@lis PROGRAMME – FINAL EVALUATION

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Acronyms

CA	Central America
LA	Latin America
IDB	Inter-American Development Bank
ACN	Andean Community of Nations
EC	European Commission
ECLAC	Economic Commission for Latin America and the Caribbean
CITEL	Inter-American Telecommunication Commission
WSIS	World Summit on the Information Society
SC	Subsidy Contract
S+T	Science and Technology
DANTE	Delivery of Advanced Network Technology to Europe
DECE	European Commission's Delegation
DG INFSO	Information Society Directorate-General
DOT FORCE	Digital Opportunity Task Force
MS	Member States
USA	United States of America
ELAC	Action plan for the Information Society of Latin America and the Caribbean
ETSI	European Telecommunications Standards Institute
FP	Framework Programme
WG-ELAC	e-LAC workgroups
GEANT	European Research and Education Internet
R+D+i	Research, Development and Innovation
IDRC	International Development Research Centre
OVI	Objectively Verifiable Indicators
MERCOSUR	Common Market of the Countries of the Southern Cone
LF	Logical Framework
MT	Medium Term
NRENS	National Research and Education Network
MDO	Millennium Development Objectives
SO	Specific Objective
OAS	Organisation of American States
GO	General Objective
WTO	World Trade Organisation
UNDP	United Nations Development Programme
PREDECAN	Prevention of Disasters in the Andean Community
SME	Small and Medium Enterprises
DR	Desired Result
RSP	Regional Strategy Paper
IS	Information Society
TEIN2	Trans-Eurasia Information Network
ICT	Information and Communication Technologies
IST	Information Society Technologies
EU	European Union
ITU	International Telecommunication Union
WP	Work Plans

1. Executive summary

When, in 2001, the preparation for @lis began, it seemed obvious that the problems which were obstructing fair and balanced development of the IS in LA were: (i) although the digital divide is lessening, it continues in rural zones excluded from the use of the ICT, (ii) certain governments are immersed in a "trend", but are far from establishing in-depth strategies to deal with the problem in full, (iii) processes for privatisation and opening of markets benefit connectivity, but vary prices, depending on services and countries, given the lack of harmonisation in the regulation in the region, (iv) under-developed outlines for distance learning and telemedicineare only outlined despite the existence of accessibly priced open source tools, (v) the investigation efforts in Latin America are isolated, lacking internal integration of the academic centres, the high costs of investigation technologies and the impossibility of accessing them (when present) due to a lack of safe connectivity with high definition and exclusivity.

These were the detected problems which inspired the **design** of @lis which, even without an appropriate Logical Framework Matrix, included objectives and results consistent in response to this problem. The intervention logic bases its chaining on three aspects: (i) it proposes working at the level of the main parties responsible for formulating policies and strategies (Political and regulatory dialogue), standards and procedures (Regulators Network and Dialogue on standards), trying to act on them to counter any of the adverse factors for development of the IS; (ii) it focuses the R+D+i as a motor for development and as a privileged user of the ICT, promoting the constitution of a network of investigators (ALICE); (iii) it promotes the development of ICT prototypes (demonstration projects) in 4 main areas (health, education, governance and inclusion) valuing collaborations between LA and Europe. The programme is thereby materialised in 24 subsidy contracts which involve the participation of more than 250 parties, from European and Latin American public and private sectors and civil society, for the coordination of which an ad-hoc instrument was established (ISN).

even without an appropriate Logical Framework Matrix, @lis included consistent objectives and results

It may be that some of the initial assumptions were not well analysed (development status of the various fields of application and the potential of Latin American participants), nor were sufficient precautions taken to ensure that the various levels of intervention levels were synchronic and synergic. However, after 3.5 years of execution, the majority of the activities of the Programme have been carried out in accordance with the SCs. Likewise, **nearly all of the financial resources assigned to the Programme (95%) were invested, paid and used on individual occasions.**

some initial assumptions were not well analysed

Global efficiency was possible during the execution of various projects despite the appearance of factors which required the modification of some of the contractual agreements. Meanwhile, the individual management of the contracts also shows a high degree of efficiency, despite criticism from members towards the coordinators. This, on the other hand, is understandable considering the complexity of the structure of most of the consortiums as well as the cultural, legal and functional differences of its members.

good global efficiency despite the complexity of the outline

Despite the considerable differences between them all the members of the demonstration projects, (public administrations, universities, private organisations) recognise that the contributions of @lis should not be assessed only in terms of financial contribution, which in many cases was marginal in regard to the actual financial capacity, but in terms of the quality of the collaborations, the value of the exchanges and, in several cases, "the prestige" of the connection with recognised entities in Europe.

A significant part of the financing was invested in activities for the coordination of the consortiums, the direct results of which are not tangible, but whose effects in terms of mutual knowledge and bringing together cultures and modus operandi, in a field in which collaborations were still reduced, is certainly very positive and represents capitalisation for the future.

good results in qualification of human resources and, indirectly, of digital inclusion

Among the types of activities carried out by the demonstration projects, those with the largest contribution to the results were those used to qualify human resources (training, information-providing, seminars, exchange trips) and, indirectly, those regarding digital inclusion. The collaborations by European counterparts at the site of their Latin American members also stand out for the realisation of the demonstrators adapted to the needs of the latter. Although new tools were not always concerned, the effort made to adapt the prototypes to the specific needs of the users, which involved breaking existing monopolies in certain cases, was important.

some tools and contents did not meet the actual requirements of the demonstration

The most serious criticism, in terms of efficiency, refers to the assignment of the resources, in some cases considerable, to the development of tools and contents (many of them by European members) which did not meet the actual requirements of the demonstration. Part of the amount invested in the demonstration projects was used for investments in the development of software which was either not finished, not installed or is not being used for the purposes initially planned. This is considered a factor of low efficiency, especially regarding the fact that a design that was initially inadequate was not corrected during the work. However, in the cases where it occurred, the solution gave very positive results.

@lis shows satisfactory effectiveness in all of its three objectives

Despite the signalled cases (5 of 19), @lis shows satisfactory effectiveness in all of its three objectives, achieving (i) stimulation of political dialogue (inspired by the European experience) on the IS through LA, (ii) an increase in the capacity for interconnection between research communities in LA and Europe, and (iii) implementation of specific applications with a demonstrative nature, involving a wide range of participants in both regions.

some actions and projects stand out above the rest

Some actions and projects stand out above the others for their contribution to the objective of reducing the internal and external digital divide of LA, trying to help the region to define the "why", the "how" and the "what" for this emerging priority. However, it has been noted that the achievements have been obtained at widely varying levels, in most cases in parallel and with little synergy.

With the political dialogue coordinated by the ECLAC, @lis has contributed to promoting reflection on the IS at the highest government levels, stimulating the elaboration of digital agendas in all countries, increasing knowledge, harmonising criteria and objectives in a new subject. However, the participation of the other parties in this process appears, so far, to have been lower than expected. @lis has not achieved its aim of motivating multi-stakeholders at the desired levels, and most importantly, of favouring the participation of a wide representation of participants in the political dialogue.

ALICE was the most tangible action of @lis and operated at an "intermediate" level. Its specific objective was the creation of an infrastructure (although of a virtual nature) on which the "brains" of Europe and Latin America could interconnect. The objective was achieved to a greater degree than expected, despite the continuity of this connection being subject to the European subsidy.

advanced models of e-health and e-government have been tried

Lastly, a series of relatively well designed and performed "field" tests were used to fine-tune concepts and models of "what" can be taken from the new technologies to contribute to the achievment of a more cohesive and inclusive society. Advanced models of e-health and e-government were tried in particular and served to raise awareness and stimulate sectorial political agendas in some countries.

not all the actions and projects have produced the planned effects

However, although the global effectiveness of @lis is positive, there are some actions and projects that stand out above the rest, showing that not all the actions and projects produced the planned effects to the desired extent. A quarter of the demonstration projects did not manage to prove their theory and two of the five actions did not fully achieve their objective.

the global impact is tangible, but cannot be measured precisely

Furthermore, @lis was inserted in a context of rapid progress of the Information Society in Latin America. Various statistics show that in the last five-year period the distribution parameters of the ICTs underwent accelerated growth on the sub-continent, due to various forces, among which the market was certainly

the greatest contributor. It is therefore difficult to measure exactly what @lis has contributed to these great dynamics. The impression is that the global impact is tangible and that two contributions from @lis stand out above the others: the CLARA Network and the eLAC process. However, the complete set of projects and actions have made significant occasional contributions through their thematic impact (regulator network, telemedicine models) or through their local impact (electronic government or e-health services in some large cities).

The existence of the @lis programme and, more specifically, its actions have contributed significantly to maintaining the high priority deserved by the information society; some demonstration projects have even had the effect of raising awareness in populations which are not experts in these matters. Above all, @lis projects have insisted on aspects that were not always at the top of political agendas, and were certainly not taken on by the dynamics of the market, such as ICTs for social inclusion. Furthermore, it cannot be denied that although the quantitative effect may be marginal, the qualitative effect is significant thanks to the collaborations with leading sectors in Europe, which @lis has favoured.

@lis has contributed to the exporting of the European model for digital inclusion

In conclusion, there is excellent value for money for the 60 million euros invested by the EC in this programme. This favourable context, i.e., the non-formulated underlying theories of @lis, have undoubtedly contributed to this positive assessment and are now evident: the existence of political, technical and social participants interested in making correct use of the cooperation provided.

the impact could have been far greater if all the actions and projects had been carried out synergically

However, there is no doubt that the impact could have been far greater if all the actions and projects had been carried out synergically. The lack of synchronisation between the eLAC agenda and the design of the demonstration projects did not allow sufficient use to be made of the strategic steering effect and political support that this Action could provide to the overall Programme.

Although it is not surprising that the subject of sustainability was an element of very frequent transverse concern, the situation varies greatly for each element. The lack of institutionality was often the weak link of the chain, to a greater degree than financial resources. Also, the essential subject for several demonstration projects is replicability, perhaps more so than sustainability. This results in the same features of variability and difficulty found with institutionality.

more important than sustainability is replicability

The horizontal actions of @lis (eLAC, ALICE and REGULATEL in particular) obviously require an occasional additional effort from the EC to offer the best possibilities of achieving high sustainability, which is linked in nearly all cases to the degree of institutionality which can be achieved in relation with the government members involved. The challenge is to find the most appropriate way for this additional effort not to be interpreted as a signal for the EC to take responsibility for sustaining the action, but rather as an appropriate marginal effort to help accompany the sustainability method required by each action.

horizontal actions require an additional effort

Unfortunately, there are few cases of internal coordination between actions and projects in which the ample opportunities for synergies have been taken. Among the success stories, there is the E-health Observatory for excellence and innovation in Brazil (T@lemed, HCN and HfALA) which met the recommendations of the Medium Term Evaluation with regard to the value of the synergies. The Universities which participated in @lis have begun to notice the CLARA Network slowly but surely and therefore the synergy is being generated. Most other projects, however, have not effectively followed up on the guidelines in this regard to such an extent that it could be considered that coordination should be established as a "compulsory mandate" in each Subsidy Contract. One of the disadvantages detected is that collaborations between demonstration members has not been stimulated and the promotion of contacts between project coordinators has been limited. Thus, coordination has not gone beyond a simple exchange of documents and has not resulted in a specific "combining of forces" towards a common objective. Although @lis-ISN attempted to develop matrices for potential synergies, these have not produced all the potential collaborations. Furthermore, the multitude of @lis products, in terms of

coordination between projects should be established as a "compulsory mandate" in each Subsidy Contract

documentation available in various written and multimedia formats, would have deserved (and still would deserve) the possibility of being shared with the public in a "Virtual Library". The various WEB pages of the projects are not sufficient to allow ordered and complete access to this undeniable resource (too many project sites are below the threshold required for a demonstration and do not provide due testimony of the wealth of content generated).

the amount of publications, events and virtual spaces generated by @lis as a whole is enormous

As in the case of other parameters, the evaluation of @lis in terms of **visibility** also faces the classic dilemma of whether the glass is half-full or half-empty, because it cannot be denied that the amount of publications, events and virtual spaces generated by @lis as a whole is enormous, and that considerable funds have been used for this purpose. It is also true that these visibility spaces have been produced both individually for each project and action and for @lis as a whole, under the coordination of @lis-ISN. As a whole, the publications, pamphlets, websites and the frequent meetings and seminars represent millions of copies, hundreds of events and tens of thousands of virtual visits. The truth is that the public at which this information was aimed represented an important section of Latin American society (those nearing the information society) and part of European society. Therefore, if the aim was to create a generalised awareness around the Programme, the answer has to be "very little". On the other hand, the population that came into direct contact with the actions and projects of @lis is numerous and a large percentage received the message that these advances have been achieved thanks to European cooperation, through announcements in the local media. The number of media spaces occupied for information relating to @lis is also very significant, as has been shown in the visits to the different members (although it is a shame that it did not occur to anyone to register them systematically).

the global evaluation gives @lis an average score of 3.5 (on a scale of 1 to 5), which is positive

In sum, on a scale of 1 to 5, this **global evaluation** exercise gives @lis an overall average score of 3.5, which is positive. Of the 19 demonstration projects, 8 (42%) were assessed very positively, 6 (32%) positively and 5 (26%) were found to have a few faults. Among the main success factors were the projects which stimulated Latin American creativity rather than those that directly transferred European initiatives. This was also related to the (relatively) limited number of members, a horizontal and flexible coordination with involvement of LA members in the design and a more balanced budget between EU and LA. As a result, it can be concluded that nearly 75% of the demonstration effort made by @lis succeeded in achieving its mandate. As explained in later chapters, the projects of the e-health sector have proved most convincing due to their demonstrative effects and the wide replication, in addition to the high level of mutual coordination that they have managed to establish, with a view to influencing sectorial public policies. Interesting demonstration effects have also been obtained by the e-education projects. These, however, have been individual and sporadical, covering a very wide range of subjects and not achieving a perceptible effect on a political level. The e-inclusion and e-governance projects have had the least success in demonstrating replicable solutions (with the exception of eGoia, that was highly successful as regards subject and replication capacity, and IALE whose maximum implicit replicability effect was due to the fact that its main member was the coordinator of dozens of LA community radio stations), with a lot of effort being spent in developing sophisticated tools which could not be tested specifically.

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On the other hand, of the five Horizontal Actions, three (ALICE, eLAC and REGULATEL) were assessed very highly and, as already mentioned, contributed strongly to the positive impact of the Programme. For the other two actions, the results were partial, due to the insufficient network effect generated by @lis-ISN and the low receptivity of the subject of standardisation in the case of ETSI.

The analysis by parameters confirms the high relevance and the appropriate design of the @lis Programme as a whole. On average, execution efficiency has also been high. However, all the desired effects (effectiveness) could not be obtained in full, as this judgment was influenced by those projects (5) and actions (2) that did not achieve their objectives. This partially critical judgement concerning effectiveness does not, however, impede the demonstration that @lis has also been moderately positive in terms of the impact and sustainability parameters on the whole,

contrary to the expected findings. The overall judgement in terms of the coordination between projects and their capacity to complement each other is, however, notoriously critical, as these aspects were not sufficiently attended to or put to use.

high overall relevance, high efficiency, good effectiveness despite a few faults, impact and sustainability better than expected, lateral coordination insufficient

The @lis Programme has completed its cycle, achieving positive effects and initiating various dynamics which are worth continuing to monitor. All of the **recommendations** resulting from this final evaluation can be put to work in the next phase of the Programme (@lis2), planned in the context of EC Strategy in its cooperation with Latin America for the period 2007-2013.

With a view to the formulation of the second phase of @lis, it is suggested that work be carried out on the value of the achievements of @lis1 (dialogue, networks and projects). It must be ensured, however, that, as far as possible, these achievements advance in a coordinated manner towards the objective of "continuing to promote, and at the same time enhance and widen the debate and the applications on the IS in LA, maintaining the political, technical and social links with Europe in this context".

it is suggested to work on the value of the achievements of @lis1 (dialogue, networks and projects)

Therefore, taking into account that: (i) @lis1 has worked at three levels, but the actions were not synergic overall, and the efforts made in terms of dialogues, networks and applicative projects need to be brought closer together; (ii) the political dialogue, which was made more specific in the eLAC process, has not been very inclusive and the participation of many parties needs to be stimulated, (iii) the countries which have benefitted most from the applicative models are those which already had a structured policy for the IS and the **distribution of good practices** must also be promoted in the less structured countries of LA, especially through a **south-south** cooperation.

Possible objectives of @lis2

O1- To continue promoting, and at the same time enhancing and widening, the debate and applications on the Information Society in LA, following the strengthening of the political, technical and social links with Europe in this context.

O2 - To stimulate and support intra-LA research and dual research with Europe

O3 - To support the homogenisation and harmonisation of regulatory processes, in the ICTs sector.

The following is recommended: (i) to support the continuation of the **e-LAC 2010** process; (ii) to favour multi-sectorial participation in the process of the IS in LA; (iii) to support applicative experiences in line with the priorities of e-LAC; (iv) to favour the adoption of the e-LAC agenda points in a framework of south-south cooperation; (v) to continue favouring dialogue and cooperation with Europe in the political, technical and social aspects of the IS.

With regard to the research network, the final evaluation has noted the impressive success and promising progress of the Latin American academic network. This was a desired reality for many but considered an almost unattainable objective before @lis (through its ALICE action) decided to support the establishment of the **CLARA Network**. It is an achievement essential to finally constructing a Latin American capacity for scientific and technological collaboration, an basic element for the development of an Information Society which really meets the needs of the region and is not simply set up as a framework for the application of technologies developed elsewhere. The CLARA Network has also allowed the worldwide research and education network system to be completed with Eumedconnect in the Mediterranean and TEIN2 in Eurasia, constituting a counterweight to the North American equivalent Internet2 in LA, and providing the essential support for EU–LA collaboration in development programmes (FP6, FP7). To date, however, the use of the academic network is not up to its potential and incentives need to be given for the use of the CLARA Network. Even if the number and the diversification of scientific collaboration projects has increased since the network came into operation, CLARA should work more systematically in this field. With regard to the future of this extremely important achievement of @lis1, it should be therefore be noted that there is a need to continue stimulating and supporting intra-LA research and dual research with Europe for the following purpose: (i) to subsequently strengthen the institutional and operative structure of CLARA; (ii) to support its economic-financial autonomy (iii) to strengthen the use of the network stimulating intra-LA collaborative research and research with Europe.

With regard to the Regulator network, it has been noted that the **REGULATEL** Forum is one of the cases of endogenous process that most favours the development of the IS in LA. This process has shown that the simple transmission of information between telecommunication regulators is a useful value to make the services more accessible to the general population. The efforts aimed at homogenising norms and standards which aid interoperativity between different technologies must also be considered, if they are among the priorities of the Latin American stakeholders. Continued support of the Latin American Forum of Telecommunications Regulatory Entities through its secretariat (Regulatel AD) is recommended, with the aim of supporting the homogenisation and harmonisation of regulatory processes. This will enhance the operating capacity of the Forum and stimulate the cooperation between the Regulators Forum and similar European bodies, while supporting the development of useful strategic-thematic studies for Forum activity.

