional, social and economic environment</p> <p>IB. Identification of Expectations and motivations of the beneficiaries and the actors</p> <p>IC.1 Identification of the Main problems to be solved and their probable causes</p> <p>IC.2 Hierarchy of the main problems to be solved and their probable causes</p>	<p>I. Indicators and descriptions related to the context</p> <p>IA</p> <ul style="list-style-type: none"> ➤ Social-economic indicators (demography and youth, education, employment, vulnerability ➤ Evolution of the indicators (1998, 2000, 2002) <p>IB</p> <ul style="list-style-type: none"> ➤ Type of the target groups ➤ Type of the needs ➤ Needs per target group <p>IC.1</p> <ul style="list-style-type: none"> ➤ Type of problems ➤ Type of causes ➤ Type of target 	<p>IA</p> <ul style="list-style-type: none"> ➤ Review of documents: statistics Euro-Med Stat, Unesco, Arab Youth Barometer <p>IB</p> <ul style="list-style-type: none"> ➤ Interviews with EC ➤ Interviews with National Coordinators ➤ Questionnaires: national agencies, SALTO Euro-Med and Euro-Med Youth Platform³, Council of Europe ➤ Interviews with experts and trainers 	<p>IA</p> <ul style="list-style-type: none"> ➤ Analysis of the context and its evolution <p>IB</p> <ul style="list-style-type: none"> ➤ Typology of the targets ➤ Typology of the needs per target group

3. ³ Short form of the Euro-Mediterranean Youth Platform used in the tables for space reason

QA1

QUESTION CONCERNING PERTINENCE AND RELEVANCE

- To what extent are the programme's principles, objectives and actions still pertinent with the priorities and needs of the Euro Mediterranean partnership?

Key question:

2. Are the objectives of the programme equally relevant to the different MEDA partner regions? Are there any specific needs of some partners?

Evaluation criteria:

IIA. Political, institutional, social and economic context

IIB. Expectations and motivations of the beneficiaries and the actors

IIC. Main problems to be solved and their causes

<p>Type of analysis: II. Analysis of the context</p> <p>IIA.1 Definition of the scope and the political, institutional, social and economic environment</p> <p>IIA.2 Analysis of the changing situation in the Euro-med Partnership: accession of Cyprus & Malta, specific situation of Turkey</p> <p>IIB. Identification of Expectations and motivations of the beneficiaries and the actors</p> <p>IIC.1 Identification of the specific problems to be solved and their probable causes in each country</p> <p>IIC.2 Identification of other action inside the Youth programme that could answer those problems</p>	<p>Indicators and descriptors: Indicators and descriptions related to the context</p> <p>IIA.1</p> <ul style="list-style-type: none"> ➤ Social-economic indicators (demography and youth, education, employment, vulnerability ➤ Evolution of the indicators (1998, 2000, 2002) <p>IIA.2</p> <ul style="list-style-type: none"> ➤ Political indicators ➤ Observations about the transition period <p>IB</p> <ul style="list-style-type: none"> ➤ Type of the target groups ➤ Type of the needs ➤ Needs per target group <p>IIC.1</p> <ul style="list-style-type: none"> ➤ Type of problems ➤ Type of causes ➤ Type of target <p>IIC.2</p> <ul style="list-style-type: none"> ➤ Type of action 	<p>Source of Information:</p> <p>IIA</p> <ul style="list-style-type: none"> ➤ Review of documents: statistics Euro-Med Stat, Unesco, Arab Youth Barometer <p>IIA.2</p> <ul style="list-style-type: none"> ➤ Interviews with EC ➤ Interviews with National Coordinators ➤ Questionnaires: national agencies, SALTO Euro-Med and Euro-Med Youth Platform, Council of Europe ➤ Interviews with experts and trainers 	<p>Expected result:</p> <p>IIA</p> <ul style="list-style-type: none"> ➤ Analysis of the context and its evolution <p>IIA2</p> <ul style="list-style-type: none"> ➤ Definition of a new role for the accessing countries and Turkey in the programme <p>IC1</p> <ul style="list-style-type: none"> ➤ Typology of the targets ➤ Typology of the needs per target group <p>IIC2</p> <ul style="list-style-type: none"> ➤ Typology of the problems ➤ Typology of the causes

QA1

QUESTION CONCERNING PERTINENCE AND RELEVANCE

- To what extent are the programme's principles, objectives and actions still pertinent with the priorities and needs of the Euro Mediterranean partnership?

Key question:

3. Are all the actions equally relevant to the different MEDA partner countries?

Evaluation criteria:

IIIA. Political, institutional, social and economic context

IIIB. Expectations and motivations of the beneficiaries and the actors

IIIC. Main problems to be solved and their causes.

Type of analysis: III. Analysis of the context	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA Definition of the scope and the political, institutional, social and economic environment</p>	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Social-economic indicators (demography and youth, education, employment, vulnerability) ➤ Evolution of the indicators (1998, 2000, 2002) 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Review of documents: statistics Euro-Med Stat, Unesco, Arab Youth Barometer 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Analysis of the context and its evolution
<p>IIIB1 Identification of Expectations and motivations of the beneficiaries and the actors</p>	<p>IIIB1</p> <ul style="list-style-type: none"> ➤ Type of the target groups ➤ Type of the needs ➤ Needs per target group 	<p>IIIB1</p> <ul style="list-style-type: none"> ➤ Interviews with EC ➤ Interviews with National Coordinators ➤ Questionnaires: national agencies, SALTO Euro-Med and Euro-Med Youth Platform, Council of Europe ➤ Interviews with experts and trainers 	<p>IIIB1</p> <ul style="list-style-type: none"> ➤ Typology of the targets ➤ Typology of the needs per target group
<p>IIIB2 Identification of the specific problems to be solved and their probable causes in each country</p>	<p>IIIB2</p> <ul style="list-style-type: none"> ➤ Type of problems ➤ Type of causes ➤ Type of target 	<p>IIIB2</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIIB2</p> <ul style="list-style-type: none"> ➤ Typology of the problems ➤ Typology of the causes
<p>IIIC Identification of actions inside the Euro-Med Youth programme that are not relevant to the reality of some partners</p>	<p>IIIC</p> <ul style="list-style-type: none"> ➤ Type of action per partner 	<p>IIIC</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIIC</p> <ul style="list-style-type: none"> ➤ Typology of the non coherent actions per country

Q A2

QUESTION CONCERNING PERTINENCE AND RELEVANCE

➤ To what extent is the programme and its intervention mechanisms still well adapted to the objectives and the priorities of the Euro-med programme?

Key question:

1. To what extent are the different types of actions (Actions 1, 2, and 5) designed adequately in view of the objectives they should obtain and the target groups they should serve? 4 . To what extent are other actions necessary in order to obtain those aims?

Evaluation criteria:

IA. Adequacy between actions and objectives

IB. Adaptation of the actions to the evolving objectives

Type of analysis: I Cross analysis	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the adequacy between the actions and the current needs and objectives</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Correlation between the actions, the objectives and the needs 	<p>IA</p> <ul style="list-style-type: none"> ➤ Review of documents: statistics Euro-Med Stat, Unesco, Arab Youth Barometer ➤ The Commission decision on the approval of the second phase of the Euro-Med Programme ➤ The Commission decision (2001/2347) on the approval of the second phase of the Euro-med Programme. 	<p>IA</p> <ul style="list-style-type: none"> ➤ Cross analysis frame presenting the link between actions needs and objectives
<p>IB1 Analysis of the adaptability of the actions to the evolving needs</p>	<p>IB1</p> <ul style="list-style-type: none"> ➤ Correlation between the evolving needs and the actions ➤ Possible adequacy between the evolving needs and other actions to be added 	<p>IB1</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB1</p> <ul style="list-style-type: none"> ➤ Analysis of the coherence to adapt the objectives and the actions with regard to evolving and new needs
<p>IB2 Analysis of new needs</p>	<p>IB2</p> <ul style="list-style-type: none"> ➤ Correlation between new needs and old actions ➤ Correlation between new needs and new actions 	<p>IB2</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB2</p> <ul style="list-style-type: none"> ➤ See above

Q A2

QUESTION CONCERNING PERTINENCE AND RELEVANCE

➤ To what extent is the programme and its intervention mechanisms still well adapted to the objectives and the priorities of the Euro-med programme?

Key question:

2. To what extent is the training and guidance and other support mechanisms put by National Coordinators, National Agencies, SALTO Euro-Med, Euro-Med Youth Platform and the covenant between the Commission and the Council of Europe in the field of Euro-Med

4 The detailed methodological approach on how to analyse the adequacy between the current specific and operational objectives of the Youth Actions is developed in the section of indicators and descriptors, under the chapter of output indicators.

training, adequate in view of the objectives they should obtain?

Evaluation criteria:

IIA. Distribution of roles and functions as described in the official texts. Evolution of the organigram after Euro-Med I

IIB. Effective roles of the structures, platform and actors

IIC. Relations between structures and level of complementarity

Type of analysis: II. Context and institutional analysis	Indicators and descriptors: II Context Indicators	Source of Information:	Expected result:
IIA Analysis of the official role and functions of each actor in the programme	IIA ➤ Description of the role and responsibilities of each actor and structure and distribution of tasks, as stated in official documents and as being taken in charge in reality (Euro-Med I and II) ➤ Level of implementation capacity of the National Co-ordinators and National Agencies. ➤ Level of involvement and inputs of national governments and support from regional and local organisations	IIA ➤ The Commission decision on the approval of the second phase of the Euro-Med Programme ➤ The Commission decision (2001/2347) on the approval of the second phase of the Euro-med Programme ➤ The national coordinator's handbook ➤ "The Euro-Mediterranean Youth programme model work plan" ➤ "Note on the EYP ➤ Salto-Euromed Resource Work plan Interviews with: NC, NA, EC, Youth TAO, SALTO, National Youth Platform, European Youth Forum, CoE	IIA ➤ Functional organigram, for Euro-Med I and for Euro-Med II ➤ Analysis of the evolution of actor's roles, functions and level of implication ➤ Analysis of the Level of implementation capacity of the National co-ordinators
IIB1 Analysis of the support mechanisms (Training, guidance, partners search, information, dissemination)	IIB1 ➤ Typology & Description of the mechanisms allocated to each structure	IIB1 ➤ See above	IB1 ➤ See above
IIB2 Strengths and weaknesses of the mechanisms	IIB2 ➤ Reference to "success" stories ➤ Reference to dysfunctions	IIB2 ➤ See above	IIB2 ➤ See above ➤ Sampling for success stories and dysfunction
IIC Analysis of the relations between the structures and analysis of the level of complementarity	IIC ➤ Existence of formalisation of relations ➤ Types, frequency and level of efficiency of the relations undertaken among the implementation structures ➤ Level of complementarity ➤ Risks of duplication or conflict.	IIC ➤ See Above	IIC ➤ Presentation of types of existing links and relations among structures and actors. ➤ Comparison with expected official relation and links.

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Q A2

QUESTION CONCERNING PERTINENCE AND RELEVANCE

- To what extent is the programme and its intervention mechanisms still well adapted to the objectives and the priorities of the Euro-med programme?

Key question:

3. What is the role of the involvement of the Mediterranean Partners in relation to the rest of the Programme, and its different strands?

Evaluation criteria:

IIIA. Adequacy all strands of the Youth Programme

Type of analysis: III context analysis	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA1 Short analysis and comparison of the role of all the strands of the Youth Programme</p>	<p>IIIA1</p> <ul style="list-style-type: none"> ➤ Description of objectives and dynamics of each strand as stated in official documents ➤ Synergies and complementarity between the strands 	<p>IIIA1</p> <ul style="list-style-type: none"> ➤ The Commission decision on the approval of the second phase of the Euro-Med Programme ➤ The Commission decision (2001/2347) on the approval of the second phase of the Euro-med Programme ➤ The Mid Term evaluation of Third countries Cooperation and Euro-med I ➤ Interviews with EC Desks officers 	<p>IIIA1</p> <ul style="list-style-type: none"> ➤ Functional organigram of the European Youth programme ➤ Analysis of the level of involvement of the Mediterranean partners compared to other Third Countries ➤ List of specificities of the Mediterranean cooperation (mechanisms, structures) compared with other third countries strands
<p>I</p> <p>IIA2 Short analysis and comparison between the different Third Countries Cooperation</p>	<p>IIIA2</p> <ul style="list-style-type: none"> ➤ See IIIA2 	<p>IIA2</p> <ul style="list-style-type: none"> ➤ See above 	

Q A3

QUESTION CONCERNING PERTINENCE AND RELEVANCE

➤ To what extent is the programme relevant and coherent with the objectives of the third chapter of the Barcelona Process as well as to the objectives of the Youth Programme?