2. Introduction

The majority of Latin American and Caribbean countries have started on the path towards inclusion in the Information Society, although with varying speeds and capacities. Projects from various inter-governmental agencies such as the UNDP, the IDB or the OAS, or for bilateral cooperation such as the IDRC, in support of specialist entities of civil society played an initiating role in the period prior to 2000, when the Dot Force[1] crystallised the efforts in the battle against the digital divide and opened the way for the World Summit on the Information Society (WSIS). In a process that began in 2003 in Geneva and ended in Tunisia in 2005, the WSIS increased and improved the synchronised focus of public policies on the subject and the development of applications of varying natures, such as electronic government and applications for health or education. Before 2000, the largest countries such as Brazil, Mexico, Chile and Argentina, or those more sensitive to the subject such as Columbia had begun to establish national strategies for the IS. The WSIS accelerated this definition process, opening it up to smaller countries such as those of Central America and the Caribbean, although in many cases the process remained in the formulation stage without notable progress in the implementation or with limitations in multi-sectorial approximations.

In this context, the European Union, which had been supporting regional policies for the IS for some time in support of the national policies in most of the countries, was in a position to contribute positively with its experience and top-side leveling know-how. With its knowledge, it could accompany a process marked by the differences between countries and the difficulties involved in moving from discussion to more concrete action.

@lis came at a very opportune moment, providing the experience of Europe in terms of the Information Society in a multiple country context

Although the budget does not represent a substantial contribution with regard to the economic conditions in force, the @lis programme comes at an opportune moment that started during the WSIS process but extended 2 years beyond. This will support the progress started by the WSIS, extend its awareness-raising effects, provide collaboration by the EC itself and specify the discussions in demonstration achievements likely to drive the development of successful models while finding paths for sustainability or replicability.

the final evaluation serves as food for thought, providing lessons upon which to capitalise

The alliance with the ECLAC and the decisive support provided by the EC in this aspect for regional public policies, as well as inter-governmental meetings, and support for regional integrating processes for research, regulation or standards will provide regional progress as regards the perspective outlined by the WSIS. It will also generate a synergic relationship, while providing the values and the solidity of the European experience in this field. The final evaluation of this first stage of the @lis Programme is considered in this context. The measurements of the achievements, difficulties, successes and limitations serve as food for thought, providing lessons for all participants to capitalise further on all the initiatives which have occurred in the process, from before the Dot Force to the WSIS and the frameworks which emerged from this, such as the Internet Governance Forum, the Global Alliance for ICTs and Development (G@ID), the Digital Solidarity Fund or the MAAYA network for diversity.

from the analysis of each component of the Programme, elements have been extracted aiming for a definition of a second stage

As a result, the intention of the evaluation is to attempt to go beyond the analysis of each component and to extract elements for a better understanding of the effects and impacts of the Programme. It considers the Programme as a set of projects and actions that aims to define a second stage that may take better advantage of human, applicative and financial investments in this specific regional and global context.

The whole to be analysed represents a total of 19 demonstration projects and 5 lines of action, one of which (ISN) is divided into 4 elements. The projects in

1 Digital Opportunity Task Force (http://www.ictdevagenda.org/frame.php?dir=07&id=49&sd=10&sid=1). A work group created by the G8 in Okinawa in July 2000 to fight against the digital divide.

the form of a consortium represent a total of 215 members from Europe (106) and Latin America (109). If the institutions directly involved in ALICE, REGULATEL, ETSI and ISN are added, then a total of 261 institutions took part in this Programme. The people and institutions indirectly involved in e.LAC process, who may be considered key "stakeholders" of the Programme, number several hundred (or maybe even a few thousand).

the method combined a number of personal interviews with a series of online interviews focussed on the members of the projects and the stakeholders of the Programme

This information was used to establish a method that combined a number of interviews compatible with the agenda of the study and to cover, as thoroughly as possible, the combination of countries and projects; one part of an online interview focused on the project members and another on the stakeholders of the Programme (of which the project members obviously form a part).

Consequently, the responsibility for the evaluation of each action and project was divided between the 4 consultants. Each was given an agenda for visits to different countries with the responsibility to interview members of all the actions and projects and the commitment to share report formats (see the Appendix for the table of visits and projects per country).

a total of 88 @lis participants were interviewed, spread across 20 countries in Europe and LA

Using this mechanism, 88 members were interviewed (nearly a third of the total), with standardised instruments for conducting interviews (see appendix for the format of the two questionnaires), which were the same as those used for online consultation.

For the latter, a transitory website was created with a specific domain (http://evalalis.org, now closed), divided into two entries for separate processing of the questionnaire for the project members and for the stakeholders. The @LIS-ISN yellow pages were used for the project members and a large number of the electronic addresses were rejected (whether due to error or, more frequently, to changes in personnel). The above merited making a call to all project coordinators to try to restore the directory. Through this effort, 24 replies were received (apart from the 88 interviews) from the project members. For the stakeholders, the questionnaire was sent to the list of people subscribed to the VIT@LIS network, in addition to the members' directory. In this case 43 replies were received, constituting a valuable component to analyse the external perception of the Programme and a very useful device to channel feedback.

The processing of the collected data used a combination of a detailed analysis of each element of the Programme provided by the cross-interviews and a statistical analysis based on the data collected, in an attempt to detect correlation patterns. This achieved an analysis of the Programme as a whole rather than a detailed individual diagnosis of each element. In addition, the study of the correlation of factors for the most successful projects and the least successful projects was used to draw lessons for the Programme as a whole.

the websites of projects and actions were assessed based on the parameters of design/navigation, updating, content and interactivity

The analysis included the visible part of the projects in cyberspace. The websites have been assessed based on 4 parameters (design/navigation, updating, content, interactivity). In addition, the profile of the websites in cyberspace was analysed through the use of tools such as the number of hits in a search or the ALEXA site[2].

Each member interview has been documented in a record and a general record, which includes the assessment of the different parameters taking into account the results of the interviews, has been produced for each project or action.

2 An Internet service which is used to obtain a fairly reliable global classification of websites from the study of the behaviour of a large number of users who have agreed to download the corresponding voluntary spyware, which counts their visits (http://alexa.com).

3. Response to the evaluation questions (by opinion)

3.1. Problems and needs (Pertinence)

3.1.1. General pertinence of the Programme

Evaluation question

Did the Intervention of the @lis Programme in the Latin American context directly take on the main obstacles to development of the information society?

Did the starting point from Latin America regarding the problem to be tackled coincide with the European vision?
Did the design of the @lis Programme affect this different interpretation of reality?

The design of the @lis Program in 2001 was based on the prior experiences of Eumedis, Asia IT&C and Eurolatis. Moreover, it represented an extension of e-Europe to Latin America. In addition to seeking to promote sustainable development and the knowledge society, it tried to reinforce work in the fight against poverty and the digital gap. A consortium of 4 European organisations performed a feasibility study on a European-Latin American programme that would stimulate the alliance between both regions and promote the IS in Latin America.

@lis' design is partially based on the correct analysis of problems

These antecedents constituted a strong point for the design of the intervention logic and the platform whereby @lis would act in its implementation phase: a set of evident problems that hindered the balanced and equitable development of the IS; a digital gap that, although decreasing, continued to show rural zones that were excluded from taking advantage of ICTs; governments immersed in the "fashion", but far from establishing in-depth strategies that took on the problem as a whole; privatisation and market-opening processes that favoured connectivity, but which played with the prices of services, given the lack of harmonised regulations in the region; poorly developed distance education schemes, despite the existence of open source tools that fit their budgets; and a Latin America with isolated efforts in development and innovation, for want of the internal integration of research centres and given the high costs of technologies and the impossibility of accessing them (when they existed) due to a lack of secure, high-definition connectivity that was exclusive[3]

one of the strong points of @lis is the congruence between the proposed objectives, the population's needs, the priorities of Latin American countries and the global trend

A suitable interpretation of the reality of Latin America, prior experience and the existence of certain bi-regional links (the European origin of most of the telecommunications companies and two-way relationships between universities, especially from Spain) favoured the appropriate design of the @lis Programme.

There is no doubt that the digital gap is an evident reality in Latin America, despite the advances that occurred in the nineties (with accelerated privatisation and the development of mobile telephony). Nevertheless, there has been a shift in the access gaps, and the problem is not as evident in the use of voice and Internet as it is in broadband availability. The study performed by REGULATEL AD[4] indicates that while 65% of the LA

[3] Internet2 was reserved for only five countries in Latin America, and accessibility for the remainder was around 300,000 dollars per year, wherefore it was impossible for most research centres in the region to rely on the service.

[4] New models for Universal Access to Telecommunications Services in LA, May 2007.

population has access to mobile telephony and 61% to Internet, only 40% has broadband access, and it is estimated that an investment of close to 21.6 billion dollars is needed to be able to provide this benefit to 100% of the population. This substantial improvement in physical access to ICT's (physical digital gap) is not consistent with sociological access ("social" digital gap), where factors such as guidelines, cultural values, education levels, socialisation modes and other social parameters trigger disinterest with respect to ICTs or generate and consolidate barriers to access and the use of new technologies.

Meanwhile, the states in the region talk about establishing strategies that may stimulate full development of the IS. Costa Rica and Uruguay, on the one hand, have assumed the responsibility of providing service and have reached coverage for almost 100% of their territories. Cuba and Honduras, with a similar strategy, are not able to successfully show appropriate levels of access to such services. The majority of countries have opted for market liberalisation processes and the promotion of free competition, but the absence of policies, needs and clear priorities from governments, of similar legal frameworks and of uniform regulation schemes (applied at the federal, state and municipal level) have produced uncertainty and disinterest by operators and have inhibited greater coverage in their territories.

At a global level, international organisations continue to keep the subject of the digital gap in the arena. For the UN, 70% of Internet users live in the 24 richest countries, even though they account for only 16% of the global population. The same figures are true for content, in that 70% of the content on the Web is in English. The International Telecommunication Union (ITU) tries not to be so dramatic, and it indicates that currently 95% of the global population has access to radio and 89% to television.

Some imperfections in the intervention logic are, however, related to an analysis of the problem from a European point of view, which didn't sufficiently take into account the specific characteristic of the digital gap in LA, or the scarce advances in social cohesion, the instability of governmental policies and the scarce communication links between universities.

some imperfections in the intervention logic are related to an analysis of the problem from a European point of view

The problems of the IS, especially the digital gap, undoubtedly represent a recurring situation in developing countries. This divide is often related more to social aspects than to physical ones, given that the capacities of access, processing and assimilation of the flow of information and knowledge are unequal depending on the social groups and countries: "the lowest socio-economic categories are not only restricted in their access to information and knowledge, but they also assimilate less information and knowledge than those categories that are in higher ranks of the social scale[5]". The same situation can be applied to countries in LA. Given their economic power, Brazil, Chile, Mexico and Venezuela take better advantage of ICT contributions, while Costa Rica and Uruguay are able to take similar advantage based on the level of human development reached. The remaining countries, regardless of the reasons, cannot similarly take advantage of equal access to knowledge (the benefit of knowledge for people of the same, high level of education is much more important than for those who have not been able to access education or who have done so only on a limited basis).

the gap in LA is related more to social aspects rather than physical aspects

the social cohesion of LA is far from the levels reached in Europe

Adoption of ICTs is not only affected by the aforementioned physical aspects, but also by external social aspects: cultural values, education levels, modes of socialisation or other social parameters. On this particular point, the design of the Action presupposes that there are capacities for development or taking advantage of content in LA, resulting in considerable budget allocations for the European partners. Much of the content does not meet the needs of the target population.

In LA, governments roam between action and politics, and the scarce resources that are generated are mostly directed at solving cyclical

in LA, governments roam between action and politics, wherefore the scarce resources that are generated are mostly directed at solving cyclical problems

[5] Bindé (2005 : 167-168)

problems There are no elaborated policies or strategies that stimulate the development of Science and Technology (S&T) that may create the spaces for taking advantage of ICTs. Even though a relevant policy action was provided for at the design level and it was assumed that this would act transversally on all other actions and specific applications, the truth is that the lack of sustainability of the incorporated results is related to scarce participation by the governments in financing the recurring costs[6] or the scarce endurance of the same when they exist, due to institutional weakness. Timely, politically visible actions would have served to avoid the current stagnation of certain actions and applications of @lis.

Interchanging among universities is not common; if there are no prior relationships of cooperation, they must be induced

The communication links between universities is not a natural result. Either they demand prior relationships of cooperation or they must be induced. The design of the @lis programme was based on a mistaken vision of Latin American reality regarding research communities. They are normally associated with a university faculty, they concentrate their efforts in their research community, and they relate little to other communities of the same university, of other universities in the country or communities of neighbouring countries. The efforts at obtaining financing is perhaps one of the factors that foments this behaviour, given the scarcity of financing and the few opportunities of resources coming from the State's coffers[7]. It is rare to find sets or conglomerates of computers that are built using common hardware components and that behave as if they were a single computer (Computer Cluster), which today play an important role in solving problems of science, engineering and modern trade[8]. The application of the Geant experience and the undeniable management quality of Dante have been insufficient to overcome the structural problems of the research communities in the region.

3.1.2. Design of the @lis Programme

Evaluation question

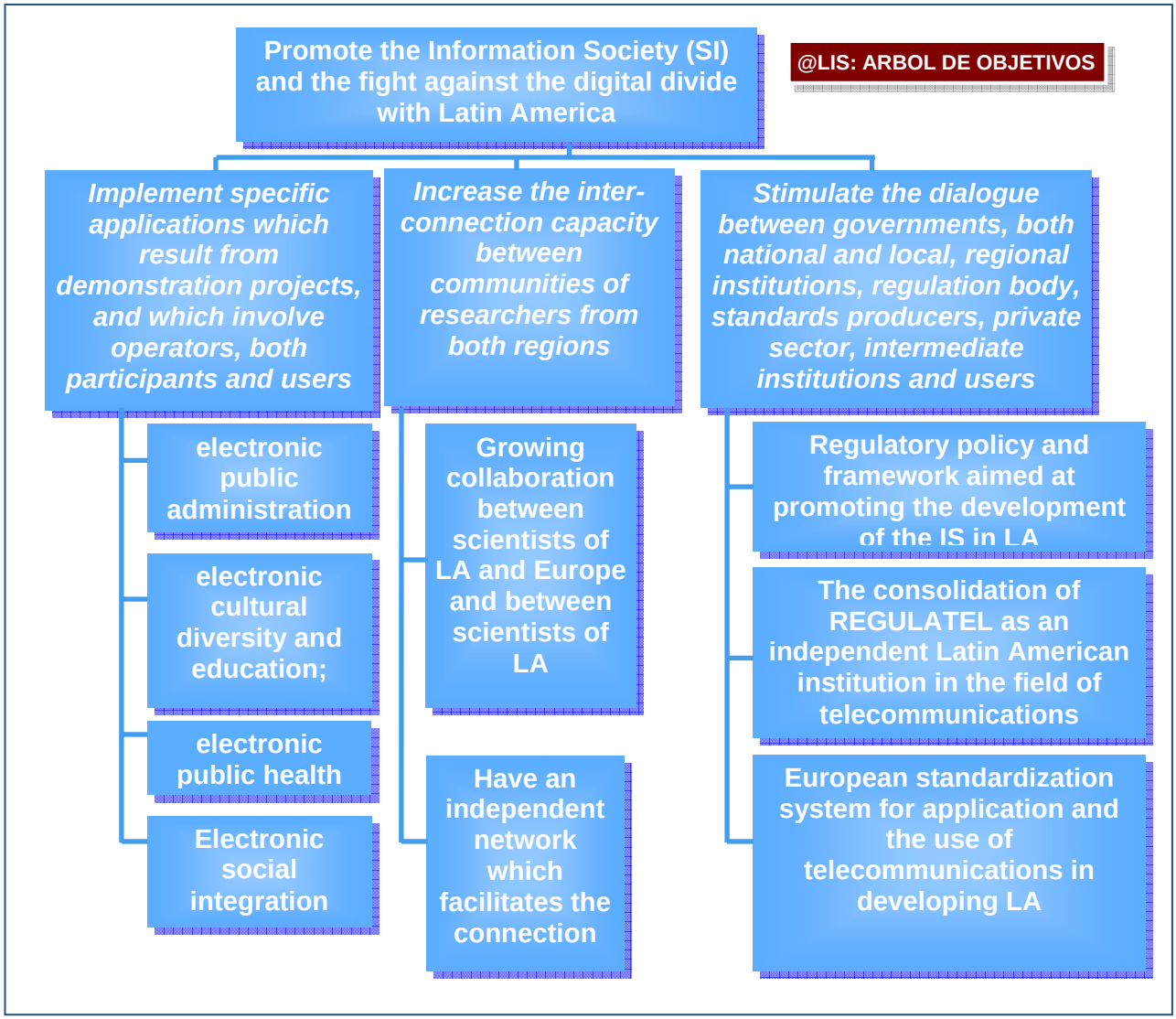
Did the established intervention logic fully take on the initially identified problem?
a. Was the set of obstacles to ICT access taken back up in the intervention logic?
b. Did the Intervention Logic include actions that influenced the decision level of the countries to guarantee the effectiveness of the Intervention and ensure the sustainability of the actions?

Despite the aforementioned limitations, the @lis Programme has a coherent, integrated logic (diagram below), despite lacking an analysis of external factors, which are those that would complete the final coherency that was sought.

6 The RAGIE Network in Guatemala is being financed by the same private universities that comprise the network, while in Costa Rica the CR2Net Network had to disconnect from the Clara Network due to lack of resources for payment of the connectivity bill.

7 In LA, the resources allocated to Higher Education do not reach 1% of the GNP of the region, and investment in S&T does not exceed 0.5% of the GNP.

8 On 13 December 2007, the Geophysics Research Centre of the University of Costa Rica (CIGEFI-UCR) inaugurated a powerful swarm of computers with the combined capacity exceeding three terabytes, capable of processing high volumes of information and resolving complex scientific problems. The Network is built by two clusters, which in native languages are called Sibú-Ara (Great God of Thunder) and Quebé (Rainbow).