Key question:

1. What is the degree of complementarity of the programme with other Euro Mediterranean regional programmes and mainly in the third chapter

Evaluation criteria:

IA. Coherence between the different chapters of the Euro-Mediterranean Partnership

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA1 Short analysis of the third Chapter (political objectives, programmes, achievements, future development)</p>	<p>IA1</p> <ul style="list-style-type: none"> ➤ Description of the third chapter ➤ Level of participation and motivation of the Euro-Med partners ➤ Type of programmes 	<p>IA1</p> <ul style="list-style-type: none"> ➤ Barcelona Declaration ➤ Meda Regulations ➤ Interim Report on an EU Strategic Partnership with the Mediterranean and the Middle East (2003) ➤ The Barcelona process ➤ The Europe-Mediterranean Partnership 2001 review ➤ The Barcelona Process 5 years on – 1995-2000 	<p>IA1</p> <ul style="list-style-type: none"> ➤ Overview of programmes and objectives of Chapter II ➤ Figures about the participation and about the projects
<p>IA2 Short analysis of Chapter I (political cooperation) and Chapter II (economic cooperation)</p>	<p>IA2</p> <ul style="list-style-type: none"> ➤ Description of the chapter I, II ➤ Level of participation and motivation of the Euro-Med partners ➤ Type of programmes per chapter 	<p>IA2</p> <ul style="list-style-type: none"> ➤ See above 	<p>IA2</p> <ul style="list-style-type: none"> ➤ Overview of programmes and objectives of Chapter I & II ➤ Figures about the participation and about the projects
<p>IA3 Identification of potential synergies between the programme and other Euro-Med regional programme</p>	<p>IA3</p> <ul style="list-style-type: none"> ➤ Euro-Med programmes addressing indirectly youth issues ➤ Projects in Euro-Med Youth addressing issues of other Third Chapter programmes ➤ Projects in Euro-Med Youth addressing issues of Chapter I & II ➤ Youth issues in other EC programmes with international Cooperation: Environment, transport, Justice, Research, and Tempus etc. 	<p>IA3</p> <ul style="list-style-type: none"> ➤ Tempus-Meda: Euro-Mediterranean co-operation in higher education 	<p>IA3</p> <ul style="list-style-type: none"> ➤ List of programmes addressing Youth issues

Q A3

QUESTION CONCERNING PERTINENCE AND RELEVANCE

- To what extent is the programme relevant and coherent with the objectives of the third chapter of the Barcelona Process as well as to the objectives of the Youth Programme? (Question to go to a larger scale, within MEDA, AIDO and RELEX)

Key question:

2. To what extent there are synergies with other projects supported by the EU on the bilateral level

Evaluation criteria:

IIA. Coherence between the bilateral and the regional approach of the Euro-Mediterranean Partnership

Type of analysis: II Context and policy analysis	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA1 Short analysis of the Euro-Mediterranean bilateral track (policy, priorities, procedures, management reform)</p>	<p>IIA1</p> <ul style="list-style-type: none"> ➤ Degree of budget absorption ➤ Degree of respect of the Country strategy Paper ➤ Role of the EC and Delegations ➤ Role of Mediterranean Partners ➤ Good progress of the deconcentration of EuropeAid 	<p>IIA1</p> <ul style="list-style-type: none"> ➤ Barcelona Declaration ➤ Meda Regulations ➤ Interim Report on an EU Strategic Partnership with the Mediterranean and the Middle East (2003) ➤ The Barcelona process ➤ The Europe-Mediterranean Partnership 2001 review ➤ The Barcelona Process 5 years on – 1995-2000 ➤ Country Strategy papers ➤ EIB Reports 	<p>IIA1</p> <ul style="list-style-type: none"> ➤ Short description of the bilateral track ➤ List of Partners practicing Youth policy with the EU support
<p>IIA2 Short analysis of the approach to youth policy in the bilateral relations</p>	<p>IIA2</p> <ul style="list-style-type: none"> ➤ The importance of youth policy in the strategy papers ➤ Its relation to other sectoral issues ➤ The technical capacity of the managers (EC, Delegations, Partners) 	<p>IIA2</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIA2</p> <ul style="list-style-type: none"> ➤ Analysis on the importance of Youth as a sectoral issue and crosscutting issue
<p>IIA3 Research (sampling) of case studies illustrating support to youth policy in the bilateral relations</p>	<p>IIA3</p> <ul style="list-style-type: none"> ➤ Increase of youth projects in the bilateral track ➤ The importance of Youth as a crosscutting issue in other policies: immigration, higher education, human rights 	<p>IIA3</p> <ul style="list-style-type: none"> ➤ See above ➤ Examples of projects dealing directly and indirectly with Youth 	<p>IIA3</p> <ul style="list-style-type: none"> ➤ Representative list of bilateral projects dealing directly with Youth
<p>IIA4 Research on synergy and complementarity with regard to Youth policy between the bilateral and the multilateral tracks.</p>	<p>IIA4</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIA4</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIA4</p> <ul style="list-style-type: none"> ➤ See above ➤ Short analysis on synergy potentialities

Q A4

QUESTION CONCERNING PERTINENCE AND RELEVANCE

➤ To what extent is the budget appropriate for the pursued objectives?

Key question:

1. Does the budget allocated take into consideration the importance of the youth population in the Mediterranean?

Evaluation criteria:

IA. Coherence between the budget and the needs

IB. Coherence between the overall budget and the objectives

IC. Criteria for budget allocation (RIP)

Type of analysis: I Context and policy analysis	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Identification of Expectations and needs of the beneficiaries and the actors concerning support to Youth</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Type of the target groups ➤ Type of the needs ➤ Needs per target group ➤ Financial needs 	<p>IA</p> <ul style="list-style-type: none"> ➤ Interviews with EC ➤ Interviews with National Coordinators ➤ Questionnaires: national agencies, SALTO Euro-Med and Euro-Med Youth Platform, Council of Europe ➤ Interviews with experts and trainers 	<p>IA</p> <ul style="list-style-type: none"> ➤ Typology of the targets ➤ Typology of the needs per target group ➤ Chart with estimated needed budget
<p>IB Definition of the scope and the political, institutional, social and economic environment</p>	<p>IB</p> <ul style="list-style-type: none"> ➤ Social-economic indicators (demography and youth, education, employment, vulnerability, budget allocated to youth policy) ➤ Evolution of the indicators (1998, 2000, 2002) 	<p>IB</p> <ul style="list-style-type: none"> ➤ Review of documents: statistics Euro-Med Stat, Unesco, Arab Youth Barometer, RIP 	<p>IB</p> <ul style="list-style-type: none"> ➤ Analysis of the context and its evolution
<p>IC Analysis of the engagement procedure for the Regional Indicative Programme and for the European Youth programme</p>	<p>IC</p> <ul style="list-style-type: none"> ➤ The importance of the youth sector in the RIP ➤ The place of International Cooperation and especially with the Mediterranean in the Youth Programme 		<p>IC</p> <ul style="list-style-type: none"> ➤ Organigram and description of the procedures (Euro-Med & Youth)

Q B1

Questions related to effectiveness

- Is the Programme achieving its objectives? (This part covers the relationship between the outputs/results of the programme and the programme expected purpose/specific objectives.)

Key question:

1. To what extent have the specific objectives of the Actions (1,2,5) and the general objectives of the programme have been fulfilled by the projects?

Evaluation criteria:

IA. Type and level of implementation per action

IB. Conclusions on the attainment of the operational objectives

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA.1 Analysis of the expected level and type of implementations per action and per year: 2001, 2002, 2003 (Quantitative analysis of the operational objectives)</p>	<p>IA1</p> <ul style="list-style-type: none"> ➤ Number of foreseen projects per action for: 2001, 2002, 2003 ➤ Number of the overall foreseen projects per action 	<p>IA1</p> <ul style="list-style-type: none"> ➤ Official documents 	<p>IA1</p> <ul style="list-style-type: none"> ➤ Presentation of the expected results
<p>IA2 Analysis of the implemented projects (level and type of implementation) per action and per year</p>	<p>IA2</p> <ul style="list-style-type: none"> ➤ Number of implemented projects per action for: 2001, 2002, 2003 ➤ Number of the overall implemented projects per action ➤ Number of unsuccessful projects and the budget disbursed 	<p>IA2</p> <ul style="list-style-type: none"> ➤ See above ➤ Follow up and management structures: EC, TAO, NA, NC, EMYP ➤ Interviews with EC, TAO, NA, NC, EMYP ➤ Reports: National, EC, evaluation, projects 	<p>IA2</p> <ul style="list-style-type: none"> ➤ Charts describing the evolution of implementation across the years ➤ Comparison diagrams ➤ Analysis of the success and failure level ➤ Conclusion on the level of achievement per action
<p>IB. Analysis of the extent of attainment of the operational objectives</p>	<p>IB.</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ Comparative charts for expected & achieved results per action ➤ Analysis on the degree of progress and attainment of the operational objectives

Q B2

Questions related to effectiveness

- What have been the roles and responsibilities of the European and regional structures, new platforms and other actors involved in the implementation of the Programme?⁵

Key question:

1. What is the role and responsibility of each programme structure? Structure (The European Commission, the Technical Assistance Office, the Euro-Mediterranean Committee, the National Coordinators, the National Agencies, the EC delegations, SALTO Euro-Med, Euro-Med Youth Platform and the covenant between the Commission and the Council of Europe in the field of Euro-Med training)? What are the functions they are expected to perform and the relations and synergies among them?

Evaluation criteria:

IA. Role distribution for the different structures in the official texts and evolution of this role since Euro-Med I

IB. Evidence for the effective role, responsibility and management method for each partner

IC. Evidence for complementarity and synergy between the structures

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the official role, responsibility and management method for each structure as stated in official documents/ contracts</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Clear formulation of the role and responsibilities of each actor and structure and distribution of tasks, as stated in official documents ➤ Distribution of operational objectives among the structures ➤ Evolution of the structures and the actors and redistribution of task since Euro-Med I 	<p>IA</p> <ul style="list-style-type: none"> ➤ The Commission decision (2001/2347) on the approval of the second phase of the Euro-med Programme. ➤ Covenant between the EC and the Council of Europe ➤ The users guide ➤ The national coordinators handbook ➤ “The Euro-Mediterranean Youth programme model work plan” ➤ “Note on the EYP” ➤ Salto-Euromed Resource Work plan 	<p>IA</p> <ul style="list-style-type: none"> ➤ Official organigram of the programme structures

<p>IB Analysis of the effective role of each partner, its mission and the evolution of the role</p>	<p>IB</p> <ul style="list-style-type: none"> ➤ Effective functions and tasks of each actor and structure ➤ Evolution of the role ➤ Redistribution of role during Euro-Med I and 	<p>IB</p> <ul style="list-style-type: none"> ➤ Interim reports on the implementation of the programme ➤ Interviews: EC, TAO, NA, NC, EMYP, Salto, Experts 	<p>IB</p> <ul style="list-style-type: none"> ➤ Analysis of the evolution of actors roles, functions and level of implication
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⁵ The second phase of the programme focuses on establishing and strengthening support structures, namely: The SALTO-resource Centre, the Euro-Mediterranean Youth platform and the covenant with the Council of Europe. For this reason, this evaluation study will give particular attention to these structures.

4. ⁶ One of the priorities of the second phase is increasing co-ordination and synergies among the regional and European structures, with actions such as the twinning national MEDA structures with EU national agencies, promoting a network of national co-ordinators...). Special attention will be given to monitoring the implementation of such initiatives

<p>IC Analysis of responsibilities allocated to each structure and possible synergy with other structures⁶</p>	<p>after</p> <p>IC</p> <ul style="list-style-type: none"> ➤ Existence of formal of relations (types, frequency and level of efficiency) ➤ Level of complementarity ➤ Indicators for duplication or conflict. 	<p>IC See above</p>	<ul style="list-style-type: none"> ➤ Level of implementation <p>IC Presentation of types of existing links</p>
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Q B2

Questions related to effectiveness

➤ What have been the roles and responsibilities of the European and regional structures, new platforms and other actors involved in the implementation of the Programme?

Key question:

2. What are the strengths and the weaknesses of these structures?

Evaluation criteria:

IIA. Strengths and weaknesses of structures of Euro-Med Youth

IIB. Strengths and weaknesses in the relations between the structures

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA.1 Analysis of weaknesses and strengths of the structures as viewed by the structures themselves</p>	<p>IIA.1</p> <ul style="list-style-type: none"> ➤ Knowledge about its own structure, its role, the role of the other structures ➤ Dysfunctionning identified by the structures ➤ Improvements identified by the structures 	<p>IIA.1</p> <ul style="list-style-type: none"> ➤ Interviews with managers of the structures (EC, NA, NC, TAO) ➤ Questionnaires to national authorities in partner countries 	<p>IIA.1</p> <ul style="list-style-type: none"> ➤ Presentation and analysis of the perception of role by each structure
<p>IIA.2 Analysis of weaknesses and strengths of the structures as viewed by the beneficiaries</p>	<p>IIA.2</p> <ul style="list-style-type: none"> ➤ Structural weaknesses and strengths identified by the beneficiaries ➤ Quality of structural support the projects 	<p>IIA2</p> <ul style="list-style-type: none"> ➤ Interviews with selected project promoters and ministries concerned ➤ Questionnaires to a greater number of project promoters 	<p>IIA2</p> <ul style="list-style-type: none"> ➤ See above ➤ Summary of Strengths and weaknesses
<p>IIB Analysis of weaknesses and strengths of the relations between the structures as viewed by the structures themselves</p>	<p>IIB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIB</p> <ul style="list-style-type: none"> ➤ Presentation of the perception about the relationships between the different structures ➤ Critical analysis of strengths and weaknesses ➤ Judgement about the cooperation between the structures

Q B2

Questions related to effectiveness

➤ What have been the roles and responsibilities of the European and regional structures, new platforms and other actors involved in the implementation of the Programme?

Key question:

3. What are the current opportunities and potential threats to the consolidation of the Euro-Mediterranean Youth Platform?

Evaluation criteria:

IIIA. Current opportunities and potential threats concerning the Euro-Mediterranean Youth Platform?

Type of analysis: III SWOT analysis	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA.1 Analysis of opportunities and threats of the structure as viewed by the structure itself</p>	<p>IIIA.1</p> <ul style="list-style-type: none"> ➤ See IIA.1 & 2 ➤ External circumstances favouring the development of the EMYP ➤ Unfavourable external circumstances influencing the EMYP ➤ Strategy foreseen to favour opportunities and to combat threats ➤ Comparison to the former structure 	<p>IIIA.3</p> <ul style="list-style-type: none"> ➤ Interviews with managers and officers of the structure ➤ “Note on the EYP” 	<p>IIIA.1</p> <ul style="list-style-type: none"> ➤ Presentation and analysis of the view of the structure about Opportunities and Threats (Bottom-Up) ➤ Summary of Opportunities and Threats ➤ Summary report identifying a range of priority areas
<p>IIIA.2 Analysis of opportunities and threats of the structure as viewed by the other structures</p>	<p>IIIA.2</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIIA.2</p> <ul style="list-style-type: none"> ➤ Interviews and questionnaires to other structures 	<p>IIIA.2</p> <ul style="list-style-type: none"> ➤ See above
<p>IIIA.3 Analysis of opportunities and threats of the structure as viewed by the beneficiaries</p>	<p>IIIA.3</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIIA.3</p> <ul style="list-style-type: none"> ➤ Interviews with selected project coordinators 	<p>IIIA.3</p> <ul style="list-style-type: none"> ➤ See above

Q B3

Questions related to effectiveness

➤ Which procedures do the management structures apply to select, manage, and disseminate projects?

Key question:

1. How efficient is the advice and assistance, and support given by National Coordinators and SALTO and the newly created EMYP to potential promoters, prior to the submission phase?

Evaluation criteria:

IA. Strategies and methods to support

IB. Coherence of the support mechanisms on a national level

IC. Coherence of the support mechanisms on a national level

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Effective mechanisms at the EU, National levels and other actors concerning assistance and support of programme activities</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Effective assistance, support mechanisms and training put by the structures at EU and National level. ➤ Evolution of the above mentioned mechanisms after mid-evaluation report recommendations 	<p>IA</p> <ul style="list-style-type: none"> ➤ Mid-term evaluation Euro-Med ➤ Interviews: Youth, EC, TAO, NA, SALTO, EMYP ➤ Questionnaires: NC ➤ Annual report SALTO ➤ Training materials and documents produced by SALTO ➤ Documents and materials produced by EYP ➤ Questionnaires to programme, SALTO and EMYP beneficiaries ➤ Case studies 	<p>IA</p> <ul style="list-style-type: none"> ➤ Strengths and weakness identified in assistance and support policies ➤ Conclusions on budget adequacy
<p>IB Effective mechanisms at the National level adapted to the local reality</p>	<p>IB</p> <ul style="list-style-type: none"> ➤ See above ➤ Local specific needs taken into consideration 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above
<p>IC Effective mechanisms at the Regional level adapted to the Mediterranean reality</p>	<p>IC</p> <ul style="list-style-type: none"> ➤ See above ➤ Specific complementary support mechanisms put by SALTO and the newly created EMYP platform, improve applications, its content and its partnership ➤ Weaknesses and dysfunctionalities identified ➤ Appropriate human resources and budget for Salto and EMYP 	<p>IC</p> <ul style="list-style-type: none"> ➤ See above 	<p>IC</p> <ul style="list-style-type: none"> ➤ See above

Q B3

Questions related to effectiveness

- Which procedures do the management structures apply to select, manage, and disseminate projects?

Key question:

2. Which tools, procedures and strategies are applied to monitor the progress of the programme and of projects?

Evaluation criteria:

IIA. Availability of a strategy to monitor project and adequacy of resources

IIB. Existence of effective methods to monitor projects on a regional level

IIC. Existence of effective methods to monitor projects on a national level

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA. Analysis of the procedures and distribution of roles concerning monitoring and follow up for Programme activities</p>	<p>IIA.</p> <ul style="list-style-type: none"> ➤ Existence of formal procedures ➤ Evolution of formal procedures during the two phases of the Programme ➤ Suitability and human resources available ➤ The follow-up documents ➤ Level of satisfaction of the control institutions (Euro-Med Committee) ➤ Weaknesses and dysfunctionalities identified 	<p>IIA</p> <ul style="list-style-type: none"> ➤ “The Euro-Mediterranean Youth programme model work plan” ➤ “Note on the EYP” ➤ Salto-Euromed Resource Work plan ➤ Interim reports on the implementation of the programme ➤ Interviews: EC, TAO, NA, NC, Salto 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Presentation, assessment and conclusions on the mechanisms put in place ➤ Report on Strengths and weakness ➤ Comparative information of National Coordinators monitoring capacity ➤ Comments on adequacy of resources available?
<p>IIB. Effective mechanisms at the EU and Mediterranean levels and other actors concerning monitoring and follow up for Programme activities</p>	<p>IIB.</p> <ul style="list-style-type: none"> ➤ Effective programme monitoring and control by the EC with support of Youth TAO. ➤ See above 	<p>IIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Youth TAO reports ➤ The National coordinators reports on work plans ➤ Sample overview of Projects’ Final Reports 	<p>IIB</p> <ul style="list-style-type: none"> ➤ See above
<p>IIC. Effective mechanisms at the National level and other actors concerning monitoring and follow up for Programme activities</p>	<p>IIC.</p> <ul style="list-style-type: none"> ➤ See above 	<p>IIC</p> <ul style="list-style-type: none"> ➤ See above ➤ The national coordinators handbook 	<p>IIC</p> <ul style="list-style-type: none"> ➤ See above

Q B3

Questions related to effectiveness

- Which procedures do the management structures apply to select, manage, and disseminate projects?

Key question:

3. What information and promotion mechanisms the different structures concerned at European, regional and platform levels to assure proper information circulation to all potential beneficiaries have developed? How efficient is the flow of information chain?

Evaluation criteria:

IIIA. Strategy for promotion and information of programme at the EU level, budget and practices

IIIB. Strategy for promotion and information of programme at National level, budget and practices

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA Analysis of the EU and other actor strategy for Strategy for promotion and information of programme, budget and practices</p>	<p>IIIA</p> <ul style="list-style-type: none"> ➤ New strategies put in place during the second phase of the Euro-Med project by the EC ➤ Strategies of the new platforms involved ➤ Frequency and quality of actions to promote the programme 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Interviews with the EC and BAT, EMYP, SALTO ➤ Data base of EYP ➤ Interviews with a sample of Mediterranean network youth organisations 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Analysis of the promotion strategies ➤ Examples of good practice ➤ Conclusions of the pertinence and effectiveness
<p>IIIB Analysis of the national strategy for promotion and information of programme at National level, budget and practices</p>	<p>IIIB</p> <ul style="list-style-type: none"> ➤ Existence of practices of information and promotion 	<p>IIIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Interviews with NC 	<p>IIIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Comparative analysis between the countries

Q B3

Questions related to effectiveness

- Which procedures do the management structures apply to select, manage, and disseminate projects?

Key question:

4. What are the strategies and practices put in place by the different concerned structures to foster dissemination and valorisation of projects

Evaluation criteria:

IVA. Strategy for dissemination and valorisation of projects at the EU level, budget and practices

IVB. Strategy for dissemination and valorisation of projects at National level, budget and practices

<p>Type of analysis: IVA Analysis of the EU and other actor strategy for promotion and dissemination and valorisation of projects at the EU level, budget and practices</p>	<p>Indicators and descriptors: IVA</p> <ul style="list-style-type: none"> ➤ New strategies put in place during the second phase of the Euro-Med project by the EC ➤ Strategies of the new platforms involved ➤ Frequency and quality of actions to promote the programme ➤ Multiplication of projects, reproduction of products 	<p>Source of Information: IVA</p> <ul style="list-style-type: none"> ➤ Interviews with the EC and BAT, EMYP, SALTO ➤ Data base of EYP ➤ Interviews with a sample of Mediterranean network youth organisations 	<p>Expected result: IVA</p> <ul style="list-style-type: none"> ➤ Analysis of the dissemination strategy ➤ Examples of good practice ➤ Conclusions of the pertinence and effectiveness
<p>IVB Analysis of the national strategy for dissemination and valorisation of projects at the EU level, budget and practices</p>	<p>IVB</p> <ul style="list-style-type: none"> ➤ Existence of practices of dissemination and valorisation 	<p>IVB</p> <ul style="list-style-type: none"> ➤ See above ➤ Interviews with NC 	<p>IVB</p> <ul style="list-style-type: none"> ➤ See above ➤ Comparative analysis between the countries

Q B4

Questions related to effectiveness

- To what extent is the administrative management of the programme efficient and coherent? (Calendar, application procedures, contract and payment modalities)

Key question:

1. Are there any new administrative rules?

Evaluation criteria:

IA. Existence of strict administrative rules

IB. Division of administrative roles

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the administrative procedures: Calendar, submission of proposals, selection, contracting, daily management, budgetary procedures</p> <p>IB Analysis of the roles distribution on a EU, Regional and national level</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ New administrative rules of the Commission ➤ New financial regulation of the Commission ➤ Existence of simple and strict administrative rules ➤ Control methods of individual projects ➤ Comprehensiveness of the participants' guide, calls, contracts, report forms ➤ Adequacy between Meda and EAC procedures <p>IB</p> <ul style="list-style-type: none"> ➤ Evolution of the task distribution ➤ Appropriate support mechanisms for each task ➤ Identification of decision takers in case of administrative problems ➤ Way of finding solutions in practice ➤ Number of problems ➤ Type of administrative problems 	<p>IA</p> <ul style="list-style-type: none"> ➤ Administrative guides and forms ➤ Other administrative documents <p>IB</p> <ul style="list-style-type: none"> ➤ See above ➤ Interview with EC, TAO, NA, NC ➤ Questionnaire to project promoters 	<p>IA</p> <ul style="list-style-type: none"> ➤ Presentation of administrative documents <p>IB</p> <ul style="list-style-type: none"> ➤ See above ➤ Description and typology of the administrative tasks of each structure ➤ Identification of complementarity or conflicts

Q B4

Questions related to effectiveness

<p>➤ To what extent is the administrative management of the programme efficient and coherent? (Calendar, application procedures, contract and payment modalities)</p>			
<p>Key question:</p> <p>2. Do the administrative rules harmonise with the rules of the structure around the Mediterranean?</p>			
<p>Evaluation criteria:</p> <p>IIA. Compliance between the rules of the EC and the practices and capacities of the Mediterranean partners</p>			
<p>Type of analysis:</p> <p>IIA1 Analysis of the main administrative procedures in the Med Partner countries and comparison with the requirements of the Commission</p> <p>IIA2 Identification of the main difficulties and barriers</p>	<p>Indicators and descriptors:</p> <p>IIA1</p> <ul style="list-style-type: none"> ➤ Existence of clear administrative rules in the Med countries ➤ Differences between private, associative and public sectors ➤ Administrative reforms ➤ Capacity building ➤ Transfer of know how ➤ Intercultural approach <p>IIA2</p> <ul style="list-style-type: none"> ➤ See IIA1 ➤ Persisting political, cultural, economic and social barriers ➤ Adaptation capacity of the programme ➤ Adaptation capacity of the beneficiaries and actors 	<p>Source of Information:</p> <p>IIA1</p> <ul style="list-style-type: none"> ➤ Administrative guides and forms ➤ Other administrative documents ➤ Current administrative rules in the Med area ➤ Status of civil society ➤ Other international cooperation <p>IIA2</p> <ul style="list-style-type: none"> ➤ See above 	<p>Expected result:</p> <p>IIA1</p> <ul style="list-style-type: none"> ➤ Short description of current and main administrative rules in the Med area ➤ Analysis of the administrative capacity of the civil society ➤ List of difficulties and barriers ➤ Conclusions and recommendation to overcome barriers <p>IIA2</p> <ul style="list-style-type: none"> ➤ See above

Q B4

Questions related to effectiveness

➤ To what extent is the administrative management of the programme efficient and coherent? (Calendar, application procedures, contract and payment modalities)

Key question:

What are the strengths and the weaknesses of the present administrative system?

Evaluation criteria:

IIIA. Adequacy of human and financial resources allocated to the administrative management

IIIB. Pertinence of the administrative management (Strengths & weaknesses)

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA Compared analysis of the adequacy of financial and human resources allocated to each structure for administrative management</p>	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Human resources: number of persons for each task in each country or structure ➤ Financial resources: budget allocated (NA, NC, TAO) ➤ Respect of deadlines: Payment, reports, selection ➤ Flux of information 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Official administrative documents ➤ Interviews with EC, NC, NA, TAO 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Charts about human and financial resources in each country ➤ Critical analysis of the adequacy of financial and human resources mobilised with regard to problems and dysfunctions
<p>IIIB Critical analysis of the functionality of the tools</p>	<p>IIIB</p> <ul style="list-style-type: none"> ➤ Changes and evolution of administrative tasks as a consequence of Euro-Med I evaluation ➤ View of the project promoters and beneficiaries ➤ Barriers 	<p>IIIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Euro-Med evaluation ➤ Questionnaires: TAO, NC. Representative group of project promoters 	<p>IIIB</p> <ul style="list-style-type: none"> ➤ Synthetic presentation of the views of the project promoters ➤ Critical analysis about the evolution from Euro-Med I to II ➤ Conclusions about the pertinence of the administrative management with regard to the satisfaction of the promoters

Q B4

Questions related to effectiveness

To what extent is the administrative management of the programme efficient and coherent?
(Calendar, application procedures, contract and payment modalities)

Key question:

4. What is the intervention logic of the evaluation and selection process? How adequate and efficient has the selection process been? To what extent are the procedures and criteria for project selection appropriate and have been applied uniformly as set out in the Guidelines? How appropriate have been the frequency and times of project selection deadlines?

Evaluation criteria:

IVA. Intervention logic in the official documents

IVB. Effective criteria and procedures for evaluation and selection

IVC. Adequacy between guide lines and procedure

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IVA Analysis of the intervention logic concerning evaluation and selection</p>	<p>IVA</p> <ul style="list-style-type: none"> ➤ A clear intervention logic with distribution of role and working procedures ➤ Information on the programme in the calls ➤ Application procedures ➤ Eligibility criteria ➤ Selection procedures ➤ Transparency of the procedures 	<p>IVA</p> <ul style="list-style-type: none"> ➤ Official legal documents ➤ Users guide ➤ Expert handbook ➤ Calls ➤ Interview with EC, TAO, NC, NA, academic experts/evaluators, project promoters 	<p>IVA</p> <ul style="list-style-type: none"> ➤ Typology of the decision makers ➤ Typology of the structures concerned by the selection ➤ Conclusion of the pertinence of the procedures
<p>IVB Analysis of the procedures and the criteria</p>	<p>IVB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IVB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IVB</p> <ul style="list-style-type: none"> ➤ See above
<p>IVC Analysis of the adequacy between the guidelines and the procedures</p>	<p>IVC</p> <ul style="list-style-type: none"> ➤ Identification of misunderstanding ➤ Queries concerning selection decisions ➤ Training and briefing of evaluator ➤ Flux of information between the structures involved ➤ Management of rejection of project proposals 	<p>IVC</p> <ul style="list-style-type: none"> ➤ See above 	<p>IVC</p> <ul style="list-style-type: none"> ➤ See above

QB5

Questions related to effectiveness

➤ How have the financial resources been distributed among the activities, the projects?

Key question:

1. To what extent is the financial administration sound and coherent with the objectives?

Evaluation criteria:

IA. Effectiveness of the budgetary procedure

IB. Allocation per country, action, year

IC. Conformity of the expenses with the initial budget

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Budgetary process</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Clear budgetary calendar ➤ Information about the procedure ➤ General criteria and priorities to design the budget ➤ Updating mechanism 	<p>IA</p> <ul style="list-style-type: none"> ➤ Financial and administrative rules ➤ Regional Indicative Programme for Meda ➤ Other programming documents ➤ Audits 	<p>IA</p> <ul style="list-style-type: none"> ➤ Presentation of the budget procedure ➤ Presentation of the programming mechanisms
<p>IB Analysis and evolution of the allocation criteria and distribution among objectives, actions and projects</p>	<p>IB</p> <ul style="list-style-type: none"> ➤ Methods to fix the budget break down ➤ Methods to quantify the objectives ➤ Integration of the real needs of the Med partners ➤ Clear explanation of the distribution rules ➤ A programming framework to reflect on allocation and distribution 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ Presentation of the instrument in charge of allocation and distribution ➤ Presentation of the attribution criteria
<p>IC Analysis of the coherence between the budget programming and the effective expenses</p>	<p>IC</p> <ul style="list-style-type: none"> ➤ Effective expenses versus budget programming ➤ Degree of commitment per position ➤ Comparison of the commitments per action ➤ Going beyond or under the budget 	<p>IC</p> <ul style="list-style-type: none"> ➤ See above ➤ Interview with EC, NC, TAO 	<p>IC</p> <ul style="list-style-type: none"> ➤ See above ➤ Explanation for under commitment or going beyond budget

QB5

Questions related to effectiveness

➤ How have the financial resources been distributed among the activities, the projects?

Key question:

2. To what extent did the financial support granted to the beneficiaries of the Programme merely substitute for support likely to have been provided from other sources anyway?

Evaluation criteria:

IIA. The institutional support to youth policy in the Meda Countries

IIB. The international support to youth policy in the Meda Countries

IIC. Comparison and complementarities

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA Financial analysis of the political, institutional situation with regard to youth policy on the national level</p>	<p>IIA</p> <ul style="list-style-type: none"> ➤ Budget allocated to youth ➤ Number of national projects ➤ Visibility of the policy and the projects ➤ Percentage in the overall budget of the country 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Official documents of the concerned partners ➤ Interviews with ministries in charge, with the local EU delegation 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Budget tables concerning youth national policy per year ➤ Number of projects per year
<p>IIB Financial analysis of the international support with regard to youth policy per Meda country</p>	<p>IIB</p> <ul style="list-style-type: none"> ➤ Presence of international institutions specialised in youth ➤ Number of international projects ➤ International cooperation of the Member States ➤ Visibility of the actions 	<p>IIB</p> <ul style="list-style-type: none"> ➤ Official documents of donors ➤ Interview with international donors, some promoters of international projects 	<p>IIB</p> <ul style="list-style-type: none"> ➤ Budget tables on international projects ➤ Explanation of the Importance of youth policy for international donors
<p>IIC Budgetary synergies between national and international support to youth</p>	<p>IIC</p> <ul style="list-style-type: none"> ➤ Complementarity of the actions ➤ Conflicts between different actions (double financing) scattering 		<p>IIC</p> <ul style="list-style-type: none"> ➤ Case studies on cooperation between national and international donors ➤ Typology of donors

Q B5

Questions related to effectiveness

➤ How have the financial resources been distributed among the activities, the projects?

Key question:

3. How likely is it that the effects of the Programme would have occurred even if the Programme itself had not been launched?

Evaluation criteria:

IIIA. Coherence of the operational objectives with the real needs of beneficiaries

<p>Type of analysis:</p> <p>IIIA Analysis of the local political context with regard to similar programmes</p>	<p>Indicators and descriptors:</p> <p>IIIA</p> <ul style="list-style-type: none"> ➤ Role of local, national and international donors ➤ Type of needs ➤ Type of beneficiaries ➤ Evolution of local needs since Euro-Med I 	<p>Source of Information:</p> <p>IIIA</p> <ul style="list-style-type: none"> ➤ National political documents ➤ International documents ➤ Interviews with Delegations of EC, NC, national ministries, international donors 	<p>Expected result:</p> <p>IIIA</p> <ul style="list-style-type: none"> ➤ Paper on national policies and strategy with regard to youth ➤ Paper of international strategy for youth per country ➤ Check of complementarity with Euro-Med II
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QC1

Questions related to efficiency

➤ What is the relationship between the inputs (Human and financial resources) and the first outputs of the programme?

Key question:

1. What is the relationship between the inputs (Human and financial resources) and the first outputs of the programme?

Evaluation criteria:

IA. Estimation of the costs

IB. Efficiency regarding implementation

IC. Efficiency regarding results

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Estimation of the programme costs</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Functioning costs: 2001, 2002, 2003 of CE, TAO, NC (staff, overheads etc.) ➤ Allocation of operational costs per action 	<p>IA</p> <ul style="list-style-type: none"> ➤ Financial data (EC, TAO, NC) ➤ Present Status of the budget (overheads, grants) 	<p>IA</p> <ul style="list-style-type: none"> ➤ Synthetic tables of operational costs (2001, 2002, 2003) ➤ Break down of the cost according to realisation ➤ Table of the grants paid 2001-2003
<p>IB Relation between implementation and costs (per action, per country)</p>	<p>IB</p> <ul style="list-style-type: none"> ➤ Country comparison ➤ Implementation indicators ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above ➤ Presentation of the relation cost/implementation ➤ Conclusion on efficiency
<p>IC Relation between results and costs (per action, per country)</p>	<p>IC</p> <ul style="list-style-type: none"> ➤ See above 	<p>IC</p> <ul style="list-style-type: none"> ➤ See above 	<p>IC</p> <ul style="list-style-type: none"> ➤ See above

QDI

Questions related to Sustainability

- To what extent is there adequate ownership of the programme by the target groups / beneficiaries?