The intervention logic bases its chaining on three aspects: (i) working at the level of those who are ultimately responsible for formulating policies and strategies, standards and procedures, thereby attempting to act on them to counteract any of the adverse factors that affect IS development; (ii) focusing R&D&I as a development engine and as a privileged user of ICTs (although the scarcity of association of the research communities is unknown); and (iii) endeavouring to develop ICT prototypes in LA in 4 main areas (health, education, governance and inclusion).

the correspondence existing between the initial problem and the designed intervention logic

The good intervention logic designed for @lis can be appreciated in the table on the following page, which shows the relationship between the most representative problems faced by the IS in LA and the objectives of the Programme . However, this table highlights that Result Number 2 (even though standardisation was an essential prerequisite to connectivity and therefore to ICT accessibility) is the result that has had the least association with the problem, as viewed from LA, due to the design of the same, which is more oriented towards driving specific European standards than favouring the regulatory bodies and the application of regional standards (such as the digital signature, web page accessibility, software accessibility, etc.).

broad attention to the multiplicity of players

The original design suitably established five Actions whose main purpose was to have an impact on those stakeholders with the capacity to have broad effects on the development of the IS:

	Problems (*)	Objectives
OG	Nearly 70% of all Internet users live in the 24 wealthiest countries of the world, while they only account for 16% of the world's population; while 95% of the global population has access to radio and 89% to TV. The factors thereof could be: • Economic and social inequalities. • Inequalities of access to knowledge. • State monopolies: limited territorial coverage. • High costs of infrastructures and networks.	The programme endeavours to promote the IS and the fight against the digital divide in Latin America: • stimulating cooperation with European partners. • contributing to offering solutions to the needs of local communities and citizens, from the perspective of sustainable development.
OE 1	Penetration, coverage and access have increased dramatically in LA, as a result of privatisation, but there are still countries with a population that has no coverage: The regulatory aspects are different. Different incentives and subsidies. Reduced investments in S&T. Only 40% of the population has broadband access.	Stimulating dialogue between governments, regional institutions, regulatory bodies, standards creators, the private sector, intermediary institutions and users.
RE 1	In LA there are no clear strategies for promoting the IS (there are fashionable pushes). The development of an economic, social and technological environment that favours the IS is lacking. The participation of users or the generation of content adapted to the demands of LA are lacking.	Consolidated regional and sub-regional integration processes in LA and closer relationships between both regions due to the implementation of a project related to dialogue regarding policies, regulation and government.
RE 2		LA countries are better integrated in the global information society due to the promotion of global and open standards and the stimulation of technological partnerships through the implementation of a project related to dialogue regarding standards (mobile telephony, digital television, electronics).
RE 3		2 bi-regional networks created or consolidated between networks of stakeholders, in particular regulatory bodies, technological parks, local governments and intermediary institutions.
OE 2	Governmental/private resources for the development of R&D&I are scarce: Isolated research communities. Brain drain. Scarce university coordination. Few incentives for researchers. Scarce suitable equipment.	Increasing the interconnection capacity between research communities of both regions.
RE 4	Little access to clean Internet. Internet2 is prohibitive and exclusive. Loss of relations between Europe and LA. Easier options for education in the USA.	European and Latin American communities of researchers have been interconnected by a high-speed network.
OE 3	The social, economic and technological environments are hardly inclined to the stimulus of the IS. Inadequate degree of development of networks, terminals, broadband and servers. Little information, services and products made available by governments, despite the existence of an available infrastructure.	Implement specific applications that result from demonstration projects, which involve operators, both players and users, in four thematic areas: local government; distance learning, education and cultural diversity; public health; social insertion.
RE 5	Due to the scarce development of R&D&I, it is necessary to build endogenous models adapted to the reality of each country. • There is little orientation towards the creation, use and diffusion of new knowledge. • Lack of consensus between various agents. companies, government, universities, technological centres, financial bodies, citizens, etc.	Around 20 prototypes installed, which result from demonstration projects related to the 4 priority theme areas.

(*) Table prepared by the evaluators that compares the objectives expressed in the formulation document of the Programme with the analysis of the prevailing problems on the subject of IS at the time of formulation.

- *Political and Regulatory Dialogue:* the proposal sought to consolidate processes of regional dialogue (both sub-regional and bi-regional) regarding policies, regulation and e-government. The absence of a proper regional mechanism that could sustain the development of this Action caused it to be attributed to CEPAL, thereby favouring the economic and governmental vision of the process.

- *Dialogue about standards:* in the absence of an appropriate Latin American institution, execution of the action was delegated to the ETSI (European Telecommunications Standards Institute), despite its lack of experience in development cooperation and little knowledge of LA.

- *Driving the Network of Latin American Regulators:* REGULATEL was supported in an endeavour to strengthen the endogenous process whereby permanent and sustainable access by the population to the benefits of the IS could be guaranteed, while promoting a closer relationship with the European peers integrated in the IRG.

- *International Stakeholders Networking (@lis –ISN):* with three specific commitments to divulge and promote @lis, thereby seeking the sustainability of the projects and actions while allowing the greatest number of Stakeholders to guarantee a multi-sector vision and focus of the Programme (groups of players with the real capacity to have an impact: governments, international organisations, organisations from the private sector and representatives of the Academy and of civil society).

- *Network of researchers* (Latin America Interconnected with Europe - *ALICE):* which, in turn, was to have strong lobbying activity so that the states in the region could take ownership of the idea and attempt to make it sustainable. It was not given the activities and means oriented to this purpose, which has most certainly affected its sustainability.

Finally, there was not much insistence on the capacity to act in the *individual projects*, given that these were mostly demonstration exercises, even though it was verified that in many cases their design was beyond the reality they attempted to impact.

The mechanism created by the Programme for coordination with the group of IS interlocutors was @lis-ISN, which was equipped with various tools to undertake the task of coordinating and involving the stakeholders. Given the diversity of players present in the development of the IS and their various levels of participation, this task was not fully performed, and it was circumscribed to those players involved in the Actions or Projects[9]. The other Action (Political and Regulatory Dialogue), which should have sought multi-sector involvement, thereby making room for the group of players with the capacity to act, included the activities and necessary means to do so, but its governmental status generated a skewing towards this sector, thereby preventing greater participation by non-governmental representatives.

[9] A statistical analysis of the type of partners involved in the projects shows a great majority of academic players, at a percentage of 32%; governments (national and local), at 31%; and insufficient participation of both organised civil society and the private sector, at 25% and 12%, respectively. With the notable exception of the I-Jumelage project (part of ISN and constituted exclusively by NGOs), this distribution could also be characteristic of the actions, including the participation schemes in the e.LAC process, at a historic moment when universities are less involved in the problems of society than in the past. This is part of a situation that is also evident within several projects and that has consisted in exporting European structural models with insufficient adaptation to regional context (for example, the high number of partners per project has been repeatedly reported as an obstacle to good progress in the LA context. Certainly an average of over 11 partners has generated the paradoxical effect of slowing network implementation instead of motivating it and the effect of accenting administrative difficulties, which were reported as the greatest inconveniences found by the partners).

3.1.3. Flexibility in the original design

Evaluation question

Did the Action provide for sufficient flexibility to adapt to eventual failures in the initial design?
a. Did the Procedure defined for allocating means allow this flexibility?
b. Were there suitable unallocated funds to make it possible to adapt the Action?

The original design of the Programme was rigid, with almost 100% of the resources allocated and contracts to be executed within an average term of 36 months. However, these conditions were made more flexible during the course of execution (Addenda) in order to correct for design errors (in a few cases) or for insufficient times.

flexibility has been possible whenever it has been necessary

The instrument used, the Subsidy Contract (CS), while still rigid in the initial budget allocation and in the terms and activities, has not affected the capacity for projects to make modifications to the planned paths. Extended terms were granted in most contracts, the composition of the consortia were changed in others, and activities were included or discontinued. Given that the designs were very specifically related to a particular reality, they did require much updating. The swiftness at the start of execution of the activities, the signing of the CSs and the approval of proposals favoured the aforementioned.

3.1.4. Coherence of the Programme with other initiatives of the EC for LA and other international commitments

Evaluation question

Was the Action framed within the EC strategy for the Region?
a. Did the design endeavour coordination with the other agents who participated in the subject of the IS?
b. Was it consistent with the goals of the Millennium?
c. Did it coincide with the approaches of the Member States for LA?
d. Did it take up again the scopes of the Paris Declaration?

The decision to finance @lis was made before the formulation of RSP 2002-2006 AL. Nevertheless, the Programme is congruent with the recent priorities of the EU for LA, namely Social Cohesion and Regional Integration. Within the subject of social cohesion and support for growth and employment, congruence with the directive that is oriented at improving knowledge is particularly prominent, and innovation in favour of growth considers the promotion of the information society for everyone, among other policy measures. At the same time, the @lis Programme is consistent with the 6th Framework Programme of the EU (2002-2006), intermittently on the subject of Information Society Technologies (ISTs), as a response to the great social and economic challenges.

complete consistency with the geographic and thematic priorities of community policy

6TH FRAMEWORK PROGRAMME 2002-2006	7TH FRAMEWORK PROGRAMME 2007-20013
1. Genomics and biotechnology	1. Health
2. ISTs	2. Food, agriculture and fisheries and biotechnology
3. Nanotechnologies	3. Information and communication technologies
4. Aeronautics and Space	4. Nanosciences, nanotechnologies, materials and new production technologies
5. Security, Food & Health	5. Energy
6. Sustainable Development	6. Environment (including climate change)
7. Citizens and Governance	7. Transport (including aeronautics)
	8. Socio-economic sciences and humanities
	9. Space
	10. Humanity

Observation of the synergies in cooperation with the Member States shows that the subject of the IS was not a high priority on their bilateral agendas of cooperation[10] at the time that @lis was designed. Also, the Programme also was not necessarily in line with the Paris Declaration, particularly because it was not a type of cooperation framed within the working agendas of the governments, given the scarce notoriety of the subject and given that the actions and projects were mostly executed by non-state players, from both LA and the EU.

coordination with the Member States and the response to the Paris Declaration were not very applicable to @lis at the time

Conversely, the @lis Programme is a very pertinent response to goal number 8 of the Millennium Goals (MDG), and more specifically the achievement of goal 7 is noted: "in cooperation with the private sector, ensure that the benefits of new technologies can be used, particularly information and communication technologies." Moreover, @lis contributes to the other MDGs in three priority areas, to wit: employment, education and health. Finally, it is important to indicate that despite the fact that @lis was designed and implemented as from 2001, it has been highly congruent with the Tunisia Agenda for the Information Society through its entire development, as it can be appreciated in the following table:

very consistent wth the Millenium Goals and the Tunisia Agenda

[10] Except for Spain, perhaps, where certain synergies have been demonstrated, especially RED SOCIAL and EHAS.

..., 26. We recognise the following prerequisites for achieving equitable and universal access to financing mechanisms and to better use of the same[11]:	
√	a) establishing policies and incentives regarding regulations that are designed to facilitate universal access and reactivate investment by the private sector;
√	b) defining and recognising the key role of ICTs in national development strategies and in the preparation thereof, as applicable, together with cyber strategies;
	c) developing institutional and implementation capacities for facilitating the use of national service/universal access funds and studying these mechanisms more in depth, as well as those designed to mobilise internal resources;
√	d) fomenting the creation of information, applications and relevant services at a local scale that benefit developing countries and countries with transition economies;
√	e) supporting the "expansion" of pilot programmes based on ICTs that have had successful results;
√	f) promoting the use of ICTs in the public sector as a priority, thereby considering it an essential sphere for development interventions based on ICTs;
√	g) reinforcing human resources and institutional capacities (knowledge) at all levels in order to achieve the objectives of the Information Society, especially in the public sector;
√	h) encouraging entities from the private sector to contribute to extending the demand of ICT services, thereby supporting creative industries, local content producers and cultural applications, as well as small enterprises;
	i) strengthening capacities in order to promote the capture of guaranteed funds and the efficient use thereof.

3.1.5. Matrix of Indicators for monitoring and evaluation

When it was formulated, an attempt was made to identify a set of indicators that could be used as the basis for follow-up, monitoring and evaluation of the Programme. The effort did not go any further than announcing some of them. Over time and in view of the need to complete the monitoring processes, a group of independent experts formulated a series of OVIs, but just like the initial attempt, the work stayed at the announcement level. The demonstration projects, object of a call to present proposals that included mandatory presentation of a complete logical framework approach, also showed multiple weaknesses. It should be pointed out in their favour that most of the bodies that participated in the process were not familiar with these planning mechanisms. Some reference goals that were considered in the evaluation process have been rescued from the financing proposal, but they cannot be considered true OVIs.

the @lis Programme did not have a matrix of OVI's that were consistent with the problem to be resolved, thereby preventing an objective and decisive evaluation

[11] Tunisia Agenda for the Information Society, Document: WSIS-05/TUNIS/DOC/6(Rev.1)-S dated: 28 June 2006

	Intervention Logic	Goal
OG	Promoting the IS and the fight against the digital divide in Latin America.	Does not exist
OE 1	Stimulating dialogue between governments, regional institutions, regulatory bodies, standards creators, the private sector, intermediary institutions and users.	Does not exist
OE 2	Increasing the interconnection capacity between research communities of both regions.	Does not exist
OE 3	Implementing specific applications that result from demonstration projects, which involve operators, both players and users, in four thematic areas: local government; distance learning, education and cultural diversity; public health; social insertion.	Does not exist
RE 1	Consolidated regional and sub-regional integration processes in LA and closer relationships between both regions due to the implementation of a project related to dialogue regarding policies, regulation and government.	Does not exist
RE 2	LA countries better integrated in the global information society due to the promotion of global and open standards and the stimulation of technological partnerships through the implementation of a project related to dialogue regarding standards (mobile telephony, digital television, electronics).	Does not exist
RE 3	2 bi-regional networks created or consolidated between networks of stakeholders, in particular regulatory bodies, technological parks, local governments and intermediary institutions.	2 bi-regional networks created
RE 4	European and Latin American communities of researchers have been interconnected by a high-speed network.	Increase of 20% on bi-regional research projects
RE 5	Around 20 prototypes installed, resulting from demonstration projects related to the 4 priority theme areas.	20 prototypes installed

3.2 Appropriate management and adequate use of resources (Efficiency)

3.2.1. General efficiency of the Programme

Evaluation question

To what degree did the institutional scheme of the design favour the efficiency of the Intervention?

a. Did it facilitate application of communitary procedures?
b. Did it allow for the contribution of the established counterparts?
c. Did it promote coordination and complementarity among the partners who participated in the Programme?
d Did it allow the execution of the European funds?
e. Did it favour an equitable distribution of funds?

The resources allocated to the Programme were committed, disbursed and used in a timely manner. After a slow start, which required several months before all the funds were committed, the cycle of the 24 subsidy contracts developed fluidly. 27 months after the start of execution (average measured at the time of the MT Evaluation), 63% of all resources had been disbursed, and at the end of 2007, once almost all the contracts were completed, the degree of disbursement of community funds had exceeded 95% (graph), and in most cases assuring the contribution of the corresponding equivalent counterpart at an average of 18%.

The fluid management of the subsidy contracts is, without a doubt, a favourable element and among several of the Programme's successes, given that it has allowed the executing entities to have timely availability of resources. Despite the criticisms received regarding administrative management of the subsidies by the Commission (related to the complexity of the accountability rules), the final evaluation verifies general satisfaction with the way the funds have been made available to the contractors. The average delay of 6 months over a contractual period of 36 months (16.5%) as regards development of the activities indicates efficient management of the projects.

Tasks, resources and balanced responsibilities between European and LA partners, except for some cases

Overall, management has been efficient despite the fact that, within the course of executing several projects, factors have arisen that have led to modifying some of the contractual agreements through the appropriate addenda. The Commission has been available to make the changes requested by the contractors, which has allowed better adaptation of the designs of the projects in view of the observed modifications of the context.

Moreover, individual management of the contracts also shows a good degree of efficiency. Despite not being free from criticism by the partners, the co-ordinators of the Subsidy Contracts have, in general, performed their roles correctly, considering the complexity of the formation of most of the consortiums and the cultural, legal and functional differences of their members. At the time of final evaluation, most of the interviewed partners, even while waiting to receive the balance of the committed resources, were

generally satisfied regarding cooperation with the co-ordinators. Conversely, in some cases (academic partners in particular) they regretted the fact that the interruption of the contributions that had allowed them to finance important activities for three years forced them to drastically re-size.

Despite the major differences between them, all the partners of the demonstration projects (public administrations, universities, private entities), recognise that the contributions from @lis should not be assessed only in terms of financial contribution, which in many cases was marginal with respect to their own financial capacity, but also according to the quality of the cooperation, the value of the exchanges and, in several cases, the "prestige" of the link with entities recognised in Europe.

A significant part of the financing has been invested in consortium coordination activities (an approximate average of 20% of total financing). The direct results are not tangible, but the effects in terms of mutual growth and approach between cultures and modus operandi (in a field where collaboration was still reduced) are certainly very positive and represent capitalisation for the future.

Among the types of activities performed by the demonstration projects, those that contributed the most to achieving the results were those applied to qualifying human resources (training, hiring, seminars, exchange trips) and for technology transfer. The collaborations by European counterparts at the site of their Latin American members stand out for the realisation of the demonstrators adapted to the needs of the latter. Even though novel tools weren't always the subject (e-learning packages, for example), the effort made to adopt the prototypes to the specific needs of the users was important, breaking up existing monopolies in several cases.

The demonstrators did not always contribute novel tools, but the projects have allowed the creation of prototypes adapted to particular groups of users, using free software in most cases and thereby allowing existing monopolies to be broken

Evaluation question

What were considered to be the main aspects that caused delays (if any) in the execution of the Planned Schedule?

f Were they more oriented at handling procedures?

g Were they related to difficulties of understanding between the consortium partners?

h Were they mostly problems related to the partners' management capability? In which case, were both the European and Latin American partners the most suitable?

The biggest criticism, in terms of efficiency, was related to the distribution of the means (in some cases considerable) used for developing tools and content (many of them by the European partners), which did not respond to the real needs of the demonstration.

Seven demonstrator projects have not completed the demonstration cycle. The others (the majority) continue to be applied

The evaluators estimate that close to 10-15% of the total amount invested in the demonstration projects was used in investments in software development that has either not been finished or installed or does not work for the initially designed purposes[12]. This is considered to be a low efficiency factor, especially because the course of the activities of an originally mistaken design was not modified, which is a solution that led to very positive results when it was implemented.

3.2.2. Efficiency by type of action and project

Evaluation question

Were the theses posed in the demonstration Projects successfully demonstrated? In the case of Horizontal Actions, was the set of planned services incorporated?

i What is the quality of those services?

j Were they incorporated at reasonable prices that will make sustainability possible?

k Are these services being used?

ALICE – It had focused objectives and results, and it effectively used the available resources in quantitative terms, with minor defects in qualitative terms. Management was impeccable and capable of successfully taking on unforeseen situations. The transfer of know-how and the training of the Latin American members was efficient. ALICE therefore provided a service suited to the planned needs, although with some operational weaknesses.

Horizontal actions – These were less precise actions in the technical annexes. They all formally complied with the mission received (and were therefore efficient), although the quality of these interventions has left some doubts. Even though the utility of political and regulatory dialogue seems to be accepted by the LA beneficiaries, the practical utility of the other actions is not evident or recognised by the beneficiaries. The aforementioned is independent from the fact that the projects have respected the technical annexes and from the fact that the allocated budgets were administrated well, having precisely executed the available funds and having invested considerably in visibility. The doubts about the real results, evidenced in the mid-term evaluation, have ultimately confirmed the actions. The dialogue

projects worked adequately, despite the fact that (in the case of technical rules) tangible results were not reached regarding the objective of establishing a durable legislative structure in LA.