Key question:

1. To what extent have the beneficiaries showed a satisfactory understanding of its objectives?

Evaluation criteria:

IA. Coherence between the knowledge of beneficiaries and effective objectives of the programme

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the ownership of the programme by the targets</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Clear presentation of the political and operational objectives ➤ Availability of the presentations ➤ Mechanisms to promote and inform ➤ Comparison between actions ➤ Comparison between countries 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Official publications ➤ Promotional actions ➤ Information strategies ➤ Interviews with: EC, NC, NA, EMYP ➤ Questionnaire to a wide range of project promoters 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Analysis of the ownership of the programme by action and by country

QDI

Questions related to Sustainability

➤ To what extent is there adequate ownership of the programme by the target groups / beneficiaries?

Key question:

2. To what extent were the targets committed to strengthening the values of the programme? (Peace, tolerance, human rights etc.)

Evaluation criteria:

IIA. Coherence between the projects and the values of the programme

IIB. Mainstreaming of the values into the beneficiaries organisations

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA Analysis of the relationship between the implemented projects and the values (per year, per action, per value)</p>	<p>IIA</p> <ul style="list-style-type: none"> ➤ Type of projects (Year, action, country, value) ➤ Type of participating organisations ➤ Dissemination of the values by the beneficiaries ➤ Relation between the needs and the values 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Projects compendia and data basis 	<p>IIA</p> <p>List of projects per value (country, year, type of organisation) Hierarchy of values according to the projects implemented Conclusion of the sustainability of values</p>
<p>IIB Analysis of the integration of the values by the organisations</p>	<p>IIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Follow up projects promoted by the same organisation on the same values 	<p>IIB</p> <ul style="list-style-type: none"> ➤ Good practices ➤ Case studies ➤ Interviews with project promoters 	<p>IIB</p> <ul style="list-style-type: none"> ➤ Analysis of the ownership of the programme by action and by country ➤ Compilation of case studies and good practices

QDI

Questions related to Sustainability

➤ To what extent is there adequate ownership of the programme by the target groups / beneficiaries?

Key question:

3. To what extent they have participated in the projects with enthusiasm and expressed a strong will for further initiatives of cooperation? To what extent have the organisations established partnerships which will be able to work on independently from the Programme?

Evaluation criteria:

IIIA. Satisfactory of participants

IIIB. Coherence with the real needs of the beneficiaries

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA Analysis of the quality of participation, partnership</p>	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Type of participation ➤ Type and quality of partnership ➤ Type of projects ➤ Satisfactory factors and indicators 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Projects compendia and data basis ➤ Projects reports 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Survey on satisfactory of beneficiaries per country and actions ➤ Good practices of partnership ➤ Identification of motivations
<p>IIIB Analysis of potentiality regarding further actions</p>	<p>IIIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Needs of the participating organisation ➤ Potential donors per country ➤ Follow up projects 	<p>IIIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Interviews with potential donors 	<p>IIIB</p> <ul style="list-style-type: none"> ➤ See above

Q D2

Questions related to Sustainability

➤ To what extent have the relevant authorities had a supportive policy during implementation of the programme?

Key question:

1. To what extent was the programme successful in mainstreaming of youth policies into government policies in the countries concerned?

Evaluation criteria:

IA. Mainstreaming of programme objectives into national policies

IB. Support of Ministries to the programme (Human resources, finance)

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the coherence, complementarity or non adequacy of the programme with the Med countries youth national policies</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Existence of a clear national policy concerning youth (per country) ➤ Information channels to policy makers about the programme and its results ➤ Needs assessment done by ministries ➤ Capacity building of actors concerned 	<p>IA</p> <ul style="list-style-type: none"> ➤ Interviews with: delegations, NC, national ministries, experts ➤ Information and dissemination of the programme 	<p>IA</p> <ul style="list-style-type: none"> ➤ Presentation of the national policy and priorities per country ➤ First conclusions on capacity building
<p>IB Analysis of the support given to the programme by national ministries</p>	<p>IB</p> <ul style="list-style-type: none"> ➤ See above ➤ Existence of support mechanisms to policy makers (NGO, Research, University) ➤ Support Budget to the programme ➤ Administrative and political support 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above ➤ List of support mechanism and measures

Q D3

Questions related to Sustainability

- To what extent will all beneficiaries have adequate access to benefits and products during and after the programme?

Key question:

1. To what extent has the programme supported the capacity building of organizations, institutions etc. in the Meda area?

Evaluation criteria:

IA. Sustainable capacity building of beneficiaries

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the process and first results of capacity building</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Similar understanding of the programme by EU and Med partners ➤ Improvement of managerial skills ➤ Improvement of political capacities ➤ Improvement of project related skills ➤ Type of skills per country ➤ Appropriate training ➤ Establishment of long term missions by the beneficiaries ➤ Adaptability of the programme to local situations ➤ Local conditions for sustainable development 	<p>IA</p> <ul style="list-style-type: none"> ➤ Interviews with: EC, NC, TAO, SALTO ➤ Training materials ➤ Training projects ➤ Country strategies 	<p>IA</p> <ul style="list-style-type: none"> ➤ List of training materials and mechanisms ➤ List of training projects ➤ Tentative list of skills built (per country) ➤ Analysis of the sustainability of the local situation (per country)

Q D3

Questions related to Sustainability

- To what extent will all beneficiaries have adequate access to benefits and products during and after the programme?

Key question:

2. To what extent was the training crucial to attain the necessary capacity building for transforming the beneficiaries' activity into a sustainable development process?

Evaluation criteria:

IIA. Sustainability of the training mechanisms and offer

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA Analysis of the training mechanism and offer and its sustainability</p>	<p>IIA</p> <ul style="list-style-type: none"> ➤ Existing training mechanisms ➤ Existing training offer ➤ Training projects ➤ Transformations observed ➤ Formulation of long term missions by the beneficiaries ➤ Increased responsibility of Meda Partner ➤ Existence of promotion material ➤ Existence of resource centres ➤ Type of training issues 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Interviews with: EC, NC, TAO, SALTO ➤ Training materials ➤ Training projects ➤ Country strategies 	<p>IIA</p> <ul style="list-style-type: none"> ➤ List of training materials and mechanisms ➤ List of training projects ➤ Tentative list of skills built (per country) ➤ Analysis of the sustainability of the local situation (per country) ➤ Conclusions on training priorities

Q D4

Questions related to Sustainability

- How far has the programme contributed to crosscutting aspects (equality between man and women, human rights, fight against intolerance, xenophobia and racism, environment)?

Key question:

1. To what extent has the programme succeeded in mainstreaming crosscutting issues into projects and youth policies?

Evaluation criteria:

IIA. Mainstream of crosscutting issues into youth programmes and projects

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of integration of transversal issues into the programme</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Needs to integrate transversal issues ➤ Examples of integration ➤ Type of transversal issues per country ➤ Type of associations strongly related to a transversal issue ➤ Gender mainstream ➤ Gender balance (Structures, projects) ➤ Coherence between EU and Meda priorities (RIP) 	<p>IA</p> <ul style="list-style-type: none"> ➤ Interview with EC, NC, Delegation, project promoters ➤ Projects compendia and data base ➤ Gender analysis/evaluations of EuropeAid 	<p>IA</p> <ul style="list-style-type: none"> ➤ List of priority crosscutting issues ➤ Tentative list of projects including genuinely crosscutting issues ➤ Recommendation on inclusion of crosscutting issues in the future



Questions related to Impact

- To what extent has the programme succeeded in busting a growing interest among the 27 Euro-Mediterranean Partners in the Euro-Mediterranean cooperation in the youth field

Key question:

1. Did the number of projects and participants grow in a sensible way in comparison to the first stage?

Evaluation criteria:

IA. Growing quality and number of projects and participants

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the developments during Euro-Med Youth II</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Growing number of projects ➤ Growing number of participants ➤ Growing quality of projects ➤ Dissemination of results ➤ Projects developing networks ➤ Projects stimulating creation of other projects ➤ Increased awareness on Euro-Med ➤ Creation of new structures: voluntary services, training etc. 	<p>IA</p> <ul style="list-style-type: none"> ➤ Projects data base ➤ Salto data base ➤ Interviews with Delegations, NA, NC, Ministries 	<p>IA</p> <ul style="list-style-type: none"> ➤ Analysis for reason of growth or diminution of projects per action and per country ➤ Presentation of new structures per country ➤ Tentative list of projects stimulated by similar Euro-Med projects ➤ Strengths and weaknesses of the Euro-Med Partnership regarding Youth



Questions related to Impact

- To what extent has the programme succeeded in busting a growing interest among the 27 Euro-Mediterranean Partners in the Euro-Mediterranean cooperation in the youth field?

Key question:

2. To what extent have barriers and handicaps been dismantled: Visa, difficult mobility, insurance etc?

Evaluation criteria:

IIA. Strategy to dismantle barriers

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA Analysis of past and existing barriers</p>	<p>IIA</p> <ul style="list-style-type: none"> ➤ Clear strategy to overcome barriers ➤ Type of barriers and comparison to Euro-Med I ➤ Cooperation with other institutions to dismantle barriers ➤ Support and solidarity networks ➤ Intervention of the programme structures ➤ Visibility of the programme objectives ➤ Effective arrangements ➤ Further barriers impeding the development of the programme 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Council resolution (13649/00) concerning an action plan for mobility ➤ Proposal on a directive on entrance and residence conditions of third country nationals for the purposes of studying, training and voluntary services. ➤ Official documents issued by the EC and national authorities ➤ National co-ordinators and EC reports ➤ Interviews to National authorities ➤ Interviews with EVS 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Presentation of the strategies and progress ➤ Conclusions, particularly concerning impact in EVS



Questions related to Sustainability

- To what extent has the programme succeeded in busting a growing interest among the 27 Euro-Mediterranean Partners in the Euro-Mediterranean cooperation in the youth field

Key question:

3. To what extent has the programme succeeded to promote a greater South-South cooperation?

Evaluation criteria:

IIA. Effective South-South cooperation

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA Analysis of past situation and future developments</p>	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Number of projects promoting SSC ➤ Type of projects promoting SSC ➤ Type of countries promoting SSC ➤ Type of issues ➤ Type of action ➤ Strategy to promote SSC ➤ Barriers (political, cultural, language, economic) ➤ Needs of beneficiaries 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Projects Data base ➤ Interview: EC, Delegations, NC, EMYP 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Tables comparing SSC with regard to project type, action, issue ➤ List of barriers ➤ Conclusion for the future

QE2

Questions related to Sustainability

➤ In what way did the programme succeeded to create a real regional cooperation?

Key question:

1. Was the establishment of network of National coordinators successful and to what extent were other forms of regional partnerships created?

Evaluation criteria:

IA. Evolution of the regional dynamic

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the needs for regional support structures and mechanisms</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Needs identified ➤ A clear strategy for regional mechanisms ➤ Availability of resources (human, financial) ➤ Common needs for the countries ➤ Evolution of the regional needs ➤ Past experiences ➤ Other international dynamics (Unesco, CoE) 	<p>IA</p> <ul style="list-style-type: none"> ➤ Interviews with: EC, NC, EMYP, Salto ➤ Salto-Euromed Resource Work plan 	<p>IA</p> <ul style="list-style-type: none"> ➤ Typology of needs for regional cooperation ➤ Strengths and weaknesses of EMYP ➤ Conclusion on possible forms of regional dynamics

QE2

Questions related to Impact

➤ In what way did the programme succeeded to create a real regional cooperation?

Key question:

2. How big is the number of projects with a genuine regional character?

Evaluation criteria:

IIA. Growing number of genuine regional projects

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA Analysis of strengths and weaknesses of the regional dynamic</p>	<p>IIA</p> <ul style="list-style-type: none"> ➤ Genuine regional projects in the different actions ➤ Growing number of projects having more than required partnership ➤ Strengths of the regional dynamic ➤ Weaknesses of the regional dynamic 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Projects data base ➤ Best practices ➤ Interviews with: EC, EMYP, project promoters 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Compilation of best practices ➤ Typology of the projects

QE3

Questions related to Impact

- To what extent has the programme generated an interaction with other EU programmes concerning youth and civil society?

Key question:

1. To what degree is the programme known by actors of other programmes (Euromed Audiovisual, Heritage etc.)?

Evaluation criteria:

IA. Visibility of the programme

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of possible synergies with other programmes</p>	<p>IA ➤ Administrative channels of communication ➤ Common objectives to all programmes ➤ Common issues ➤ Existence of an information strategy</p>	<p>IA ➤ Interviews with: desk officers of other programmes, TAO of other programmes ➤ Sampling questioners to other programmes beneficiaries</p>	<p>IA Typology of issues and priorities common to all programmes Conclusions on synergies with other programmes</p>

Q E4

Questions related to Impact

➤ To what extent has the programme had an effect of the beneficiaries?

Key question:

1. Has the Programme enhanced mutual understanding and respect among young people from different countries? Has it increased the solidarity amongst young people?

Evaluation criteria:

IA. Best practices for mutual understanding

IB. Best practices for solidarity

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IA Analysis of the concept of mutual understanding and its promotion</p>	<p>IA</p> <ul style="list-style-type: none"> ➤ Clear explanation about the concept in programme documentation ➤ A strategy to promote ➤ A similar understanding by EU and Med partners of the concept ➤ Growth of number of projects dealing with the issue 	<p>IA</p> <ul style="list-style-type: none"> ➤ Official EC documents ➤ Projects data base ➤ Interviews with: EC, NC, project promoters 	<p>IA</p> <ul style="list-style-type: none"> ➤ Typology of projects ➤ Clarification about the concept ➤ Conclusions for future developments
<p>IB Analysis of the concept of solidarity and its promotion</p>	<p>IB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above 	<p>IB</p> <ul style="list-style-type: none"> ➤ See above

Q E4

Questions related to Impact

➤ To what extent has the programme had an effect of the beneficiaries?

Key question:

2. To what extent has the action encouraged the development of youth structures and the voluntary sector as a means to strengthen civil society in the Meda countries?

Evaluation criteria:

IIA. Existence and sustainability of youth structures

IIB. Development of the voluntary sector

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIA Analysis of the evolution of youth structures as linked to the programme</p>	<p>IIA</p> <ul style="list-style-type: none"> ➤ Existence of youth structures ➤ Type of structures ➤ Sector of activities ➤ Capacity building 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Interview with NC, Ministries, experts ➤ Last mid term evaluation 	<p>IIA</p> <ul style="list-style-type: none"> ➤ Typology of structures per country and per sector ➤ Conclusion on youth structures development and sustainability
<p>IIB Analysis of the youth voluntary sector as linked to the programme</p>	<p>IIB</p> <ul style="list-style-type: none"> ➤ Type of service per country ➤ Type of sector ➤ Type of organisation ➤ Evolution in last years ➤ Capacity building ➤ Active participation in the action 	<p>IIB</p> <ul style="list-style-type: none"> ➤ See above ➤ Projects data base 	<p>IIB</p> <ul style="list-style-type: none"> ➤ Typology of structure per country ➤ List of representative projects ➤ Best practices ➤ Conclusions on youth voluntary service

Q E4

Questions related to Impact

➤ To what extent has the programme had an effect of the beneficiaries?

Key question:

3. Has the participation to the action encouraged the young people involved to increase or improve the acquired knowledge of the society of the exchange countries?

Evaluation criteria:

IIIA. Growing interest of concerned persons in the exchange cultures

Type of analysis:	Indicators and descriptors:	Source of Information:	Expected result:
<p>IIIA Analysis of the exchange projects and type of influence of beneficiaries</p>	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Active exchange projects between EU and Med ➤ Type of projects ➤ Issue of exchange (language, life skills, Vocational skills) ➤ Studies and/or activities carried out after the exchange in relation with it ➤ Continuation of the relationship with the hosting country 	<p>IIIA</p> <ul style="list-style-type: none"> ➤ Projects data base ➤ Interviews with NC, project promoters, participants ➤ Best practices 	<p>IIIA Typology of exchange projects (per country, per issue) Mechanisms of follow up after termination of the project Presentation of best practices</p>

2.7 INDICATORS AND DESCRIPTORS

A. Results indicators

The framework for the evaluation of the level of performance of the Actions of the programme is based on output indicators. The approach designed by the evaluation team to analyse the performance for Youth Exchanges (Action I), Voluntary Service (Action II) and Support Measures (Action V) is described below.

T1. Outputs indicators for the operational objectives of Action I and Action II

Operational objectives Youth Exchanges and the Voluntary Service	Outputs indicators 7	Source
Youth Exchanges (Action I) Voluntary Service (Action II)	<ul style="list-style-type: none"> ➤ Number of projects approved/submitted ➤ Number of projects taking place in MEDA countries ➤ Distribution of beneficiaries by region and by country. ➤ Distribution of beneficiaries by sex ➤ Number of projects involving people with less opportunities ➤ Distribution of participation by type of beneficiary (Young people/youth worker) ➤ Number of projects by criteria used to select the participants ➤ Number of projects by strategies for contacting the beneficiaries ➤ Number of beneficiary organizations/number of times they have benefited from programme ➤ Number of projects by sources of information used by the organisations ➤ Number of projects that would have been funded without the Community aid. 	<ul style="list-style-type: none"> ➤ Statistics provided by the TAO ➤ Interviews and questionnaires to National co-ordinators ➤ Questionnaires and sample interviews to project co-ordinators ➤ Questionnaires to project beneficiaries

7 This outputs indicators apply for both Action I and Action II

T2. Results indicators for the specific objectives of Action I and Action II

Specific objectives	Results indicators (Action I and II) ⁸	Source
<p>Youth Exchanges (Action I) Voluntary Service (Action II)</p>	<ul style="list-style-type: none"> ➤ Utility of the Actions from the experience of non-formal learning ➤ Utility of the Actions for: developing understanding of cultural diversity and fundamental rights, enhancing dialogue, tolerance and cultural, including south-south developing increased solidarity ➤ Utility of the programme in terms of facilitating training of youth workers and its impact ➤ Evolution of youth working methods triggered by the participation in youth exchange projects (perception) ➤ Role of the action in building solid partnerships among countries from both sides of the Mediterranean, as well as within MEDA ➤ Role of the action in promoting exchange of information and experience between participating youth organisations ➤ Evidence of raising awareness at the local level of the values of non-formal education and intercultural learning ➤ Role of the action in the development of the voluntary sector (perception) ➤ Evidence provided by voluntary experiences in fostering beneficiaries employment ➤ Evidence of support to the development of local communities in specific sectors 	<ul style="list-style-type: none"> ➤ Interviews and questionnaires to National co-ordinators ➤ Questionnaires and sample interviews to project co-ordinators ➤ Questionnaires to project beneficiaries ➤ Conclusions from interim evaluation report ➤ Documents on cases of good practice ➤ Youth TAO related statistics ➤ Case studies

T3. Outputs indicators for the operational objectives of Action V

Operational objectives	Outputs indicators	Source

⁸ This results indicators will be used selectively for Action I and Action II

<p>Action V: Support Measures</p>	<ul style="list-style-type: none"> ➤ Number of projects approved/submitted ➤ Number of projects taking place in MEDA countries ➤ Distribution of partner beneficiaries by region and by country. ➤ Distribution of participation by type of beneficiary ➤ Distribution of beneficiaries by sex ➤ Number of projects involving people with less opportunities ➤ Number of beneficiary organizations/number of times they have benefited from programme ➤ Number of projects by sources of information used by the organisations ➤ Number of projects that would have been funded without the Community aid. 	<ul style="list-style-type: none"> ➤ Youth TAO related statistics ➤ Interviews and questionnaires to National co-ordinators ➤ Questionnaires and sample interviews to project co-ordinators ➤ Questionnaires to project beneficiaries ➤ Conclusions from interim evaluation report
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T4. Results indicators for the specific objectives of Action V

Specific objectives	Results indicators	Source
<p>Action V: Support Measures</p>	<ul style="list-style-type: none"> ➤ Utility of the programme in terms of providing capacity building and new skills and networking to young workers ➤ Evidence in its immediate impact in youth organisations ➤ Utility of the programme in terms of increasing and sustaining partnerships and networks ➤ Utility of the programme in terms of informing partners about Youth programme priorities ➤ Utility of the programme to improve access of young people in other programme actions 	<ul style="list-style-type: none"> ➤ Youth TAO related statistics ➤ Interviews and questionnaires to National co-ordinators ➤ Questionnaires and sample interviews to project co-ordinators ➤ Questionnaires to project beneficiaries ➤ Conclusions from interim evaluation report

B. Impact indicators

The framework for the evaluation also previews indicators to measure the impact of the programme.

T5. Impact indicators for the Euromed Programme

Expected Impact ⁹	Indicators and descriptions	Sources of information
The growing interest of the Euro-Mediterranean cooperation in the youth field among the 27 Euro-Mediterranean Partners	<ul style="list-style-type: none"> ➤ The increasing number of applications and projects ➤ The increasing number of participants ➤ The support given to the national coordinators ➤ Awareness and knowledge of all the Euromed Youth facilities, opportunities and projects ➤ Change in the visa, mobility dispositions etc. to enable a greater movement and exchange 	<ul style="list-style-type: none"> ➤ Interviews with national coordinators, ministries, BAT, EC ➤ Projects data bases (Saykiss, Salto)
The establishment of network of National coordinators and of partnerships created		
The real interest of national authorities in the Mediterranean Partners in improving national youth structures and policies	<ul style="list-style-type: none"> ➤ Synergies established between the Euro-Med dynamics and results and national mechanisms and policies ➤ Support given to National Coordinators ➤ Increase of national budget allocated to youth policy ➤ Integration of NGO, s and Academy into policy decision taking 	<ul style="list-style-type: none"> ➤ Survey on local youth projects ➤ Interviews with National Ministries, Coordinators, Delegations of the EC, NGO, s and Experts
The capacity building strengthen through national networks	<ul style="list-style-type: none"> ➤ Increase of good quality proposals and projects ➤ Change in the working methods, in the financial and operational management of the concerned entities ➤ Increased involvement of non governmental bodies in advocacy and policy making ➤ Increase of the South-South cooperation ➤ Degree of democratisation of the civil society of the Mediterranean partners 	<ul style="list-style-type: none"> ➤ Projects data bases (Saykiss, Salto) ➤ Interviews with National Ministries, Coordinators, EC Officials, NGO's ➤ Questionnaires
Contribution of the programme, on the long term, to decreasing cultural gaps	<ul style="list-style-type: none"> ➤ Increased number of projects related to the issue ➤ The nature of the North-North and 	<ul style="list-style-type: none"> ➤ Projects data bases (Saykiss, Salto) ➤ Questionnaires to project promoters

⁹ As described in the Financial Proposal for Euro-Med II, MIS: 2001/0186

	<p>South –South cooperation</p> <ul style="list-style-type: none"> ➤ Cooperation between conflicting regions and groups ➤ Increase of projects dealing with special groups: female young persons, disabled, minorities 	
<p>Interaction and harmonization of the programme with other EU programmes concerning youth and civil society</p>	<ul style="list-style-type: none"> ➤ Degree of knowledge of the Euromed Youth objectives and results among actors of other programmes (Euromed Audiovisual, Heritage etc.) ➤ Interest of other EU programmes in Euro-Med Youth ➤ Tools of dissemination and validation 	<ul style="list-style-type: none"> ➤ Interviews EC Officials dealing with the other programmes, EC Delegations, NGO's ➤ EMYP

ANNEX 7

Terms of Reference

TERMS OF REFERENCE

Evaluation of the Euro-Mediterranean Youth Programme

BACKGROUND

Context

This evaluation is meant to cover the end of the first phase of the Euro-Med Youth Programme and the second phase of the programme. It will help to guide and motivate the ongoing negotiations for the third phase of the programme.

The funds of the first programme were completely committed before the end of 2002. The second phase of the programme was immediately approved respecting the continuity. The funds for this second phase will have to be committed by the end of 2004.