[12] A common theme was observed in these cases (7 were observed):

1. an initially good idea, highly oriented towards the digital inclusion of marginal social groups and the quality aim of the planned content;
2. inspired by an existing model used by European promotors; however, inadequate for being transfered "as is" to the demonstrator partners in LA, hence the mistaken idea that the European partners should be in charge of developing products adapted to the requirements of the LA partners instead of the latter developing their own systems based on the existing example;
3. excessively experimental nature of the projects, with no clear link to LA context;
4. excessive importance given to the production of the respective software and subsequently a disproportionate weight of the resources allocated to these activities, generally managed by the European partners;
5. lack of a realistic study of the needs of the demonstrator partners and a waste of their experience due to the subordinate position to which they were relegated in the respective consortiums;
6. excessively numerous and heterogenous consortiums, with serious coordination difficulties due to linguistic, cultural and functional differences;
7. lack of European partners' experience in the reality of Latin American, also due to the nature of the partners, who were mainly engaged in either the production of computer products (content developer partners) or in providing services to European populations with demands that are very different from those of LA partners;
8. weight of the admnistrative rigidity of the EU, which generated inefficiency and misunderstanding between partners:
9. insufficient follow-up on the content.

Demonstration projects

Aside from the overall positive assessment, the demonstration projects suffered from some faults that were common to several of them and which did not allow them to be entirely efficient[13]. The projects were not focused as much on demonstrating the theses that were posed, as they were on demonstrating technological capabilities and their possible applications. There has been a deficit of critical analysis of the demonstration projects, which has to do with both the quality of the design and the efficiency. On the one hand, the Technical Annexes of the contracts were not analysed sufficiently in advance with respect to their efficiency potential (very numerous consortiums, excessive weight of resources managed by European partners, some WP more related to research than to demonstration). On the other, only in a few cases were corrective measures adopted in a timely manner with respect to the preceding factors. These factors caused a reduction of the time and of the resources available to the demonstrators, and they decreased the efficiency of the programme and its capacity to demonstrate the theses posed.

The gap between the supposed analysis of needs and actual needs

Different objectives between the European partners in charge of development and the LA partners in charge of demonstration

[13] There was a divergence of views between the European and Latin American members on some projects, which subsequently led to a result that was below expectations, despite the fact that the technical provisions of the contract were formally respected:

- different objectives between the beneficiaries and the EU on the one hand, and the Coordinator (possibly with other European partners) on the other. The former had the objective of demonstration, and the latter were looking at sophisticated application developments. The Technical Annexes of the contracts were not analysed with a sufficiently critical spirit at the beginning.

- Superimposed developments: almost all the projects of an area (example: e-education, e-inclusion) developed their own tools, which were different from each other, to achieve the same objective: an understandable event in R&D programmes, but much less so in cooperation programmes designed to promote economic development and citizen participation.

- design errors that led to a gap between the theoretical technological analysis and the reality in the field, resulting in unusable technological implementations. Evident examples are the following: i) in EHAS, the use of Linux by computer literacy applications in remote areas, where almost everyone knows Windows; ii) in Technet, the use of application development technologies based on Semantic Web and Agent Software Technology, unknown to the LA partners, which caused the need for unforeseen training courses and huge delays.

- These causes resulted in unnecesary expenditures of resources and delays in the development phase of tools and content. In some cases, the demonstrations were left aside, resulting in the disappointment of the beneficiaries and having a serious negative impact on sustainability and replicability.

3.3. Achievement of the Objective (Effectiveness)

3.3.1. General effectiveness of the Programme

@lis has been effective in all its three objectives, thereby successfully (i) stimulating political dialogue on the IS through LA (inspired by the European experience); (ii) increasing the interconnection capacity between research communities of LA and Europe; and (iii) implementing specific demonstration applications, thereby involving a vast range of players in both regions.

Some actions and projects are more outstanding than the rest due to their contribution to the objective of reducing the internal and external digital gap of LA, thereby attempting to help the region define the "why", the "how" and the "what" of this emerging priority. However, it has been noted that achievements have been obtained at very different levels, in most cases in parallel and with little synergy.

With political dialogue coordinated by CEPAL, @lis has contributed to promoting reflection about the IS at the highest levels of government, thereby stimulating the preparation of digital agendas in all countries, increasing knowledge and harmonising criteria and objectives on a novel subject. However, the participation of the other actors in this process seems to have been below expectations up to now, and @lis has not succeeded in its aspiration to be a dynamic force behind the multi-stakeholders at the expected levels, above all by favouring the participation of a broad representation of players in political dialogue.

@lis has contributed to promoting reflection about the IS at the highest levels of government

ALICE has operated at a "meso" level, which is the most tangible action of @lis. It sought the specific objective of creating an infrastructure (even if virtual) on which the "brains" of Europe and Latin America could be inter-connected. The objective was achieved to a greater degree than expected, despite the continuity of this connection being subject to the European subsidy.

Lastly, a series of relatively well designed and performed "field" tests were used to fine-tune concepts and models of "what" can be taken from the new technologies to contribute to the achievment of a more cohesive and inclusive society. Advanced models of e-health and e-government were tried in particular and served to raise awareness and stimulate sectorial political agendas in some countries.

However, while the effectiveness of @lis is positive on the one hand, it must be noted that not all the actions and projects produced the planned effects to the expected extent. A third of the demonstration projects were not able to demonstrate their theses, and two of the five actions did not fully achieve their objective (see table 1).

Table 1 – Scores by parameter and by projectz[14]

	RELEVANCE	DESIGN	EFFICIENCY	EFFECTIVENESS	IMPACT	SUSTAINABILITY	COORDINATION	WEB	AVERAGE
E-EDUCATION									**3.79**
ATLAS	5	5	4	4	5	4	3	5	**4.38**
ELAC	5	4	4	4	5	4	4	3	**4.13**
INTEGRA	5	5	4	4	4	4	3	3.0	**4.00**
E-LANE	4	4	4	3	4	4	3	2.9	**3.61**
@LIS TechNET	4	4	3	3	4	3	3	4	**3.50**
CIBERNARIUM	3	3	3	3	3.5	4	2.5	3	**3.13**
E-INCLUSION									**3.57**
IALE	5	4	5	5	4	4	3	4.4	**4.30**
ADITAL	5	3	3.5	3.5	4	3	3.5	3.8	**3.66**
JIQ/NIB	3	3	4	4	4	4	2	n.c.	**3.43**
LINK ALL	5	3	2	3	4	3	2.5	3.9	**3.30**
RED-SOCIAL	4	4	2	2	3	2	4	4.3	**3.16**
E-GOVERNANCE									**3.42**
eGOIA	5	5	4.5	4.5	4	4	4	2.8	**4.23**
SILAE	3.5	3.5	3	3	4	4.5	4	4	**3.69**
EMPLENET	4	3	3	3.5	4	4	3	2.3	**3.35**
MetaLoGo	3	4	2	2	2	2	2	n.a.	**2.43**
E-HEALTH									**3.99**
HCN	5	4.5	4	4	4.5	4	4	3	**4.13**
EHAS	5	3.5	4	5	4.5	4.5	3.5	2.5	**4.06**
T@lemed	4.5	4.5	4	4	4	4	4.5	2.9	**4.05**
HEALTH FOR ALL IN LA	5	4	3.5	4	4	3.5	3.5	3.3	**3.85**
TOTAL FOR PROJECTS	**4.3**	**3.8**	**3.5**	**3.6**	**3.9**	**3.6**	**3.3**	**3.3**	**3.70**

HORIZONTAL ACTIONS									
ALICE	5	3.5	5	5	4	3	4	4.8	**4.3**
REGULATEL	4	4	4	4	4	4	3	4	**3.9**
CEPAL/e.LAC	5	4	4	4	4	3.5	3	4	**3.9**
ALIS-ISN	3.5	3.5	4	3	2	2.5	3	4.3	**3.2**
ETSI	3	2.5	3	2	2.5	3	2	n.a.	**2.6**
TOTAL FOR ACTIONS	**3.5**	**3.3**	**3.7**	**3.0**	**2.8**	**3.2**	**2.7**	**4.2**	**3.29**

[14] Scores derived from the individual evalation files by action and project contained in the Annex "Files by project", in a separate volume. An increasing assessment scale from 1 to 5 has been applied. Assessments of >4 were considered very good, those >3.5<4 were considered good, and those <3.5 were considered insufficient.

3.2.2. Effectiveness by type of action and project

a) Demonstration of the utility of ICTs in thematic applications

Evaluation question

Has the utility of ICTs in priority thematic applications been demonstrated through execution of the @lis Programme? Has the diversified participation of operators been achieved?

l. Has it been successfully verified that the developed models improve human development?

m. Have models been developed that can be replicated at reasonable costs?

n. Are the local partners convinced of the importance of the demonstration? Are they willing to replicate them?

There is a wealth of operators, but on a reduced and dispersed scale

Despite the more-than-evident efficiency problems, the Programme was able to demonstrate how ICTs can change the way we work and how they can provide services in thematic areas with high social value, such as education, health and public administration. The social operators of LA have responded enthusiastically, and despite the failures of some demonstrators, they knew how to take advantage of the occasion to raise the level of awareness about ICTs in the respective environments. The developed working models and the communication tools (not necessarily the application tools) have made it evident how processes and procedures based on ICTs can improve working conditions and citizen-institution relationship. However, a comparison between ICT costs and social savings was missing in the projects, wherefore the economic convenience of the change has not been demonstrated.

Nevertheless, the evident cultural benefits have captured the interest of operators, many of whom have decided to continue the experience with the resources of their own administrations (i.e., Cibernarium in David to be extended to the entire region of Chiriquí, Panama) or of private operators (i.e., Corseda Consortium in Cauca, Colombia).

60% of the projects are replicable and have inspired public policies

Several demonstration projects have allowed novel experiences to be developed. There is a wealth of operators, but on a reduced and dispersed scale. Most are not linked to other initiatives (public or private), and have few links to public policies. The social content and the improvement of human capital was high in all demonstration projects. Some have demonstrated positive effects more than others.The replicability of the developed models has been demonstrated in 60% of the projects. It is estimated that two thirds of them can be considered to be inspirational for policies with broad application. The developed models fully satisfy the demonstrator partners in 50% of the cases. Local public administrations are prominent in several cases, and they are the ones who have decided to replicate the models (health, government and education).

Lessons learned in view of @lis 2

- @lis has worked at three levels, but the actions did not reach overall synergy – the efforts made at the various levels have to be brought closer together.
- Political dialogue, which was specified in the eLAC process, was hardly inclusive – the participation of multiple players needs to be stimulated:
- The countries that have mostly benefited from the application models are those that already had a structured policy for the IS – The dissemination of good practices must also be favoured in the minor countries of LA, above all through South-South cooperation.

Projects/Actions	Valuable EU/LA exchanges	Strengthened LA partners	Trained human resources	Demonstration completed	Replicable model	Impact on local policies	Impact on national policies	GdT eLAC potential
E-Education								
	5	5	5	5	5	3	0	3
@LIS Technet	5	5	5	3	2	4	2	3
INTEGRA	5	4	4	4	4	4	3	4
ATLAS	4	4	5	5	5	2	3	3
CIBERNARIUM	2	3	3	2	3	3	1	1
ELAC	5	5	5	5	5	5	4	3
E-Inclusion								
ADITAL								
IALE	4	5	5	5	5	3	2	4
JIQ	4	4	5	4	4	4	2	3
LINK ALL	1	3	3	2	2	2	1	2
Red SOCIAL	4	3	3	2	4	4	3	5
E-Governance								
eGOIA	4	4	4	4	4	4	3	4
EMPLENET	3	3	4	3	4	4	3	4
MetaL@GO	2	2	2	2	3	3	2	3
SILAE	5	4	4	3	3	4	4	4
E-Health								
EHAS	3	4	4	5	5	4	3	4
Health Care Network	4	4	4	4	4	5	4	4
HEALTH FOR ALL LA	4	3	4	4	4	4	4	4
T@lemed	4	4	4	3	3	4	3	3

Table 2 – Indicators of effectiveness

Valuable EU/LA exchange	**-** The project successfully established effective and fruitful two-way cooperation between European and Latin American players
LA partners strengthened	- The Latin American partners have benefited from valuable transfers of knowledge from the European partners
Trained human resources	- As a result of Project execution, the knowledge transferred by the European partners has been capitalised by the human resources of the Latin American partners. In turn, European personnel have acquired experience about the reality of Latin America.
Demonstration completed -	- The originally planned prototype has been installed, and the thesis that it attempted to demonstrate has been verified.
Replicable model	- The prototype installed and tested can be replicated in other places and/or under other circumstances.
Impact on local policies	**-** The authorities who are responsible for sector policy in the place of demonstration (city, region) have recognised the developed model as useful for replication or inspiration of models for general dissemination
Impact on national policies	**-** The developed model has awoken interest in the national authorities for eventual dissemination.
GdT eLAC potential-	**-** The developed model could be socialised in various countries within the framework of the thematic Working Groups of the eLAC

b) Support of the @lis Programme for research cooperation between LA and Europe

Evaluation question

Has execution of the @lis Programme increased the interconnection between LA and Europe, thereby enabling an increase in the intensity of North-South and South-South joint research?

- *Is the achieved connection capacity used effectively?*
- *Did this connection capacity increase the links between European and LA researchers and among LA researchers themselves?*
- *Have scientific and academic authorities been sensitised to the importance of the Action?*

@lis, through ALICE and subsequently CLARA, has allowed good connection capacity, which is nevertheless still under-used, either due to a lack of adequate academic initiatives[15] or due to a lack of sufficient capacity on the local distribution networks[16]. The scientific, academic and political authorities have been sensitised through different forms of communication: events, conferences, specific meetings and documentation. The importance of the Action is evident to the authorities, although its does not result in the logical consequence of deciding to finance the network and consequently sustaining the initiative. Visibility is still insufficient at the end user level.

Lessons learned in view of @lis 2

- Up to now, use of the network is below its potential – The use of CLARA needs to be encouraged.
- The number and diversification of scientific cooperation projects have increased since the CLARA Network started operating – there must be more systematic work in this field.

c) Regional dialogue about the IS

Evaluation question

Are regional, national and local authorities now more sensitive to the theme of the IS, as well as to the problems that affect rapid development of the subject in the region?

- *Is the regulatory framework inclined to development of the IS?*
- *Have instruments been developed to ensure the presence of the subject in the main policies and strategies of the region and of the governments?*
- *Has the need to stimulate the standardisation of telecommunication standards in LA been verified?*

[15] The lack of a history of intra-LA academic cooperation is regrettable.

[16] Even though contrary cases have been recorded (remote control of automatic systems between Aachen and Guayaquil), where the available band width was not sufficient for development of the application.

The importance of the regulatory framework as a prerequisite to development of the IS has driven horizontal actions and has been demonstrated in the demonstration projects. This is accepted by LA authorities, and it is present in the national agendas of the countries that have participated in the eLAC process and in REGULATEL. Indirectly, @lis (through Action 3, regulators network) has contributed to correcting the errors that the market cannot correct, thereby promoting tariffs at lower costs, checking and making attempts to provide universal coverage to the population as a whole and facilitating private investments by generating the legal trust of investors.

Action 1, through the eLAC process and coordinated by CEPAL, has contributed significantly to sensitising the public sectors and to generating international cooperation. Nevertheless, a vast range of players has been involved. Political dialogue has been led by governments, wherefore the process and the representativity thereof can be improved. eLAC has mainly stimulated awareness of the importance of the IS in small countries, considering that the large ones (Brazil, Mexico and Chile in particular) already had structured policies.

No great effect has been perceived regarding the LA beneficiaries' understanding of the importance of preparing technical standards, about the advantages of decreasing prices and improving competition by having open standards, about the free traffic of terminals, about interoperability, etc. In sum, the results of the efforts of Action 2 (ETSI) are not very evident.

3.4. Contribution to the achievement of the general objective (impact)

Evaluation questions

- *What is the assessment of the contribution made by the @lis Programme to facilitating the placement of the subject of the information society (IS) in the arena of the political, social and economic agendas in the region?*
- *How energetically is the subject tackled in national and regional strategies?*
- *Has it brought about increases in the R&D I budgets of the countries in the region?*
- *Are there visible elements that reflect a greater appropriation of the subject by society at large?*

@lis was placed into a context of rapid development of the information society in Latin America. Several statistics show[17] that, in the last five years, the dissemination parameters of ICTs have enjoyed an accelerated growth on the subcontinent, as the consequence of various forces, among which the market has surely been the strongest contributor. It is therefore difficult to measure exactly what @lis has contributed to these great dynamics. The impression is that the global impact is tangible and that two contributions from @lis stand out above the others: the CLARA Network and the eLAC process. However, the projects and actions taken as a whole have made significant contributions due to their thematic impact (network of regulators, telemedicine models) or to their local impact (electronic government or e-health services in some large cities).

The existence of the @lis programme and, more specifically, its actions have contributed significantly to maintaining the high priority deserved by the information society; some demonstration projects have even had the effect of raising awareness in populations which are not experts in these matters. Moreover, there can be no doubt that, if on one hand the quantitative effect may be marginal, the qualitative effect is significant thanks to the cooperative relationships forged with leading edge sectors in Europe, which @lis has fostered.

However, horizontal capitalisation (between actors) and vertical capitalisation (public policies) abnormally low

In conclusion, @lis is excellent value for money for the 60 million euros invested by the EC in the Programme. Without question, the favourable context—that is, the hypotheses underlying @lis, which were never formulated, but which are now evident—have contributed to this positive assessment: the presence of political, technical and social actors interested in making good use of the cooperation offered.

However, no doubt remains that the impact could have been much more extensive if all the actions and projects had been managed synergistically. The lack of synchronisation between the eLAC agenda and the design of the demonstration projects did not allow sufficient exploitation of the strategic direction and political backing that this action could provide to the Programme as a whole.

Evaluation questions

- *What changes (+-) are observed in the common basic variables to assess the increase in the IS?*
- *Has Latin American citizens' connectivity improved?*
- *Have accessibility costs been reduced in Latin America?*
- *Has digital literacy improved in the region?*
- *Is a more productive use being made of the ICTs?*

[17] See, in particular, "Monitoring the eLAC2007: progress and current status of the development of the information society in Latin America and the Caribbean"—Osilac, August 2007.