The Barcelona Declaration stressed that *“youth exchanges should be the means to prepare future generations for a closer co-operation between the Euro-Mediterranean partners.”* As part of civil society, young people and youth organisations play a significant role in the restructuring and stability of the neighbouring countries. However, a lack of tradition of voluntary work, limited experience in youth policy and youth work as well as restricted youth mobility are the main obstacles faced by youth NGOs and young people within these neighbouring Regions.

This action started in 1999 and is currently at its second phase. On 15 September 1998, the Med Committee gave its favourable opinion on the proposal for the establishment of a Euro-Mediterranean Youth Action Programme developed in close co-operation with the Youth Unit of DGEAC. This regional Programme was provided with a budget of € 9.7 Mio, initially for two years (1999-2000), of which € 6 Mio financed by MEDA. The second phase of the programme covers three years, from 2002 to 2004. The overall budget for this phase is 14 Millions € (10 Mio coming from MEDA and 4 from EC YOUTH Programme). There was a budget increase of 40 % compared to the first phase of the programme.

Euro-Med Youth is based on the third chapter of the Barcelona Process (Partnership in social, cultural and human affairs). Its aims are to facilitate encounters and partnerships among young people from the e Euro-Mediterranean partnership (25 countries, 35 as from April 2004 a result of EU enlargement). It is also coherent within the context of the Wider Europe policy proposed by the Commission.

The second phase of Euro-Med Youth was focussed on strengthening the support structures - such as training of the National Coordinators within the Mediterranean countries; twinning of national structures with EU YOUTH National Agencies; establishment of a SALTO-Resource Centre and of the Euro-Mediterranean Youth Platform to consolidate the network of NGOs. As a result, it achieved the enhancement of the quality as well as increasing the number of youth projects with a focus on Mediterranean priorities in the field of youth.

Links:

Youth Programme:

http://europa.eu.int/comm/youth/index_en.html

Euro-Mediterranean Youth Programme:

http://europa.eu.int/comm/youth/priorities/euromed_en.html

DG External Relations:

http://www.europa.eu.int/comm/external_relations/med_mideast/intro/index.htm

http://www.europa.eu.int/comm/external_relations/euromed/index.htm

Barcelona Declaration:

http://www.europa.eu.int/comm/external_relations/euromed/bd.htm

DG Europe Aid:

http://www.europa.eu.int/comm/europeaid/index_en.htm

Report by the high level advisory group established at the initiative of the president of the European Commission

http://europa.eu.int/comm/external_relations/euromed/publication/euromed_report68_en.pdf

Subject of the evaluation

This evaluation is meant to cover the end of the first phase of the Euro-Med Youth Programme and part of the second phase of this programme (2001, 2002 and 2003).

The Programme to be evaluated

1.3.1 Aims

General objective of the Programme

- The development of dialogue, knowledge and mutual comprehension between young people from both shores of the Mediterranean ;
- The promotion of citizenship and young people's integration into social and professional life ;
- The contribution to the democratisation and active participation of the civil society.

1.3.2 Specific objectives

The general goals of the programme are achieved by means of some specific objectives:

- Stimulating active participation of young people in non formal education and multilateral projects based on intercultural dialogue ;
- Promoting the capacity building of youth organisations;
- Promoting exchange of experiences and good practices, as well as acquiring new skills (capacity building) and the diffusion of new methodologies for youth work;
- Offering training activities that help youth workers to develop new ways to manage projects at the international level ;
- Encouraging the development of independent youth NGOs through active participation in social, economical and political life ;
- Favouring the participation of Youth NGOs of partner countries in transnational networks in order to enhance the Euro-Mediterranean dialogue ;

- Reinforcing cooperation between people responsible for local administrations in the youth policies.

1.3.3 Implementation measures

The operational management of the Euro-Mediterranean Youth Action Programme is provided by DG Education and Culture together with the Socrates-Leonardo-Youth Technical Assistance Office (TAO), which provides technical support for project selection rounds. DG EAC chairs selection panels (in which DG External Relations and DG EuropeAid are represented), defines the level of financing of projects and submits the list of selected projects to inter-services consultation prior to the Commission's final decision.

The implementation of the programme provides a good balance between the centralised approach (mainly based on the selection of projects, management of contracts for Mediterranean NGOs, etc.) and the decentralised management through National Coordinators (mainly based on diffusion of information about the programme, support provided to the organisations and promotion of the programme).

The implementation covers four components:

- **Projects:** the Programme offers financial resources and technical assistance to develop three types of activities:
 - transnational youth exchanges,
 - voluntary service projects
 - and support measures, such as training courses, study visits, seminars, etc.
- **National Coordinators:** for the purposes of the implementation of the programme, each Mediterranean partner has been asked to identify and designate an independent National Coordinator with good knowledge of local non-profit associative life, as well as of the needs and realities of youth work. These Coordinators ensure the promotion and development of the programme, in close co-operation with the European Commission and its Delegations in Mediterranean partner countries.

Nine National Coordinators out of 10 Mediterranean partners have been designated (the coordination in Syria is assumed temporarily by the EC Delegation. Because of their imminent accession to the EU, Malta and Cyprus are not longer considered Mediterranean partners, but will have to be included in the scope of this evaluation.

National Coordinators are supposed to liaise also with the European co-ordination structures, in particular the network of Youth Action Programme National Agencies, which already exist in each Member State.

In this way, the Mediterranean Coordinators can benefit from the support, the experience and the common approach that have been developed between the Commission and the structures of the Member States. The development of the programme involves a major effort of exploring and mobilising local associations by means of intensive information and of advisory and training actions directed to youth leaders.

- **Euro-Mediterranean Youth Platform (EMYP):** to achieve these aims, the Programme has also supported the establishment and activities of the Euro-Mediterranean Platform of youth organisations, founded with the technical support of the European Union Youth Forum. The objectives of the platform are representing youth movements and acting as an interface with authorities responsible for youth matters, giving young people the floor in decisions that concern them, in particular the setting up and development of democratic youth policies.

between 15 and 25 in the Euro-Med region. The programme is targeted to all young people, in particular to those who have had few, if any, chances to benefit from national or international mobility activities, in particular young women, regardless of their socio-economic profile or their educational, cultural, religious, physical or geographic backgrounds. The programme is also targeted to those responsible for youth associations, clubs and centres/houses, to youth trainers and leaders, and those in charge of youth work at local or national level.

1.3.5 Actions launched to date

From 2000-2003, more than 500 projects have been approved and more than 13.000 young people from both sides of the Mediterranean have participated in the Programme, with a balanced participation of young people coming from the EU Member States and the Mediterranean Partners.

Document: Up-dated statistics 2000-2003 produced by the Technical Assistance Office.

Previous evaluations, studies and reviews

The first phase of the Euro-Med Youth programme was subject to an evaluation carried out by external experts. Goals to be achieved in the second phase of the Programme were inspired by this evaluation.

[Executive summary of the mid-term evaluation report:](#)

<http://europa.eu.int/comm/youth/priorities/evaluation.pdf>

CONTRACT OBJECTIVES & EXPECTED RESULTS

The present review will include two phases: a first phase for the evaluation and analysis of the Euro-Med Youth programme and a second phase for the preparation of orientations for future action in this field, including for the extension of the programme.

Overall objectives

The overall objectives to which this contract will contribute are as follows:

- Summative evaluation on the current implementation of the programme
- Conclusions and related recommendations on the programme based on a complete analysis of the current programme implementation and design;
- Suggestions for the continuation of the programme after 2004

Specific objective

The specific objective of the first phase is to procure an external, independent evaluation covering the first and the second phase of the Euro Mediterranean Youth Action, including conclusions and recommendations for programme improvement.

The specific objective of the second phase is to provide scenarios for the design and implementation of the programme in the future.

Results to be achieved by the contractor

The results to be achieved by the contractor are as follows:

- an external, independent evaluation covering the first and the second phase of the Euro Mediterranean Youth Action programme, according to the provisions of section 3 below;
- Conclusions and recommendations on the programme based on a complete analysis of the current programme implementation and design.
- Suggestions of different scenarios for the extension of the programme , if appropriate
- A presentation of the final report to the Euro Mediterranean Youth Action Committee which will take place in Brussels (probably in September 2004).

THE EVALUATION

Scope

The objectives of the evaluation project are to assess **the relevance, efficiency, effectiveness and sustainability** of the programme, as well as the impact, according to the specific objectives of the programmes (see point 1.2.3)

- relevance of the Programme's objectives, priorities and implementing instruments;
- the effectiveness and impact of the Programme;
- its efficiency and cost-effectiveness;
- its utility and sustainability;
- the intervention logic of the Programme.

Main evaluation questions

The main evaluation questions have been grouped under 5 headings:

- i) Relevance
- ii) Effectiveness
- iii) Efficiency
- iv) Utility and sustainability
- v) Impact.

The detailed questions have been arranged hierarchically. *It is expected that the contractor selected will use their knowledge and experience to refine these questions and propose further questions to the Steering Group (see section 3.4, below).*

i) Relevance

- To what extent are the Programme's objectives, principles and actions still pertinent with respect to the needs and priorities of the Euro Mediterranean partnership?
- To what extent the completed or on-going projects are appropriate to contributing to the objectives of the third chapter of the Barcelona Process¹⁰ “*Partnership in social, cultural and human affairs*”?

“... *Euromed Youth in the field of youth exchange aiming at facilitating the integration of young people into social and professional life and stimulating the democratisation of the civil society of the Mediterranean partners in that it improves mutual comprehension and cohesion between young people across the Mediterranean basin.*”

ii) Effectiveness

- Is the Programme achieving its objectives? This part covers the relationship between the outputs/results of the programme and the programme expected purpose/specific objectives.

It is anticipated that some research by the contractor, both documentary and on the basis of interviews with relevant players, will be required under the auspices of the Steering Group (see section 3.4, below) in order to clarify the correct interpretation of official goals. Some typical official statements and related evaluation questions are:

- To what extent is the Programme on track to:
 - *Improving mutual comprehension between the young people of the EU and of the Mediterranean partners, as well as dialogue, respect and tolerance between the various cultures;*
 - *Encouraging youth initiatives;*
 - *Encouraging the development of non-profit making structures working in the youth field and the training of youth leaders in this field, because of the vital role that NGOs play in maintaining and strengthening civil society;*
 - *Promoting exchanges of experience and good practice between youth NGOs of Member States and Mediterranean partners and between those responsible for youth work at the national, regional or local level, in order to establish the bases of co-operation at the level of youth structures and policies.*
- To what extent have the criteria for project selection set out in the Guidelines been applied uniformly?
- To what extent have the stakeholders' implementation projects fulfilled their intended role?
- To what extent have the National Authorities and the MEDA partners fulfilled their intended role?
- To what extent did the financial support granted to the beneficiaries of the Programme merely substitute for support likely to have been provided from other sources anyway?
- How likely is it that the effects of the Programme would have occurred even if the Programme itself had not been launched?

5. ¹⁰ The Barcelona Process, five years on , European Communities, 2000

iii) Efficiency

The evaluation project will assess the extent to what the inputs of the programme (budget and human resources) have been economically converted into outputs and results

To what extent has the Euro-Mediterranean Youth Action Programme proved to be clear, consistent and unambiguous in its stipulations and requirements?

- How appropriate has the frequency and timeliness of project selection deadlines?
- How efficient has the selection process been?
- How efficiently have projects been monitored and evaluated?
- Is the budget of the Programme commensurate with its objectives?
- How efficiently did the Programme's delivery mechanisms target the intended beneficiaries?
- What has been the role, if any, of the National Coordinators, the National Agencies, SALTO Euro-Med and Euro-Med Youth Platform? Could this be enhanced, and if so, how?
- How does the efficiency of the Programme compare with any similar interventions executed under Community auspices, or undertaken by national or regional governments?
- Which are the main practical obstacles for smooth implementation of the Euro-Med Youth programme?

iv) Utility and sustainability

The evaluation project will assess the sustainability/replicability of the programme's activities and outputs/results where relevant. The review will assess the quality of the technical support to propose and implement the national projects.