Political, regulatory and standard-oriented dialogue

The fact of having promoted and accompanied, thanks to the financing provided by ECLA, the process of building the eLAC2007 Agenda, which was the Latin American manifesto at the WSIS in Tunis in 2005, placed the contribution made by @lis at the highest level of the regional political dynamics. While the specific benefits of this process (effects on the population) are still imperceptible[18] there is no question that the international cooperation among Latin American countries in IS matters generates strong osmotic effects along political lines among the most advanced countries for which there is still no specific agenda.

hard to distinguish impact of WSIS vs. @lis, however, @lis capitalised on WSIS and gave it validity in time

There are no tangible elements to separate the share of the impact of the WSIS from the impact made by @LIS, which was expressed mainly, although not exclusively, through eLAC (ECLA) in the determination to establish public policies for the IS, at both the national and regional levels. Nonetheless, at the moment of its arrival @lis opportunely shored up the achievements of the WSIS and gave it more validity and dynamism in time. The eLAC effort may have suffered from the same limitation that hobbled WSIS: the desire to cover everything may have led to a lack of specific focus. In any event, transversely, all the actions and programmes of @lis have kept the region on the alert with regard to the priorities of national strategies for the IS, and this has been achieved politically with the two high level meetings in Rio de Janeiro and Lisbon. Perhaps the dialogue has not yet reached the desired intensity and the multisectorial approaches have suffered from the fact that ECLA is a United Nations Agency with obligations towards governments (which has left participation by organised civil society, the private sector and even local governments below the threshold of good multisectorial governance). The meeting scheduled in El Salvador will be, from this standpoint, decisive for measuring the direction of future trends.

poorly balanced multisectorial approach (civil society and private sector left out)

Networks

the lack of an actors network impeded greater horizontal and vertical capitalisation of @lis' products

The other great effort made by @lis was to promote networks that could ensure the widest possible participation of actors in the development of the IS and multiply the specific successes of the Programme. The greatest impact has been achieved through CLARA, the regional academic network, set up among the leading-edge actors of the IS (the researchers). In this regard, @lis has done very well in its effort to promote the establishment of an excellence network, with the capacity to generate extensive economic and social benefits, even though these benefits will not be immediate.

the subject of outreach towards the information society has made no major progress

As regards the information society as a whole, the network of organisations that have participated directly in @lis (coordinated by ISN), currently united in Vit@lis, represents a small part of the multitude of Latin American actors committed to the development of the IS, and its dynamisation during the Programme has been much less than what might have been expected. Its only special added value, which makes it exclusive in this regard, is the link forged with Europe, a link that remains in place and continues to be a potential value. However, the multiplier effect has been quite limited because of the failure to promote a real network of actors that could strengthen the

[18] The ECLA observatory (OSILAC) gathers data that show progress as regards digital inclusion in the region, if inclusion is understood to be access to technology; however, while OSILAC seems to participate actively in the renewal of indicators and favours the inclusion of use indicators, there are still no clear indicators that make it possible to perceive appreciable progress of digital culture, and with it, productive uses of the ICTs.

synergistic effects and the training afforded by subsequent actions or projects, which has also given rise to a lack of viability of the @lis Programme in the broadest sectors, beyond expert individuals.

The very insufficient networking of the @lis actors may have sent out an erroneous message of lack of coherence with the essence of the Programme, which is precisely the networking of society. In that regard, the current problem could be finding the way to better capitalise on @lis and the related actions contributing to a dynamisation of networking and the multisectorial approach.

Applications

The specific contributions in terms of experiences and "good practices" achieved by some of the demonstration projects, especially in telemedicine and electronic government, are another impact factor if one considers that they have contributed to reflection on local policies, and, in some cases, on national policies. But above all, the @lis projects have emphasized aspects that were not always at the top of political agendas, and that were clearly not being attended to by market dynamics, such as ICTs for social inclusion.

valuable projects with strong exchange relationships...excluding cases where members have not known now to interpret this two-way relationship

reproducibility and follow-up with a positive outlook for the "good projects" (more or less 60% of the demonstration projects are reproducible)

The @lis programme has undoubtedly contributed to sensitising people on the subject, and has been able to do so with demonstrative elements in several essential aspects (inclusion, e-learning, health, researchers' network, regulation…), which has made it possible to go beyond the simple conceptual discourse and show accomplishments able to create motivation and dissemination. In this regard, the success of the programme is evident, and the effects will be measurable in the long term, even more so if capitalisation mechanisms can be achieved, in particular over human and institutional networks that could transform the sensitising and demonstration achievements into farther-reaching sustainable effects. A linking of demonstrations and regional agendas would be highly beneficial in this regard.

nearly 60% of the projects have had an impact on the local level, and 20% on the national level. Several could generate inputs to feed the eLAC

3.5 Probability of the continuity of the results achieved (Sustainability)

Evaluation questions

- *Is there appropriation of the subject by regional governments and authorities?*
- *Can the inclusion of the subject in public policies be verified?*
- *Have the institutions changed or been strengthened to promote the development of the subject?*
- *Is the productive use of ICTs stimulated through ad-hoc mechanisms?*
- *Has the regional budget for science and technology been increased?*
- *Has there been success in maintaining a relationship of coordination and joint work between the European and Latin American partners, and among the latter, after the Project?*

Although it is not surprising that the subject of sustainability is an element of transverse preoccupation that appears quite frequently in the polls[19], the situation varies greatly for each element; the lack of institutionalisation is often the weak link in the chain, even more often than financial resources. Also, the essential subject for several demonstration projects is replicability, perhaps more so than sustainability. This results in the same features of variability and difficulty found with institutionality.

anxiety about sustainability outstrips reality (especially in successful projects)

The five actions undertaken by @lis (ECLA, ALICE, REGULATEL, ETSI and ISN) obviously require an additional specific effort by the EC to offer the best possibilities of attaining self-sustainability, which is tied, in nearly all cases, to the extent of institutionalisation that can be achieved in connection with the governmental partners involved. The challenge is to find the most appropriate way to ensure that this additional effort is not interpreted as a signal that the EC will take over sustaining the action, but rather that this pertinent marginal effort is to help accompany the sustainability modality required by each action.

CLARA Network

The subject has been appropriated by the CLARA organisation and, consequently, by the academic world and the researchers, albeit not yet in a uniform way. This is also due to the university structure in Latin America, which is quite different from the structure found in Europe. On the level of governments and regional authorities, there is a "theoretical" appropriation that is not always supported by the necessary economic actions. This gap between acceptance and support may be due to insufficient maturity, and also to the conviction that Europe cannot afford to drop everything and run the risk that the Latin American countries will again look exclusively to the United States. Due to the nature of the Project, which, as a network, could not go on operating without cooperation among the participants at the operating and financial level, a very strong coordinating and working relationship has been maintained between the European and Latin American partners, and among the Latin Americans. Greater sustainability could therefore be achieved if and when all the governments of the region identify the priority of the CLARA Network (which will probably be easier if, in addition to being a pure research network, it is oriented as a network that, even indirectly, supports education, health, etc.). Continuous cooperation with the EC to ensure the operation of the inter-regional link (Latin America - Europe) with Geant is, moreover, indispensable.

Political dialogue, eLAC

The sustainability of eLAC is linked to the degree of appropriation by the governments in the region of the process that has been initiated and is now well advanced, as well as to the degree of credibility of the multisectorial nature of the process. In terms of appropriation, e-Lac is an obvious success as regards the first point. At the Ministerial Conference on the information society in Latin America and the Caribbean, eLAC2007, scheduled for February 6-8, 2008 in El Salvador, the governments will evaluate the achievements and pending challenges, and will agree to a renewed eLAC2010 regional plan. The process is entirely in the hands of the participating countries and unlike other cases, it has been verified that in the area of integration through ICTs for development, the political barriers are low and it is considered positive by all.

As for the second point, there is a perception of the need for a maturation process that would enable the participation by non-governmental sectors and local governments not to be exclusively determined by the national governments' decision. A mechanism that would allow regional-level participation by organisations operating at the national level, but whose activities are regional in scope, could be one way to stimulate multisectorial participation.

Europe continues to be seen as a highly valuable partner and a source of inspiration to Latin Americans who aim to develop an inclusive, democratic information society, and the eLAC partners are waiting for a signal from the CE confirming its commitment to cooperation with them. The EC's supplementary effort

[19] In the on-line poll, this element takes second place among the negative points cited for projects, and appears in several points among the lowest scores in the questionnaire, both for projects and for the programme.

should, consequently, support the process that follows from the upcoming conference in El Salvador. Obviously, the expectations regarding European support do not refer to the financial contribution in and of itself, which in any case would be insignificant with respect to the magnitude of the resources mobilised in the region, but rather in terms of exchange of experiences and better practices, in addition to the specific instances of cooperation (in research, higher education, telemedicine, culture, security, etc.).

The secretarial function exercised to date by ECLA, although a minority function in terms of political weight, is necessary because of the technical quality and equidistance it entails. Until now, this non-statutory function has been provided by ECLA thanks to external financing, primarily from @lis. As long as this role is not statutorily assigned (as part of the ordinary mandate granted by the UN Assembly), it could be useful to continue supporting ECLA financially so that it can go on providing this function.

@lis ISN

The diagnosis of ISN has been clearly transversal, in both the interviews and the on-line poll, as regards the lack of effective networking of the @lis partners[20], a failing that has put a damper on the possibilities for developing synergies between programmes and actions and the trend to integrating new actors.

Of the several initiatives financed by this action, it is clear that the only one that has succeeded in being maintained after its completion is Vit@lis. Although it is not very dynamic for the time being, it stands as one of the main links left by the Programme. The VIT@LIS effort, initiated by Menon, which has succeeded in drawing together nearly 300 members (institutional or individual) with a certain degree of formality, could be an appropriate base for establishing the required mechanisms, provided that the lessons learned from the @lis Programme are included, and that visibility and leadership are provided that will be capable of giving impetus to the best initiatives among the mechanisms of exchange of experiences promoted by eLAC. Even if it is a last-minute effort driven by MENON, Vit@lis could become a multisectorial uniting factor, since the Latin American participants, especially the university sector and the civil society organisations, would consent to continue. It has not yet reached the level of a full exercise of coordination and cooperation among the partners, but it is no doubt an important channel to strengthen them.

The other component of the ISN, the Bi-regional Forum organised by ACHIET on three occasions, is recognised as valid by the competent Latin American and European authorities. However, it is Europe that seems more interested in continuing with it. During the last Forum a committee was created to define the future of this encounter. The members represent ACHIET, MENON and the EC (DG INFSO and EuropeAid) and their task is to jointly define the agendas for the forums and guarantee what the results of the @lis projects presented during these events would be[21]. Because of its own genesis and composition, ACHIET maintains permanent relations with the Latin American operators, the regulators and some standard-issuing bodies.

Finally, the e-links have been discontinued in their entirety and there is no evidence to indicate that the relations between the partners continue. VECAM seems to have abandoned any form of continuity, and it is not known whether the e-link partners are still in cooperation.

REGULATEL

In REGULATEL, even though @lis generated greater dynamism and gave it consistency through the permanent financing of REGULATEL AD, the Regulators' Forum had already been operating since 1998 with some regularity. The decision to contribute annual dues is also an indication that the regulators want and need the process, despite the bureaucratic difficulties of making the dues payment. The Forum continues, therefore, and the relationships created are maintained. There is a working plan to continue executing activities similar to the ones that had been pursued within the framework of @lis, most of

[20] The serious difficulties in making contacts with partners through the ALIS yellow pages, which seem obsolete to a notable extent, is just one more element of this diagnosis. Care should be taken, on the occasion of a complementary action, to ensure that this basic instrument of communication is brought up to date.

[21] Final Report submitted to the EC by MENON.

which are financed by the regulators themselves. The established dues will enable the operating costs of a minimal structure to be paid, but surely the quality of the events, studies, and follow-up activity will not have the same intensity that it had with the Project.

ETSI

When @lis finalised its contribution, ETSI maintained an active cooperation with CITEL and the Telecommunications Ministries in Latin America, above all in Brazil, Argentina, Chile and Venezuela. Without question, the Project has sensitised authorities and governments. It is difficult to say whether there has been a true appropriation, which entails first gaining acceptance by the executive levels of the sector. At this time, some cooperation activities continue with ECLA in the EU-Latin America observatory on interoperability and the joint design of a roadmap toward the "Latin American ETSI". ETSI also participated in the standard-issuing activities of the e-health lab in Brazil. This laboratory plans to develop new applications in e-health and will be one of the leaders in the production of specifications and future standards in Latin America. However, although ETSI is optimistic with regard to the increasing interest and momentum in cooperation in terms of dialogue on technical standards, there is no certainty that the cooperative relationships established will end up producing Agreements of Understanding between ETSI and other similar actors in Latin America.

Demonstration projects

In the demonstration project part, it is appropriate to classify projects by distinguishing between the ones that should seek sustainability and those that should seek reproducibility. In addition, given the wide spread of the quality of the results, to favour the most successful projects by attempting to offer them a cluster role in the networking process, which will make it possible to energise the efforts at creating consortia capable of aligning projects with existing budget items.

there are some consortia that, although they do not have a good score in the project, show significant potential for sustainability thanks to the strength of the coordinating partner or its counterpart and importance of the subject

The strongest sustainability conditions are seen in the demonstration projects that were implemented on the basis of the Latin American partners' previous experiences, with respect to which the required infrastructure and capabilities were already in place, and which the project has helped to promote (see table 3). An extensive replication of these experiences is more probable. As to the synergies between projects promoted by @lis with a view to ensuring sustainability, a particularly outstanding example is the e-Health observatory excellence and innovation initiative in Brazil (in which the T@lemed, HCN and HfALA projects participate). This initiative sustains a vibrant, active cooperation between the old and new European partners with the Brazilian authorities that participated in the e-health projects in Brazil. The partners are committed to a good number of new telemedicine projects, both in Brazil and in Colombia. This time, however, participation by the public sector is much greater with a view to implementing much more extensive applications.

most projects continue to maintain relations with other projects after the contractual relationship ends

Another of @lis' thematic axes that have proven sustainable in terms of replication is e-governance. In particular, due to the resonance and spreading of the results of eGoia in Brazil where, in addition to inspiring specific applications for the general public in the State of Sao Paulo, the demonstrator projects have been replicated in eight other states and are added to the many other initiatives aimed at promoting electronic government in the entire country.

Projects / Actions	Continued relationship among consortia members	Active common platform	Demonstra-tion service contiinues	Replication in progress	New initiatives in progress	New initiatives pending financing
E-Education						
E-LANE	**x**	**x**	**x**	**1.**	**2.**	**3.**

Table 3 – Sustainability indicators

@LIS Technet	**x**	**x**	**x**	**4.**	**x**	**x**
INTEGRA	**x**	**5.**	**x**	**x**	**6.**	**7.**
ATLAS	**x**	**x**	**x**	**x**	**x**	**x**
CIBERNARIUM						
ELAC	**x**	**x**	**x**	**x**	**x**	**x**
E-Inclusion						
ADITAL						
IALE	**x**	**x**	**x**	na	**8.**	**9.**
JIQ	**x**	**10.**	**x**	**11.**	**12.**	**13.**
LINK ALL						
SOCIAL Network	**x**	**x**	**x**	**x**	**x**	**x**
E-Governance						
eGOIA	**x**	**x**	**x**	**x**	**x**	**x**
EMPLENET	**x**	**x**	**x**	**x**	**14.**	**15.**
MetaL@GO					**?**	**?**
SILAE	**x**	**x**	**x**	**x**	**x**	**x**
E-Health						
EHAS	**x**	**x**	**x**	**x**	**x**	**x**
Health Care Network	**x**	**x**	**x**	**x**	**x**	**x**
HEALTH FOR ALL IN Latin America	**x**	**x**	**x**	**x**	**16.**	**17.**
T@lemed	**x**	**x**	**x**	**x**	**x**	**x**

3.6 Mutual strengthening (coherence)

The @lis Programme was Europe's contribution to promoting the exploitation of the benefits of the IS in Latin America, with the purpose of achieving greater social cohesion in the region. There is no doubt that the results and impacts of the Programme are going to serve to mutually reinforce both regions. Even if not directly linked with the investments in physical infrastructures, @lis will contribute to intensifying the spread of communications technologies, depending on—among other factors—the expansion of the fixed and wireless telecommunications network, as well as on the growth of broadband coverage. In this regard, the link to the flows of capital from Europe to Latin America is obvious and contributes to making investments that the region needs in this field, as well as stimulating the European economy.

It can be assumed that the greater flow of investments, as well as the qualitative contributions made by @lis, will contribute to reinforcing the information society both in Europe and in Latin America. It will also facilitate the cementing of relations between the two regions, helping to overcome the social gaps existing in Latin America and, indirectly, to consolidate democracy.

@lis has, therefore, been coherent with the major guidelines that govern the European Commission's cooperation in development, aimed at achieving the objectives of fighting poverty, sustainable economic and social development, as well as harmonious, progressive integration of the developing countries into the world economy[22]. The @lis Programme aims directly and indirectly to achieve this mission, and bears out the following statements:

- It stimulates cooperation, associations and joint enterprises among economic agents of the Community and the partner countries and regions, and promotes dialogue among the political, economic and social interlocutors in the relevant sectors.The Programme is linked to cooperation by the DG INFSO as well as the Framework Programme. This means that coherence is achieved with the community policies that are not related to development, and makes it possible for them to help the Latin American countries in their efforts to reach the Millenium Development Objectives (MDO), in accordance with article 178 of the Treaty establishing the European Community,

- The Programme is in line with the scope of the WTO's Fourth Ministerial Conference held in Doha, since it envisages necessary measures to facilitate the transfer of technology by and for trade, to strengthen the relationship between direct foreign investment and trade and the mutual relationship between trade and the environment, and to help the developing countries participate in new trade negotiations and apply their results.

- It reinforces the commitments undertaken between the Community and its member states directed towards promoting the right to decent work and the rights of handicapped persons.

- It seeks the appropriation of development strategies by the Latin American countries by promoting the widest possible participation of all sectors of society, including handicapped persons and other vulnerable groups. In this regard, the Political and Regulatory Dialogue plays an important role.

Continued relationship among consortia members	- After completing the project, the consortium partners continue to maintain a cooperative relationship with an eye to reproducing the results or developing new projects
Active common platform	- The computer tool on which the project applications were developed continues to operate on the basis of an agreement among the members of the consortium
Demonstration service continues	- The prototype installed for demonstration purposes is still operating
Replication in progress	- The consortium partners are replicating the prototype in other situations
New initiatives in progress	- The partners in the consortium are developing other cooperative activities based on the results of the @lis project
New initiatives pending financing	- The consortium has formulated new project or replication ideas that are not yet being implemented due to lack of financing

3.7 Added value of community cooperation

3.7.1. Complementarity with the MS (member states') interventions

The European Commission seems to have been a pioneer, in the realm of European cooperation with Latin America, in prioritising the information society as a specific area of activity as early as the late 90s. The information society begins to appear in the strategic documents of the member states' cooperation agencies from 2006 onward, that is, after the resonance generated by the WSIS in Tunis. In addition, when objective 18 of the Eighth Millenium Development Objective (MDO) was established, which prescribes "making accessible, in cooperation with the private sector, the benefits of the new technologies, especially information and communications technologies", all the international donors increased the level of attention devoted to this relatively new subject. As of the date of this evaluation, however, the specific initiatives derived from these strategic statements still seem quite timid (at least in Latin America); nor have specific opportunities arisen, during the @lis execution period, to create synergies between the EC Programme and the other member nations' programmes in this area.