- To what extent is the Programme developing capacity building?
- To what extent are the National Co-ordinators and the EMYP Secretariat direct beneficiaries of a transfer of European know-how?
- How is the capacity building taken in to ensure the sustainability of the social dialogue as the main objective of the Barcelona Process?
- To what extent are the support structures helping to achieve sustainability?

v) Impact

The Review Mission should attempt to determine which impact (positive/negative) is likely to be achieved in keeping with the current methodology / approach / trend. The team will assess the visibility of the projects in each country, the impact on young people, youth structures and voluntary sector.

- How is the Mediterranean Youth Programme awareness being developed?
- How is the information circulating?
- Are the information supports adequate? –

How effective is the collaboration between the National Co-ordinators and the EC Delegations in each country?

- How is the national co-ordination developing?
- How do the competent National Authorities perceive the programme?

Methodology to be followed in data collection and analysis

This section gives broad guidelines on the data collection and analysis methods to be followed by the contractor. It is expected that the contractor will use their knowledge and experience to refine the suggested approach in discussion with the Steering Group (see section 3.4 below).

The evaluation should be approached in six stages:

- a) Reconstruction of the intervention logic
- b) Basic data and information-gathering
- c) Field interviews
- d) Case-studies
- e) Stakeholders meeting in Brussels
- f) Analysis and assessment.

All data used or referred to in the final evaluation report must be linked to comprehensive metadata (i.e., information enabling users to interpret the data correctly, such as definitions of variables used, sampling decisions, how the data was processed, etc). The sources of all information cited or otherwise referred to must also be given.

a) Reconstruction of the intervention logic

The reconstruction of the intervention logic of the Programme should be used to identify the data and information needed to carry out an analysis and assessment.

b) Basic data and information-gathering

1. During the inception phase, data and information should be gathered from published sources (Programme documentation, Programme website, evaluation reports, speeches, etc). As far as published sources are concerned, EAC/D1 will provide the necessary documentation during the initial briefing in Brussels. Furthermore, information should be gathered directly from the parties involved in the programme. After the briefing by Europe Aid/B/4 and before the field mission, the consultant will be asked to meet the EC and other parties involved in the preparation, the selection and the implementation of the Youth Programme and the Mediterranean Youth Programme in Brussels. Explorative interviews will have to be arranged with:

- people responsible for the implementation of the programme in DG EAC/D/1, DG RELEX/F/2 and DG AIDCO/B4;
- people responsible for the implementation of the programme in the Socrates-Leonardo-Youth Technical Assistance Office;
- representatives from the Resource Centre SALTO Euro-Med (Paris) and the European Youth Forum (Brussels);

A list of people to be interviewed will be agreed during the initial briefing in Brussels. The steering Committee will provide the consultant with facilities in order to arrange these explorative interviews.

c) Field interviews

The evaluation should draw on information and views supplied directly by key Programme stakeholders in the partner countries. The mission will assess the programme in 12 countries: Algeria, Cyprus, Egypt, Israel, Jordan, Lebanon, Malta, Morocco, West Bank and Gaza Strip, Syria, Tunisia and Turkey. Missions should combine countries in the same area.

The team will meet the key persons in charge of proposing and implementing the projects i.e.:

- Local authorities,
- EC Delegations;
- National agencies of the Youth Programme;
- The person responsible for the Resource Centre SALTO Euro-Med;
- The person responsible for the Euro-Med Youth Platform;
- National Co-ordinators and civil society involved in the Programme;

The key tool for gathering such views should be tailored semi-structured interviews guide lines.

In the inception report, the consultant should provide a possible sample of key programme stakeholders to be interviewed in the partner countries as well as a first draft of the semi-structured interviews guide lines. Focus group could also be considered.

d) Case-studies

Case-studies should be undertaken of an illustrative sample of projects proposed by the EC.

e) Stakeholders meeting in Brussels

In May/June 2004 a meeting will be organised in Brussels by the EC. The following stakeholders are expected to participate:

- National Coordinators;
- National Agencies;
- Beneficiaries of the programme;
- SALTO EURO-MED;
- Technical Assistance Office (TAO).

The consultant is expected to attend this meeting. The aim of the meeting will be providing the consultant with the opportunity to contact almost all the actors of the programme and focus some of the evaluation questions. The consultant is expected to propose some suggestions in order to the organisation of the meeting, in particular:

- Agenda
- Discussion points
- Execution.

f) Analysis and assessment

Considerable emphasis should be placed on this stage of the evaluation.

The detailed evaluation of the Programme should be guided by the data and information gathered from published sources, internal information from the joint administrators of the Programme and key stakeholders, information and opinion gathered by interviews, case studies.

The contractor must support findings and recommendations by an explanation of the degree to which these are based on opinion, analysis and objectively verifiable evidence. Where opinion is the main source, the degree of consensus and the steps taken to test the opinion should be given. Where overall judgements in terms of standard evaluation criteria are made (see section 3.2 above), the criteria used should be explained.

Management

3.4.1 Responsible body

The contract will be managed by Unit B4 of the Directorate General Europe Aid of the European Commission. Unit D1 of the Directorate General for Education and Culture and Unit F2 of Directorate General External Relations will be associated to the evaluation.

3.4.2 Management structure

A stakeholder Steering Group will be involved in the management of the evaluation. The responsibilities of the Steering Group will include ensuring that the monitoring and supervision of the contractor does not compromise the contractor's independence in evaluating the action;

This group will comprise:

- the administrators responsible for the programme in DG AIDCO/B4 and DG EAC D1;
- the contact person in DG RELEX/F2;
- a representative from the evaluation sector in DG EAC and/or DG AIDCO
- the EAC evaluation coordinator for the Youth domain.

LOGISTICS AND TIMING

Location

The operational base for the evaluation will be the contractor's home office. It is anticipated that the contractor will need to carry out some interviews in the partner countries.

Starting date

The indicative starting date is 22/03/2004. The contract will actually start after both parties have signed the contract.

Period of execution

The period of execution of the contract is maximum one year.

Work-plan and timetable

The following outline work plan and timetable is envisaged:

Deadline (from starting date)	Task
--------------------------------------	-------------

<i>Inception phase</i> 10 calendar days	Briefing in Brussels. Contractor prepares inception report and presents to Steering Group in Brussels.
<i>Data and information collection phase</i> End month 4	Field research completed (included meeting in Brussels).
<i>Analysis phase</i> Mid-month 5	Contractor presents draft final report and draft executive summary to Steering Group in Brussels.
Beginning month 6	Final report and final executive summary sent to Steering Group for sign-off.

The reporting requirements are specified in detail in section 6 below.

REQUIREMENTS

Personnel

This assignment should be carried out by two experts. Arabic knowledge would be an asset. Preferably they will have experience in Youth programmes and knowledge of the MED region.

Expert 1, Team leader (Category II): Specialist in evaluation

- university post-graduate level in sociology or a relevant related field,
- at least ten (10) years of professional experience,
- 5 years in working with qualitative aspects of youth programmes, with associations involvement,
- at least 10 years of experience in projects evaluation,
- knowledge and/or experience of logical framework analysis / programme cycle management/ EC procedures would be an advantage,
- good interpersonal skills and capacity to work with programmes and civil society and to liaise with parties concerned by the programme, including beneficiaries,
- familiarity with the Mediterranean context, particularly in the concerned sector.

Expert 2 (Category III)

- university post-graduate level in sociology or a close field,
- 5 years of experience in the field,
- good knowledge of Mediterranean socio-cultural context,
- experience of Youth exchanges or community life in their country but also in the region,
- knowledge of the regional cultural context.

Languages

Experts 1 and 2 will be fluent in English **and** French.

The Contracting Authority estimates that between 120 person-days of work will be required to execute the tasks satisfactorily. The tenderer could propose an allocation of resources that they believe will best achieve the desired results, taking into account the evaluation scope and indicative methodology. An indicative allocation of resources is described here-below:

Schedule and number of days for the assignment per expert

	Tasks	Expert n°	Duration	Total
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1	Briefing in Brussels and preparation in Brussels including inception report (+ including days for travelling)	1 & 2	7	14
2	Inception Report	1 & 2	3	6
3	Mission in the field (including days for travelling) + including meetings in Brussels	1 & 2	60	120
4	Debriefing in Brussels (including days for travelling)	1 & 2	3	6
5	Draft and final report	1 & 2	12	24
Total				170

REPORTS

Reporting requirements

Copies of each report must be submitted to the responsible body in printed form, and each report must also be sent to DG AIDCO B4, DG EAC D1 and RELEX F2 by e-mail. Electronic files must be in Word for Windows format.

The language and style required for each report is specified in sections 6.2, 6.3 and 6.4 below. The period within which the responsible body will comment on all reports is specified in sections 6.2, 6.3 and 6.4 below. Within 10 working days of receiving the responsible body's observations, the contractor must submit the report in definitive form, taking full account of these observations, either by following them precisely, or by explaining clearly why they cannot be followed. Should the responsible body still not consider the report acceptable, the contractor will be invited to amend the report until the Commission is satisfied.

Inception report

The inception report must be submitted in English within ten calendar days of the date of signature of the contract by the last of the two parties. The responsible body will comment on the inception report within seven calendar days of its receipt.

It should detail how the methodology proposed by the contractor is going to be implemented in the light of an examination of the quality and appropriateness of existing data, and in particular how the methodology will answer each evaluation question and provide a judgement.

Draft final report

The draft final report, including a draft executive summary, must be submitted in English within four months of the date of signature of the contract by the last of the two parties. The responsible body will comment on the draft final report within fifteen calendar days of its receipt. The consultant is expected to send 5 copies of the draft final report to the responsible body.

This document must provide the conclusions of the evaluator in respect of the evaluation questions in the terms of reference and must be clearly based on evidence generated through the evaluation. Judgements provided must be clear and explicit. The draft final report should also contain some exploratory recommendations developed on the basis of the conclusions reached by the evaluator.

It is essential that the report be clear, unambiguous and comprehensible for the non-specialist. Any potential reader must be able to understand:

- the purpose of the evaluation;
- exactly what was evaluated;
- how the evaluation was designed and conducted;
- what evidence was found;
- what conclusions have been drawn on the basis of this evidence;
- what recommendations are being made / lessons learnt on the basis of these conclusions.

The structure of the report should reflect its different uses and follow a broad classification into three parts:

- **Executive summary.** This must provide, in a maximum of five pages, a synthesis of the main conclusions of the evaluation, the key items of evidence that underpin them, and the resulting recommendations.
- **Main report.** This must be aimed at those directly involved in the evaluation and the management of the Programmes. The main report must present in full the results of the analyses, conclusions and recommendations arising from the evaluation. It must also contain a description of the activity to be evaluated, the context of the evaluation, and the methodology used (with an analysis of the latter's strengths and weaknesses).
- **Technical annexes.** These should collate the technical details of the evaluation, and must include the terms of reference, interview guides, any additional tables or graphics, and references and sources.

More details about the structure of the main part of the draft final report will be provided to the selected contractor.

The draft final report will be subjected to a preliminary quality assessment that will verify the extent to which it respects the relevant criteria contained in the contracting authority's Evaluation Standards¹¹.

Final report

The final report and executive summary must be submitted within four-and-a-half months of the date of signature of the contract by the last of the two parties. The responsible body will comment on the final report within fifteen calendar days of its receipt.

6. ¹¹ See standards D.1 to D.6 inclusive on p.13 of the European Commission's *Communication on Evaluation Standards and Good Practice*, C(2002) 5267, 23.12.2002
http://europa.eu.int/comm/budget/evaluation/pdf/C_2002_5267_final_en.pdf

The consultant is expected to send a total of **60 paper copies** of the draft final report to the responsible body (45 copies in English and 15 copies in French) **and the electronic versions** of the documents.

The report must be provided in English and French as well as the executive summary. It must take into account the results of the quality assessment of the draft final report and discussions with the Steering Group about the draft final report insofar as these do not interfere with the autonomy of the evaluator in respect of their conclusions.

Tentative date of submission final report

Beginning September 2004.