3.7.2. Internal coordination with other EC initiatives

In the realm of coordination within European cooperation, there have, unfortunately, been few cases in which the extensive opportunities for synergies have been exploited. Among the successful cases, we can point to the already cited e-Health observatory excellence and innovation initiative in Brazil (T@lemed, HCN and HfALA), which was a response to the recommendations made in the mid-term evaluation regarding increasing the value of synergies. The universities that have participated in @lis have gradually begun to become aware of the CLARA Network, and thus of the synergy that is being generated. Most other projects, however, have not effectively followed up on the guidelines in this regard to such an extent that it could be considered that coordination should be established as a "compulsory mandate" in each Subsidy Contract.

One of the disadvantages detected is that collaboration between demonstration members has not been stimulated and the promotion of contacts between project coordinators has been limited. As a result, coordination efforts stayed on the level of exchange of documents, and there was no specific "joining of efforts" to attain a common objective.

ISN has tried to make matrices of potential synergies, but they have not given rise to all the potentially exploitable cooperation activities. Table 4 below shows the potential synergies and those that have actually been exploited. Furthermore, the multitude of @lis products, in terms of documentation available in various written and multimedia formats, would have deserved (and still would deserve) the possibility of being shared with the public in a "Virtual Library". The various project websites are not sufficient to enable full, orderly access to this incontestable wealth; in too many cases the project sites are below the threshold required for a demonstration and do not give proper testimony to the wealth of contents generated.

In particular, synergies have not worked between the horizontal actions and the rest of @lis. In the case of Action 1, one of the causes, as we have mentioned, has been the lack of synchrony between this Action and the other actions and projects; another cause is the different level on which the various exercises were developed. Only REGULATEL has taken synergistic actions with ECLA (study on universal access), while there has been no rapprochement between policies and standards (ETSI). On the other hand, the demonstration projects could have been brought much closer to the eLAC Working Group. This is a failing that can be corrected with @lis2.

Finally, and perhaps even more lamentable, has been @lis' isolation from other EC cooperation initiatives in Latin America, in the light of the fact that bilateral cooperation with the various countries or sub regions (Central America, the Andean Community of Nations, Mercosur) is increasingly promoting the information and communications technologies as important elements of programmes and projects on various subjects. Particularly serious is eLAC's lack of awareness of some very significant experiences in the field of electronic government carried out within the framework of EC cooperation, such as the Virtual Court (Justice Project, Mexico), the interconnection of the Central American fiscal authorities (Customs Union Project, Central America), the Platform of National Disaster Prevention Systems in the Andean Community of Nations [Predecan, in its Spanish acronym]). It is, moreover, somewhat surprising

to note the financing of ICT projects within the scope of other horizontal Latin American programmes (Urbal, for example), in which the same partners participate as in some @lis consortia (for example, the San Sebastian Town Council – Urbal Project 13), but where no points in common appear that would enable duplications of effort to be avoided or synergies to be exploited. With Eurosocial, by contrast, coherent continuities have been observed in the case of several public entities in Brazil.

The stakeholders' perception, as reflected in the polls, confirms the external image of a notably weak network effect among the Programme participants, with a concomitant impact on its visibility.

Table 4 – Potential synergies and cooperation opportunities exploited

Potential synergies	elane	technet	Integra	atlas	cibern	elac	adital	iale	Jiq	linkall	redso	eGoia	emplen	metalog	silae	ehas	HCN	HfALA	t@leme	Regulat	Etsi	Alice	Isn	ecla
E-LANE	X	X	X		X	X					X		X			#	X	X						
@LIS Technet		X				X															X			
INTEGRA			X			X					X													
ATLAS				X				X	X															
CIBERNARIUM					X	X	X	X	X	X	X	X	X	X	X									
ELAC						X	X			X	X		X											
ADITAL							X																	
IALE								X	X		X						X	X	X					
JIQ									X															
LINK ALL										X			X	X										
SOCIAL network											X		X	X										
eGOIA												X	X	X							#			
EMPLENET													X	X										
MetaL@GO														X										
SILAE															X									
EHAS																X	X	X	#					
Health Care Network																	X	#	#					
HEALTH FOR ALL IN LA																		X	X					
T@lemed																			X					
Regulatel																				X	X			
ETSI																					X			
ALICE																								
@LIS ISN																								
ECLAC																								

x potential synergies between projects horizontal synergies with actions
synergies exploited

4. Visibility

As for several other parameters, assessment of @lis visibility is also faced with the proverbial dilemma of whether the glass is half full or half empty, because there is no doubt that the sum of the publications, events and virtual spaces generated by @lis as a whole is enormous, and that considerable funding has been devoted to these things. It is also true that these visibility spaces have been created both individually, for each project and action, and jointly by @lis, through the coordination of ISN. The publications, pamphlets, and websites, and the frequent encounters and seminars, taken as a whole, total millions of copies, hundreds of events and hundreds of thousands of virtual visits.

The fact is that the public to which this informative action was directed was an important segment of the Latin American population (the segment that was approaching the information society) and part of the European population. Therefore, if the aim was to have generally sensitised people about the Programme, the answer is that success has been minimal. On the other hand, the population that has directly come into contact with @lis actions and projects is very large (if we include, for example, all those who have frequented the "Cibernarium" telecentres or the users of the electronic appointment-making services for medical consultations in Belo Horizonte). Several of these will have received the message that these forward strides were made possible by European cooperation, since they had already been announced in the local media. The sum of these media spaces occupied by information about @lis is also highly significant, as verified during the visits to the various partners (it is unfortunate that no one thought of systematically documenting this).

Finally, the European Commission dedicated to @lis, as it did to the rest of the horizontal cooperation with Latin America, several publicising activities, both in Europe and through its regional offices in Latin America. One example, although not the only one, that deserves highlighting is the case of the Colombia office, where all the resources have been exploited (including the Renata Network) to promote the Programme.

There is no question that, because there was an ad hoc instrument, the Menon component of the ISN Contract, whose explicit purpose was "*to spread and create awareness of @lis by making its results visible, notable and usable for the partners",* the overall visibility function was institutionalised and financed directly.

It can thus be concluded that the activities aimed at ensuring the visibility of the programme and all its components have been intense and surely effective. It is also true that much more could have been done for the sum of the efforts generated by each project to converge synergistically in a multiplied overall visibility action, by means of the specific instrument that the Programme had at its disposal (ISN). However in hindsight, it is easy to see how this potential was left unexploited; this does not take credit away from those who thought of and worked to ensure good visibility throughout the Programme.

Projects

Practically all the demonstration projects and ALICE have taken pains with the visibility aspect in the surrounding academic and social areas. This has been accomplished through papers, conferences and events. The success achieved can be considered acceptable in terms of the impact on a greater sensitivity to the development of the IS.

Various meetings have been held for this purpose with the ministries of health, the offices of the state secretaries for health, the mayors, insurance companies and hospitals in several countries; a sustainability strategy document has been drafted, and an international public event has been held: T@lemed in Cali. An intensive exchange of dialogues, information and experience took place with three other @lis programme e-health projects. With EHAS, joint visits were made to Colombia's Pacific coast, where both projects are operating as pilot experiences. Further, a telemedicine offer was submitted with EHAS for border integration along the Putumayo river; its main objective was to contribute to reducing maternal mortality rate in the border area by integrating the Peruvian and Colombian health care systems through the use of communications technologies.

The activities aimed at giving publicity to the project have been quite intense and systematic, especially in Brazil, which has made it possible to lay the foundations for extensive dissemination. In addition, care was taken during the development of eGoia to collect and benefit from the experience gained in other @lis projects, among which was METALOGO, with whose team the Brazilians organised meetings to exchange information and experiences. A point of coincidence was found in the development of electronic government solutions for SMEs (in Peru). Additionally, eGoia participated in ETSI interoperability initiatives (@metis).

Other actions

The dialogue projects have had uneven successes: while the regulatory dialogue and the dialogue on standards have succeeded in getting the attention of the target groups, in the dialogue on standards it is not clear that this means real support and continuity for the program. The objective set by INS was the sensitisation of the stakeholders; the results are not clearly appreciable.

CLARA Network

The NRENs (National Research and Education Networks) in the various countries are members of CLARA. Each member has individually developed national sensitisation programmes resulting in events of some prestige in which the EC office in each country participates as an event partner. In a joint CLARA effort, they have built a structured activity that includes a website, a magazine, organised events and participation in technical conferences. Still lacking is an agglutinating activity at the level of operative academicians and researchers: those who use or will use ICT for their studies and projects, and who will infuse life into the IS. This daily, less visible work is indispensable to final success. It was not a formal Programme objective and was not planned for any project, but its absence can undermine the future of the IS. In a possible future phase 2, this aspect should not be forgotten.

eLAC

The visibility of eLAC throughout Latin America has been quite high, due to the intense publishing and meeting activity, that has been well orchestrated by ECLA, which has fulfilled the contractual obligations regarding information on @lis as the financing source. All the Latin American actors know that ECLA has coordinated eLAC thanks to the European funds. Associated with the European model of the information society, in which all are inspired, this result is notable.

A very important element of visibility for IS projects is obviously the ability to offer clear, organised, updated information on websites, with a certain degree of interactivity. The actions have responded punctually to these criteria, and some demonstration projects have created high quality websites (some, such as the ATLAS site, have been awarded international prizes). However, there are too many demonstration projects that offer a virtual showcase whose quality is well below the expected threshold for the demonstration element. Table 6 below gives a summary assessment of the websites.

Visibility must exist in both the virtual world and in more direct relations. An approach has been made to the virtual visibility of the projects using as indicators the website ranking service offered by http://alexa.com, the number of external links pointing toward the site, and Google searches using the project name combined with the word @LIS and with the word *Tic* (the Spanish acronym equivalent to ICT) to reduce false homonyms. Table 5 below summarises the results that confirm and extend the message regarding website quality (adequate for actions and some projects but insufficient for more than half of the projects). In the light of the investments made in excellent print advertising materials, the use of resources could have been better balanced.

Table 5 - Assessment of website visibility

PROJECT / ACTION	Ws	Vs	ALEXA	LINK	+ALIS	+ICT	Ps
E-LANE	2,9	3	11	25	1370	545	2,9
HCN	3,0	1	NO	2	31	25	2,0
ELAC	3,0	1	NO	5	NA	NA	2,0
CIBERNARIUM	3,0	2	NO	4	428	178	2,5
@LIS TechNET	4,0	2	NO	8	NA	NA	3,0
INTEGRA	2,8	3	10	6	32	72	2,9
ATLAS	5,0	5	0,4	27	54	39	5,0
ADITAL	3,8	4	0,9	6	38	30	3,9
IALE	4,4	4	1	16	31	10	4,2
JIQ/NIB		2	NO	17	39	6	
LINK ALL	3,9	4,5	0,7	7	NA	NA	4,2
RED-SOCIAL (Social network)	4,3	4	0,8	11	38	7	4,1
eGOIA	2,8	1	NO	3	152	225	1,9
SILAE	4,0	3,5	4,5	4	157	130	3,8
EMPLENET	2,3	2	NO	2	168	96	2,1
MetaLoGo		3	5,2	6	79	158	
EHAS	2,5	3,5	1,7	25	439	359	3,0
T@lemed	2,9	1	NO	3	142	NA	1,9
HEALTH FOR ALL	3,3	1	NO	2	98	6	2,1
REGULATEL	4,0	4	1,5	29	324	1640	4,0
ETSI	NA	5	0,2	1257	4000	87100	
ALICE	4,8	4	1,2	39	NA	NA	4,4
ALIS-ISN	4,3	3	6,3	25	NA	NA	3,6
ECLA	4,0		NA	NA	NA	NA	

Nw = Average website score
Vs = Visibility score
Ps = Combined website + virtual notoriety score
ALEXA = Ranking (for example, 0.2 means 200,000: a website ranked among the 200,000 with the highest notoriety on the Internet, and NO means the site does not appear in the ranking)
LINK = Number of external links pointing toward this website
+ALIS = Number of Google search hits produced by project name and ALIS
+ICT = Number of Google search hits produced by project name and ICT

Table 6 - Assessment of website quality

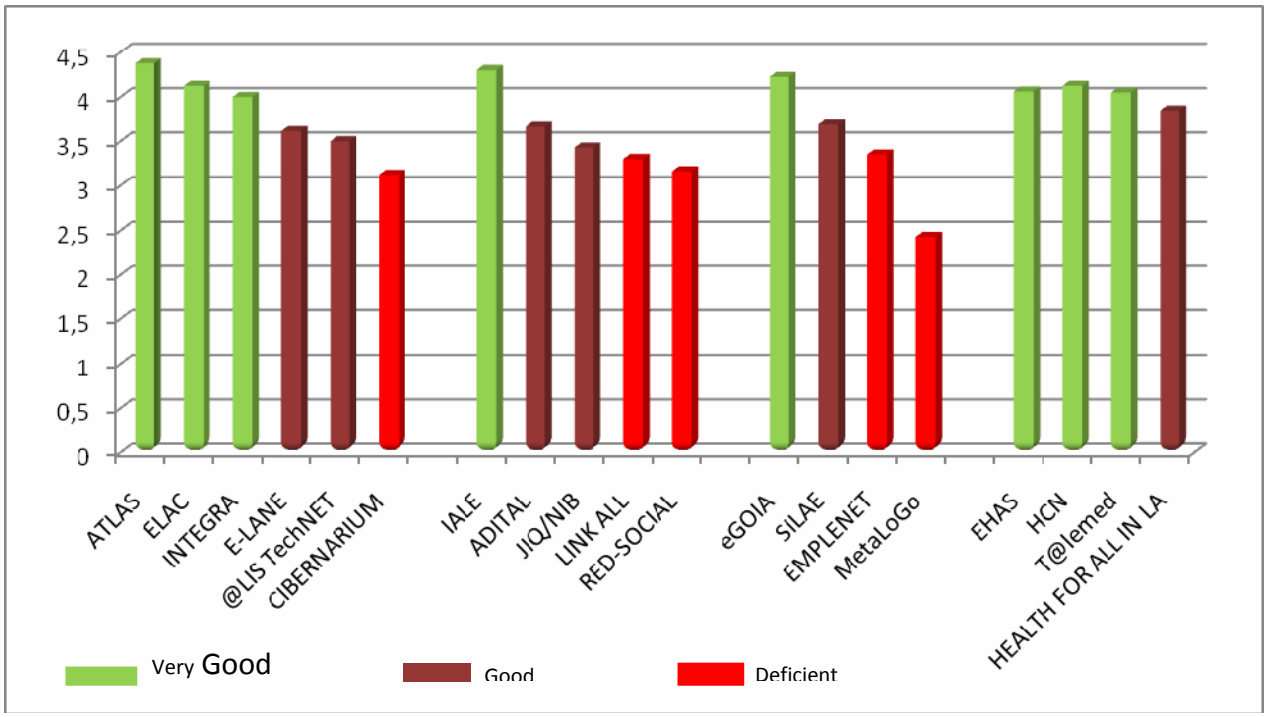
PROJECT / ACTION	Design and navigation	Updating	Contents	Interactivity	AVERAGE	REMARKS
E-LANE	3,5	3	2	3	**2,9**	Contaminated by spam. Only in English. Demonstrations empty.
HCN	3	3	4	2	**3,0**	Somewhat primitive website, although it may be efficient – not updated – Portuguese and English
ELAC	4	3	3	2	**3,0**	Very primitive site, a simple presentation card, nothing else. New elacvirtual.net site, greatly improved but still falls short.
CIBERNARIUM	5	2	3	2	**3,0**	Beautiful project presentation site with no other contents. Four languages.
@LIS TechNET	4	4	5	3	**4,0**	Four languages – rich in content, in project-related links.
INTEGRA	3	3	3	2	**2,8**	Site was out of service for several days. Exceedingly slow. Spanish / English. Functional presentation with poor aesthetics. Little activity in the forums.
ATLAS	5	5	5	5	**5,0**	Three languages. It is no surprise that this site has been nominated for three prizes. Exceptional
ADITAL	3	4	4	4	**3,8**	Two languages. Rather traditional design; lacks integration
IALE	4,5	5	4	4	**4,4**	Excellent website
JIQ/NIB					**NA**	Lost domain! Reviewed mock-up of new website on January 31, 2007, and it appears that the new site will be a good one.
LINK ALL	5	3	2,5	5	**3,9**	Three languages. Excellent aesthetics. Several databases. A very beautiful tool for few contents.
RED-SOCIAL (Social network)	4	4	4	5	**4,3**	Two languages. Active forums. Good website.
eGOIA	4	2	3	2	**2,8**	Only English! Not very informative.
SILAE	4,5	3	4,5	4	**4,0**	Good website with activity cards. It has mirror sites. Three languages.
EMPLENET	3	2	2	2	**2,3**	Curious design. Not much content.
MetaLoGo	4	4	4	2	**NA**	Website out of service on December 4, 2007. Recovered on January 1, 2008. The interactive parts do not work. But it now seems independent of Alis.
EHAS	3	2	3	2	**2,5**	Simple site: nothing more than a presentation card. Only Spanish.
T@lemed	4	3	2,5	2	**2,9**	Not very informative. Three languages.
HEALTH FOR ALL	3	3	4	3	**3,3**	Not very user-friendly design. Has contents. Three languages.
REGULATEL	4	4	4	4	**4,0**	Good website.
ETSI					**NA**	Very dense website, but has nothing to do with Alis (which is scarcely mentioned)
ALICE	4	5	5	5	**4,8**	Excellent website
ALIS-ISN	5	3	5	4	**4,3**	Excellent website
ECLA	4	4	4	4	**4**	Good website.

5. Global Evaluation

On an assessment scale of 1 to 5, this final evaluation exercise gives @lis an average score of 3.5, which is positive. Because of the highly diversified nature of the actions and projects comprising the Programme, however, the average assessment has a purely indicative statistical value.

It is therefore appropriate to break this analysis down by assessment parameter, by type of action, by subject dealt with, and also individually by action.

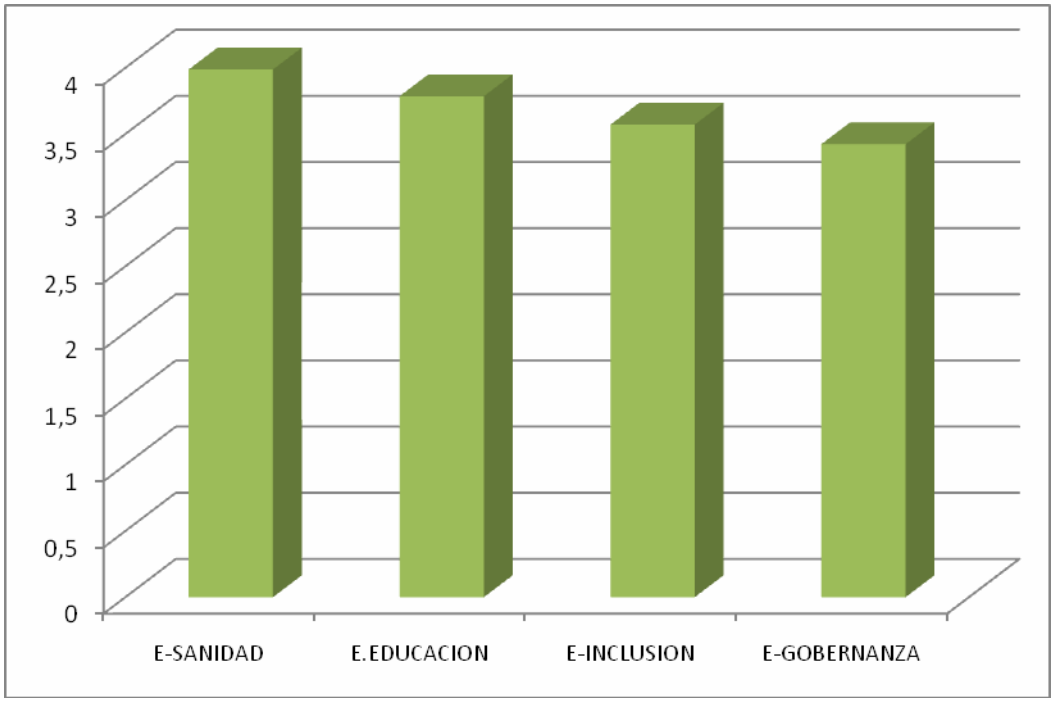
Beginning with the latter approach (graph 1), it can be seen that, of the 19 demonstration projects, eight (42%) were evaluated very positively, six (32%) positively and five (26%) were assessed as having some faults.



Graph 1- Average score by demonstration project

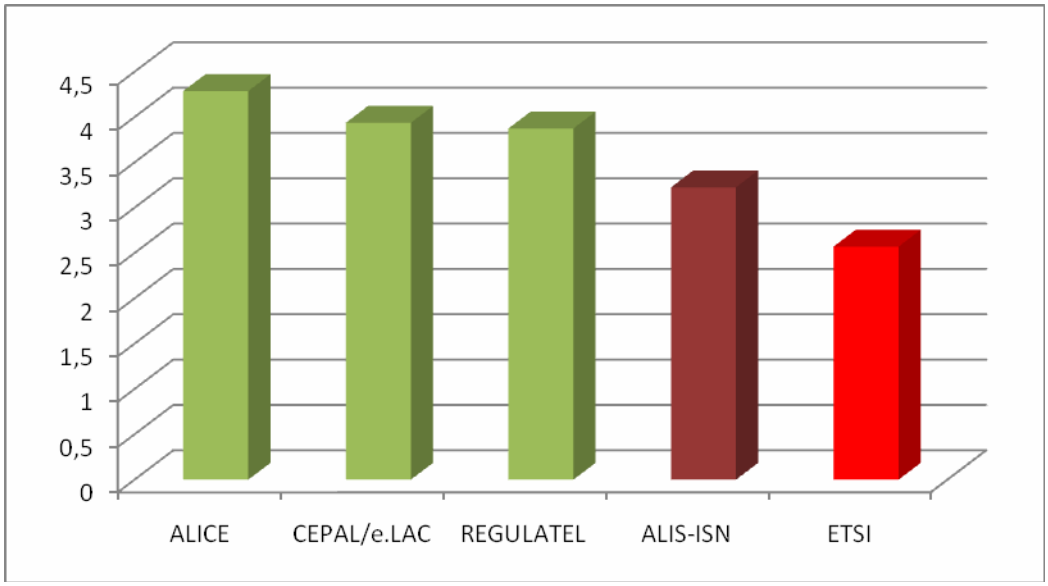
Among the main success factors, the outstanding projects were those that stimulated Latin American creativity more than the transfer of recipes from Europe, also associated with a relatively limited number of partners, flexible horizontal coordination with involvement of Latin American partners in the design and budgets reflecting a more even balance between the Europe and Latin America. Accordingly, it can be concluded that nearly 75% of the demonstration effort made by @lis has succeeded in fulfilling its mandate.

As we have explained in previous chapters, the e-health projects (Graph 2) are the ones that have achieved more convincing results as the result of their demonstrative effects and the widespread replications, as well as the good coordination that they have established among themselves with a view to influencing the relevant public policies in their sector. The e-education projects have also achieved interesting demonstration effects, but each one has done so individually, in highly diverse subject matter areas, and without achieving a perceptible impact on the political levels. The e-inclusion and e-government projects are the ones that have attained the least success in demonstrating reproducible solutions (except for eGoia, a very successful project in its area and in its replication capability, and IALE, where reproducibility is an intrinsic effect due to the federative nature of the main partner, which brings together nearly 100 community radio stations in Latin America), having devoted a great deal of effort to developing sophisticated tools that they have not been able to test specifically.

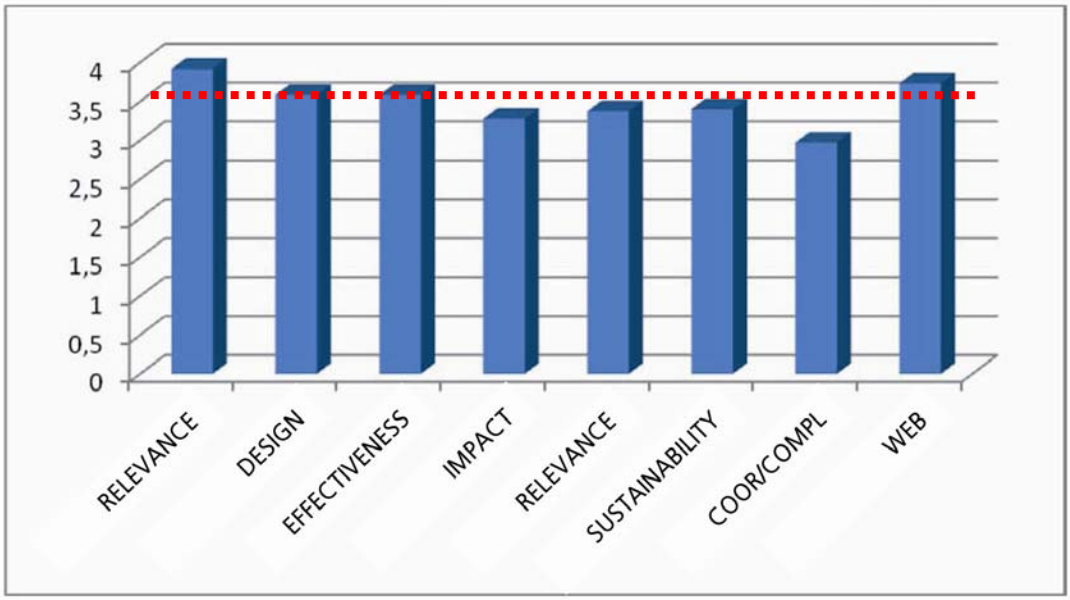


Graph 2 – Scores of projects grouped by subject matter

On the other hand, of the five Horizontal Actions, three (ALICE, eLAC and REGULATEL) have received very high scores (Graph 3) and, as we have indicated earlier, have strongly contributed to the positive impact of the Programme. For the other two actions, we have already explained that the results have been partial, due to the insufficient network effect generated by ISN (with a barely sufficient score) and the poor reception given to standardisation in the case of ETSI (insufficient score).



Graph 3 – Average score by horizontal action

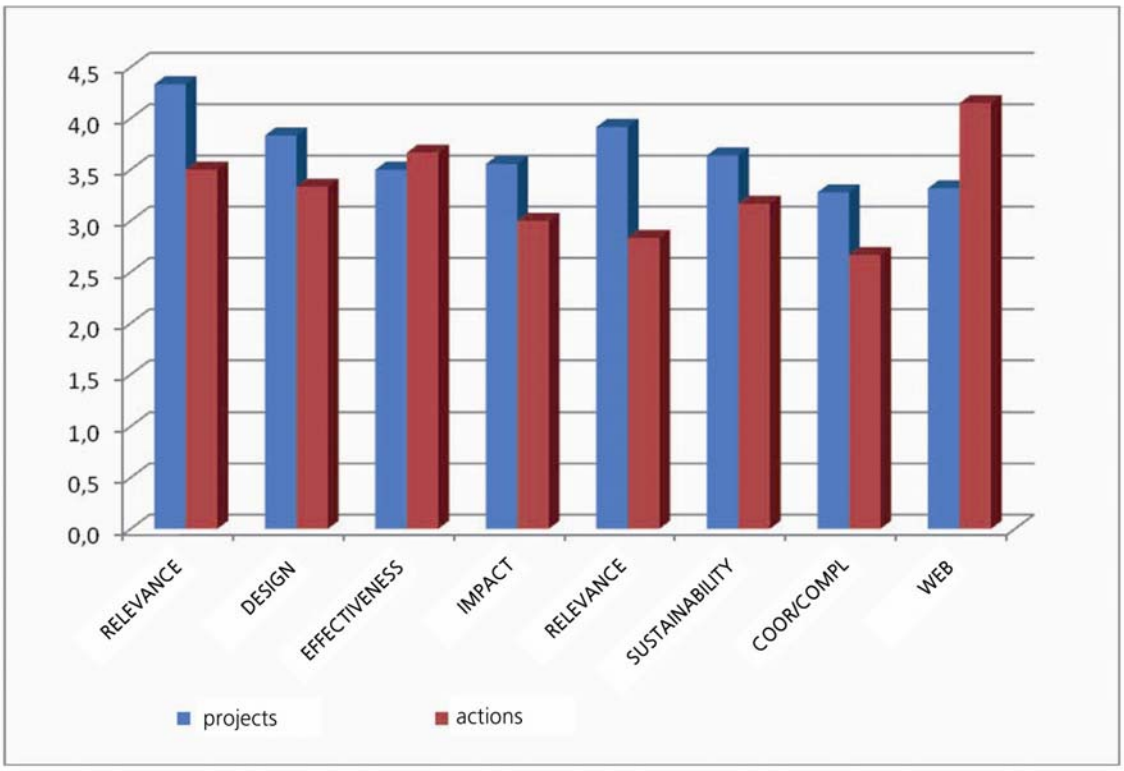


Graph 4 - Average score by parameter (all projects and actions)

The analysis by parameters (Graph 4) confirms the high importance and the well suited design of the @lis Programme as a whole. The efficiency shown in bringing @lis on stream has also been, on the average, high. However, all of the expected effects (effectiveness) have not been achieved; insofar as they are measured against this criterion, some projects (5) and actions (2) have been judged not to have met their objectives. This partially negative judgement with regard to effectiveness does not impede the assessment that @alis, as a whole, has also achieved moderately positive results for the impact and sustainability parameters, contrary to what we expected to find. By contrast, the overall judgement regarding coordination and complementarity is clearly critical, since these parameters have not been sufficiently attended to and exploited.

The same analysis by parameters, in which the actions and demonstration projects are separated, is not very statistically significant inasmuch as the two negatively assessed cases weigh in the overall judgement of the actions. However, the differences found between actions and projects may cause a surprise worth reflecting on, since it could have been expected that the parameters of relevance, sustainability, impact and coordination of the actions would have achieved better scores than those of the projects, and the reverse is true. This could reflect the specificity of the successful projects for the information society of having been developed from the bottom up rather than having been planned vertically.

Gráfico 5 - Puntuación promedio por parámetro (comparación entre proyectos y acciones)



6. Conclusions and recommendations

The @alis Programme has completed its cycle, generating a series of positive effects and giving impetus to various dynamics that are worthy of continued support. All the recommendations derived from this final evaluation may be emphasized in the next phase of the @lis Programme, planned within the framework of the EC Strategy in its cooperation with Latin America for the period 2007-2013.

Possible objectives for @lis2
O1- Continue promoting, and simultaneously enriching and broadening the debate and applications for the information society in Latin America, while continuing to strengthen the political, technical and social links with Europe in this domain.
O2 - Stimulate and support research within Latin America as well as the two-way research channel with Europe.
O3 - Support the homogenisation and harmonisation of regulatory processes in the ICT domain.

A) Concerning political and regulatory dialogue

With an eye to formulating the second phase of @lis, it is suggested that the achievements of @lis1 (dialogue, network and projects) be strengthened, increased in value, while ensuring that, insofar as possible, these achievements advance in a coordinated manner toward the objective cited above: to "go on promoting, and simultaneously enriching and broadening the debate and applications for the information society in Latin America, while continuing to strengthen the political, technical and social links with Europe in this domain." This recommendation is based on the following conclusions of the evaluation:

- there is a very well channelled political dialogue, highly appropriate for the governmental sectors all over Latin America, which is worthy of ongoing support to ensure that it continues with the same quality and neutrality experienced to date, through effective coordination by ECLA;

- however, the eLAC process has not been sufficiently attentive to the multisectorial nature of the IS in Latin America, and has so far favoured the governmental actors; therefore eLAC must widen its scope to a multitude of actors, including civil society and the private sector;

- the eLAC process has shown some difficulty in defining specific actions, beyond the formulation of theoretical goals or the discussion of those goals in working groups with little operational effectiveness;

- some interesting examples have been generated of good practices in e-health, e-education and e-government, derived from the @lis demonstration projects, and that may well feed, thanks to the prestige of the actors that have developed them and the interest awakened in political sectors, important replication flows;

- there is major potential for cooperation among the Latin American countries so that those countries that are more advanced in the development and implementation of specific

political agendas for the IS can exchange their experiences with countries where the processes are more incipient;

- these things have made themselves apparent: the usefulness and mutual advisability of maintaining cooperation with Europe in all the political, technical and social aspects of the IS, in the light of the fact that the inspiring principles of the i2010 agenda are considered significant in Latin America and many of the respective implementation and monitoring mechanisms are examples worth sharing.

Therefore, in the light of the following points:

- while @lis1 has worked on three levels, its actions have not been globally synergistic, and there is a need to bring together the efforts made in dialogues, networks and applicative projects.

- political dialogue, which has taken specific shape in the eLAC process, has not been very inclusive, and there is a need to encourage the participation of multiple actors.

- the countries that have benefited the most from the applicative models are those that already had a structured policy for the IS, and there is a need to foster the spread of good practices in the smaller Latin American countries as well, above all through South-South cooperation.

The following actions are suggested:

- Back the continuation of the eLAC 2010 process;

- Favour multisectorial participation in the IS process in Latin America;

- Support applicative experiences in line with the priorities of eLAC;

- Favour the adoption of the points of the e-Lac agenda within a framework of South-South cooperation;

- Continue fostering dialogue and cooperation with Europe in the political, technical and social aspects of the IS.

B) Concerning the research network

The final evaluation has verified the impressive success and promising progress of the Latin American academic network, a system desired by many but considered a nearly unattainable objective before @lis (through its ALICE action) decided to support the establishment of the CLARA Network. It is an indispensable achievement with a view to finally building a Latin American capability for scientific and technical cooperation, an essential element for the development of an information society that will truly respond to the region's needs and not simply be set up as a terrain for the application of technologies developed outside the region. In addition, the CLARA Network has enabled the worldwide system of research and education networks to be completed with Eumedconnect in the Mediterranean and TEIN2 in Eurasia, thus establishing a counterweight to the American equivalent, Internet2, in Latin America, and formulating the indispensable support for cooperation between the European Union and Latin America in development programmes (FP6, FP7). As of this writing, however, the use of the academic network falls below its potential; there is a need to encourage the use of CLARA. Although the number and diversity of scientific cooperation projects have grown since the start-up of the network, CLARA must work more systematically in this field.

The future of this highly important achievement by @lis therefore requires the need to continue stimulating and supporting research within Latin America as well as the two-way research channel with Europe, and for this purpose:

- to subsequently strengthen CLARA's institutional and operating structure
- to push its economic and financial independence
- to promote the use of the network by stimulating cooperative research among Latin American countries and with Europe.

The scheme to be implemented is inspired by the European model in the following way:

Europe	**Latin America**
• DANTE	• CLARA
• GEANT2	• CLARA Network
• NRENs	• NRENS and isolated universities
• Support by governments	• Governments and universities
• EC co-financing	• Co-financing with governments (+ transitory EC subsidy)

The subsidy for the cost of connectivity over the next four years should be regressive so as to promote economic and financial independence. Two hypotheses are formulated in this regard:

Hypothesis	**annual subsidies**			
	I	II	III	IV
• **maximum**	70%	50%	30%	20%
• **minimum**	50%	20%	10%	0%

The other requirements for additional aid to provide to CLARA are:

• Impose tendering and "GEANT2 like" practices in the purchasing processes
• Control of technical and operational decisions and investments in infrastructures (dark fibres, terminals, etc.)
• Specific, verifiable funds to favour and support applications in strategic areas (health, education, inclusion, astronomy)
• Launch a project like TERENA[23] to orient technical decisions •
• Include support actions for technical standard-issuing activities

As regards the hypotheses (maximum and minimum) of regressive subsidy of the cost of CLARA connectivity during the coming years, the following risks are foreseen:

[23] Trans-European Research and Education Networking Association, cooperation forum in technological innovation that supports the development of Internet technology, infrastructure and services used by the research and educational communities.

MAX	MIN
• No development beyond the current status	• An elitist CLARA Network, with participation by the richest members or those most favoured by the government. Abandonment by the small members, accompanied by their orientation toward the US
• Little stimulation of economic independence	• Failure of CLARA
• Lack of economic space to develop applications and other horizontal activities	• Perception of abandonment by Latin America

C) Concerning the regulators' network

It has been verified that the REGULATEL Forum is one of the main cases of an endogenous process that favours the development of the IS, through which it has been shown that the simple transmission of information among telecommunications regulators is a useful value to make services more accessible to the general public. The efforts aimed at homogenising standards that will contribute to the interoperability of different technologies will also be considered, inasmuch as they may be identified among the priorities of the Latin American stakeholders. In order to support the homogenisation and harmonisation of regulatory processes, it is thus suggested that continued support be given to the Foro Latinoamericano de Entes Reguladores de Telecomunicaciones (Latin American forum of telecommunications regulatory agencies: REGULATEL AD, in its Spanish acronym). This approach will make it possible to favour the operating capacity of the Forum, stimulate cooperation between the Regulators' Forum and similar European entities, and support the development of strategic thematic studies that will be useful to the Forum's activity.

APPENDICES

A1 - Terms of reference of the assessment

A2 - CVs of the assessors

A3 - Instruments used for the assessment

A4 - List of individuals consulted

A5 - Statistical analysis

A6 - DAC Summary

A1 - Terms of reference of the assessment...

SPECIFIC TERMS OF REFERENCE

FWC Commission 2007 – Lot n°4- Sectorial and project evaluations
REQUEST FOR OFFER N°145015

BACKGROUND

The cooperation programme @lis –Alliance for the Information Society- is one of the results of the political dialogue established between the Heads of State and Government of the European Union, Latin America and the Caribbean at the Summit held in Rio de Janeiro in June 1999, where the promotion of the Information Society was adopted as a priority of the EU's cooperation policy with the region.
Adopted by decision of the European Commission on 6th December 2001, the @lis Programme has a budget of 77.5 millions Euros of which 63.5 millions are being financed by the European Commission, the rest coming from the contributions made by the partners of the programme.
The @LIS Programme covers a wide spectrum of objectives, aiming to promote the benefits of using information and communication technologies at national and regional level in Latin America, fight against the digital divide and create a long-term partnership between European and Latin American countries in the field of Information Society.
Most of the @LIS actions started its operations at the end of 2003 and activities are foreseen until 2008. Therefore, at present most of them are at its final phase of implementation, having duration of 3 years as an average. Find below a brief description of the different components of the Programme, i.e. 5 horizontal actions and 19 demonstration projects (all will be named indifferently as "actions" or "projects"):

Action 1: Political and Regulatory dialogue: The aim is to contribute to the establishment of e-strategies addressing the development of the Information Society in Latin America by fostering political and regulatory dialogue, at national sub-regional and regional level with a focus on social cohesion, inspired from the eEurope approach. This action is being implemented through a direct contribution agreement with the United Nations Economic Committee for Latin America and the Caribbean (ECLAC), signed in October 2004 and will end in December 2007.

Action 2: Dialogue on Standards: The aim is to promote co-operation between EU-Latin American countries in the standardisation field to facilitate the integration of the region in a global Information Society by supporting the adoption of global and open standards and allowing economies of scale and interoperability among both regions. This action was implemented through a grant contract with the European Telecommunications Standards Institute (ETSI), signed in April 2003.

Action 3: Network of Regulators: The aim is to strengthen the exchange of information and experiences among regulators and other related bodies and to improve independent regulation in the telecommunications sector in Latin America, while contributing to the economic development and the welfare of the region. The action 3 is being implemented through a grant contract with REGULATEL, the Latin American Association of Telecommunication Regulatory Authorities, signed in November 2002.

Action 4: Network of Stakeholders: The aim is to strengthen the impact of the @LIS Programme by creating a sustainable partnership between all stakeholders (national and regional policy-makers, local authorities, educational bodies, non-profit organizations, private sector and civil society actors) of the Information Society, in both regions. This action was implemented through a grant contract signed on June 2003, with an European consortium, @Lis-ISN –International Stakeholders' Network-, composed by MENON (Education Innovation Network), AHCIET (Asociación Hispanoamericana de Centros de Investigación y Empresas de Telecomunicaciones), APISEL (Asociación para la Promoción de la Sociedad de la Información entre Europa y América Latina) and VECAM (Veille Européenne Citoyenne sur les Autoroutes de l'Information et le Multimédia).

Action 5: Interconnection of Research Networks: The aim is to develop an intra-regional research networking infrastructure and its interconnection to the pan-European Research Network GEANT, that will increase the interconnection capacity of the European-Latin American Research and Education Communities, multiplying joint research projects and supporting the completion of joint EU-LA innovative applications. This action is being implemented through a grant contract signed in June 2003 with DANTE (European non-profit organization) partnered by the National Research and Education Networks of the 18 Latin American beneficiary countries and of 4 European countries) and will end in March 2008.

Action 6: Demonstration Projects: The aim is to set up innovative applications demonstrating the benefits of Information Society in four priority fields: e-local governance, e-learning and cultural diversity, e-public health and e-Inclusion. Following the call for proposals published in March 2002, 19 proposals have been selected among the 215 presented, divided as follows:

6.1: 6 projects in e-Education
6.2: 5 projects in e-Inclusion
6.3: 4 projects in e-Governance
6.4: 4 projects in e-Health

For further detail on project partners, budget, duration and activities of the different projects, please visit the @LIS webpage: http://europa.eu.int/@lis

DESCRIPTION OF THE ASSIGNMENT

➢ Global objective

Evaluate the Programme concept, the implementation and its management mechanisms, the results, the impact and the sustainability of the Programme as a whole as well as the realisation of the objectives foreseen (and unforeseen, if any) in the financing proposal. The evaluation should consider the relation between objectives and results and results and resources.
Evaluate the continuity and development of the Programme in accordance with the EU policy priorities on co-operation with Latin America. Specifically, the contractor is asked to submit a report presenting the results reached in the @LIS Programme pointing out strengths and weaknesses of the Programme as a whole and to formulate specific recommendations in order to improve the identification of innovative strategies and future scenarios in the field of the Information Society related to the EU development policy.

➢ Specific objectives

The main goals of this evaluation are:

- Make an overall independent assessment about the past performance of the Programme, paying particularly attention to the impact of the project actions against its objectives;
- to ascertain the relevance of the Programme to the real needs of the Information Society sector in Latin America and the appropriateness of the Programme design to respond to these needs;
- Identify key lessons and to propose practical recommendations for follow-up actions and the conception of the following phase of the programme.
- In that case, to make recommendations about, a redefinition of Programme objectives and structure for a new phase, if necessary.

➢ Requested Outputs

The evaluation study responds to the requirements of the last phase of the project cycle. The consultants shall verify, analyse and assess in detail the issues outlined in Annexe 2 "Layout, structure of the Final Report". The list of issues is not intended to be exhaustive. The *questions* refer to the five evaluation criteria endorsed by the OECD-DAC (relevance, effectiveness, efficiency, sustainability and impact), and to the EC-specific evaluation criteria (EC added value and coherence).
The consultants are requested to verify, analyse and assess the integration and impact of cross cutting issue in the project. The consultants are required to use their professional judgement and experience to review all relevant factors and to bring these to the attention of the Government and European Commission.

➢ Methodology

For methodological guidance refer to the EuropeAid's Evaluation methodology website http://ec.europa.eu/comm/europeaid/evaluation/intro_pages/methods.htm where guidance is available for both evaluation managers (Commission staff) and evaluation teams (consultants) as well as to ''Aid Delivery Methods', Volume 1 'Project Cycle Management Guidelines (EuropeAid, March 2004)
http://ec.europa.eu/comm/europeaid/reports/pcm_guidelines_2004_en.pdf

Methodological guidance for the evaluation of integration of cross-cutting issues (environmental sustainability, gender, good governance and human rights) may be found in the following websites (please note that this links could be changed):

http://europa.eu.int/comm/development/body/theme/environment/env_integ/env_integration/pdf_frms/envintegrform18_4.pdf#zoom=100
http://www.cc.cec/EUROPEAID/ThematicNetworks/qsg/Networks/newGender/documents/tk_section1_handbook.pdf
- pages 51 and 70
http://europa.eu.int/comm/europeaid/projects/eidhr/pdf/themes-gg-handbook_en.pdf
- pages 111 - 114

The evaluation exercise should be based both in the assessment of documents produced by the European Commission and by the beneficiaries of the projects and through in situ missions to the @LIS beneficiaries and partners, following the phases indicated below.

- Phase 1 - Desk phase: including the collection of all relevant documentation concerning the Programme (e.g.: financing decision, project proposals, activity reports, monitoring reports etc.)

- Phase 2 - Field phase: Field visits and meetings in the EU and LA, *inter alia*, with:

    1. Responsible officers and managers of the Programme at the EC Headquarters in Brussels;
    2. Programme correspondents at the EC Delegations in Latin America;
    3. Actors, stakeholders, current and potential beneficiaries of the Programme (relevant ministries, associations, networks, representatives of civil society, private sector etc.);

The methodological proposal will explain which countries or geographical areas will be visited, the evaluator/s proposed for each visit, and the reasons for this selection. The proposal will include, for the approval of the EC, a relevant and realistic sample of the visits identifying countries and institutions/entities to be visited.

The detailed programme of visits in the European Union and Latin America shall be agreed upon between the consultants and the European Commission.

EXPERTS PROFILE

The contractor will provide a highly qualified team, available for the entire duration of the contract, composed of at least 1 Team Leader (category 1), with overall responsibility for the project and in charge of the interaction with the European Commission; a pool of experts of categories I and II to cover the fields of expertise related to the @LIS projects, technical and administrative staff (backstopping) to ensure appropriate management of the present contract

The composition of the team of experts should be balanced to enable complete coverage of the different aspects of project evaluation (evaluation methods and techniques) as set out in these terms of reference, including cross-cutting issues.

The experts should have a sound active knowledge of English and Spanish, Portuguese would be an asset. The Evaluation team should have a good balance between European and Latin-American professional expertise.

The profiles of the experts for this contract are described below. The grouping of areas of expertise B to C are proposed to indicate all fields of expertise required. Nevertheless, the contractor may submit the number and combination of experts it considers adequate provided that all together can cover effectively all the areas to be evaluated.

A. Expert: Team Leader (cat. I)

Qualifications and skills

1. Academic degree in a relevant discipline for the Programme;
2. Post-degree specialization in thematic issues related to Development and International Cooperation and/or to the @LIS relevant sectors will be an asset;
3. Full command of Spanish and English. Knowledge of Portuguese will be an asset.

General Professional Experiences

1. At least 15 years of management and/or evaluation of international programmes in developing countries/emerging economies, of which at least 5 as team leader/project manager.

Specific Professional Experiences

1. Relevant experience in EU development/cooperation programs using PCM methodology;
2. Experience in managing or evaluation ICT-based projects and/or in cooperation projects with Latin America will be an asset.

B. Expert(s) (cat. I): Actions 1-2-3-5

Qualifications and skills

1. Academic degree/s in the relevant disciplines : engineering, law, economics, political sciences;
2. Post-degree specialization in information society policies or ICT's regulation will be an asset;
3. Full command of Spanish and English. Knowledge of Portuguese will be an asset.

General Professional Experiences

1. Demonstrated knowledge of the eEurope programme and its evolution and of the European ICT regulatory and standards system
2. Knowledge of the Latin American telecommunication and Information Society public policies and regulatory environment.
3. Relevant high level experience in fields related to ICT regulatory policy frameworks and networking infrastructure in Europe and/or Latin America will be an asset.

Specific Professional Experiences

1. At least 5 years of relevant experience in project management and/or evaluation, EC funded projects will be an asset.

2. Experience in European, international or Latin American ICT regulatory and standardisation organisations and relevant experience in providing assistance to networking infrastructure.
3. Experience in developing and analysing indicators to measure aspects related to the Information Society;
4. Active involvement in international fora, workshops and international organizations working in fields related to the development of the Information Society will be an asset.

C. Expert(s) (cat. II): Actions 4 and 6

Qualifications and skills

1. Academic degree/s in a relevant discipline to cover one or more of the priority @LIS demonstration sectors: e-Health; e-Inclusion; e-Education; e-Governance.
2. Post-degree specialization in ICT related areas will be an asset;
3. Full command of Spanish and English. Knowledge of Portuguese will be an asset.

General Professional Experiences

1. At least 5 years of relevant experience in managing and/or evaluation international projects
2. Experience with EC funded projects will be an asset

Specific Professional Experiences

1. At least 5 years of sector expertise relevant to the corresponding @LIS projects to be evaluated;
2. Good knowledge of development/cooperation programmes; experience with projects in Latin America will be a plus.

LOCATION AND DURATION

The contractor will organise the evaluation mission to visit the @LIS projects beneficiaries and partners in the countries where they are implemented, taking into account that:
- most project coordinators are Europeans
- most of the activities are carried out in Latin America
- the visits should be based on a predefined selection which should be representative of the different types of activities realised within the framework of @LIS

The total **duration** of the mission will be a total of 172 person/days distributed over roughly 3 calendar months. The evaluators will end their activities at the latest 3 months after the signature of the contract.
The experts are responsible for accommodation and transport and all other support facilities required for the execution of the mission.

➢ Planning

The dates mentioned in the table may be changed with the agreement of all parties concerned.

PHASE 1 - Desk phase	**Person/days**
Indicative Timetable and Description of Activities	
Week 1 Briefing of the team of experts in Brussels with relevant Commission staff. Desk study and preparation of field visits. Review of key documentation. Interviews in Brussels. Writing-up of desk phase draft report and submission to EuropeAid B2. The report includes, for agreement of the Commission, the concrete work methodology, work programme and detailed programme of visits of the Final Evaluation mission, taking into account the indicative timetable.	20

PHASE 2 - Field phase	**Person/days**
Timetable and Description of Activities	
Week 2 & 3 Field visits in the European Union	30
Week 4 Submission of a mission report Reaction of the EuropeAid B2	4
Week 5, 6 & 7 Field visits in Latin America Submission of a mission report	50
Week 8 & 9 Preparation of final draft report	40
Week 10 & 11 Reactions and comments from EuropeAid B2 and from EC Delegations in LA.	
Week 12 Meeting with the EC services in Brussels Preparation and delivery of the final report	20
Week 13 De-briefing and presentation of main findings in Brussels	8
Total n° of working days Phase 1 + Phase 2	**172**

REPORTING

The evaluation report should use the Project Cycle Management Method and be based on existing and possibly re-drawn LogFrames, which should be annexed to the report, but which should not be allowed to rigidly determine the report structure.
In particular, the final evaluation team will have to produce the following reports:

A **Desk phase report** recollecting the main findings of phase 1 of the evaluation mission, such a report must also include, for approval by the Commission (EuropeAid B2), the proposed work-plan and methodological approach for the field phase. A desk phase draft report will be submitted at least 2 working days before a meeting to be held by the end of week 1 of work.

Mission reports including a Summary of the mission's provisional findings. These mission reports will be submitted after each period of mission in the European Union and Latin America, as indicated within the indicative timetable.

A **Draft Final Report** (of maximum 50 pages) using the structure set out in **Annex 2** and taking due account of comments received from the reference group members. Besides answering the evaluation questions, the draft final report should also synthesise all findings and conclusions into an overall assessment of the project/programme. The report should be presented at the last day of week 9.

The **Final Report** should follow the EC Evaluation Guidelines and, taking account of comments received from the Commission on the Draft Final Report, it should contain the main sections detailed in annex II.

The responsible Programme officers may ask the contractor to present, at the end of the mission, the main findings of the evaluation to a reduced number of other interested EC officials

The final report has to be produced in English and Spanish. Five copies of the final report and its translation should be provided, as well as the corresponding PDF files.

All reports shall clearly indicate the number of the letter of contract and carry the following disclaimer: “This report has been prepared with the financial assistance of the European Commission. The views expressed herein are those of the consultants and therefore in no way reflect the official opinion of the Commission”.

ADMINISTRATIVE INFORMATION

The costs of the office accommodation are to be covered by the fee rates of the experts. No offices or equipment will be provided by the Contracting Authority. The experts must ensure their own autonomy with computers.

ANNEX 1: KEY DOCUMENTS FOR THE EVALUATION

Indicative list to be adapted/ expanded where appropriate:

- Legal texts and political commitments pertaining to the project / programme
- Country Strategy Paper [country/region] and Indicative Programmes (and equivalent) for the periods covered
- Governmental national and sector policy documents
- Project identification study
- Project feasibility study
- Project financing agreement and addenda
- Project's Global and Annual Operational Plans
- Project's quarterly and annual progress reports, and technical reports
- EC's Result Oriented Monitoring Reports, and eventual other external and internal monitoring reports of the project
- Project's mid-term evaluation report and eventual other relevant evaluations audit reports. The evaluation team should not repeat the points already covered by such documents but use them and go beyond them.
- [add other sources of information , e.g. base-line surveys, specific studies or analyses of specific issues/groups, relevant country, sector, thematic and project evaluations, whenever available, works/supplies/services contracts, etc.].
- Relevant documentation from national/local partners and other donors
- Relevant policy and planning documents from national/local partners and other donors]

Note: The evaluation team has to identify and obtain any other document worth analysing, through its interviews with people who are or have been involved in the design, management and supervision of the project / programme. Resource persons to collect information and data are to be sought in the EC services, implementing body and / or public service in the partner country *[Specify if relevant]*.

ANNEX II: LAYOUT, STRUCTURE OF THE FINAL REPORT

The final report should not be longer than approximately 50 pages. Additional information on overall context, programme or aspects of methodology and analysis should be confined to annexes.

The cover page of the report shall carry the following text:

'' This evaluation is supported and guided by the European Commission and presented by [name of consulting firm]. The report does not necessarily reflect the views and opinions of the European Commission''.

The main sections of the evaluation report are as follows:

1. EXECUTIVE SUMMARY

A tightly-drafted, to-the-point and free-standing Executive Summary is an essential component. It should be short, no more than five pages. It should focus mainly on the key purpose or issues of the evaluation, outline the main analytical points, and clearly indicate the main conclusions, lessons learned and specific recommendations. Cross-references should be made to the corresponding page or paragraph numbers in the main text that follows.

2. INTRODUCTION

A description of the project/programme and the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.

3. ANSWERED QUESTIONS/ FINDINGS

A chapter presenting the evaluation questions and conclusive answers, together with evidence and reasoning.

The organization of the report should be made around the responses to the Evaluation questions which are systematically covering the DAC evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability, plus coherence and added value specific to the Commission. In such an approach, the criteria will be translated into specific questions. These questions are intended to give a more precise and accessible form to the evaluation criteria and to articulate the key issues of concern to stakeholders, thus optimising the focus and utility of the evaluation.

This annex proposes an indicative list of issues which deserve to be studied in a project/programme evaluation. The evaluation should focus on a limited number of precise issues/questions. It should ensure that there is a balance of evaluation criteria.

Further guidance on evaluation questions for the following sectores - health, education, transports, rural development, water and sanitation - is available on the following link
http://www.cc.cec/dgintranet/europeaid/activities/evaluation/sec_en.htm

The appropriate evaluation questions and sub questions, based on this set of issues, should be elaborated for each project/ programme evaluation case.

3.1 Problems and needs (Relevance)

The extent to which the objectives of the development intervention (projects/ programme) are consistent with beneficiaries' requirements, country needs, global priorities and partners' and EC's policies.

The analysis of relevance will focus on the following questions in relation to the design of the project:

- the extent to which the project has been consistent with, and supportive of, the policy and programme framework within which the project is placed, in particular the EC's Country Strategy Paper and National Indicative Programme, and the Partner Government's development policy and sector policies
- the quality of the analyses of lessons learnt from past experience, and of sustainability issues;
- the project's coherence with current/on going initiatives;
- the quality of the problem analysis and the project's intervention logic and logical framework matrix, appropriateness of the objectively verifiable indicators of achievement;
- the extent to which stated objectives correctly address the identified problems and social needs, clarity and internal consistency of the stated objectives;
- the extent to which the nature of the problems originally identified have changed
- the extent to which objectives have been updated in order to adapt to changes in the context;
- the degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances;
- the quality of the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and of institutional capacity issues;
- the stakeholder participation in the design and in the management/implementation of the project, the level of local ownership, absorption and implementation capacity;
- the quality of the analysis of strategic options, of the justification of the recommended implementation strategy, and of management and coordination arrangements;
- the realism in the choice and quantity of inputs (financial, human and administrative resources)
- the analysis of assumptions and risks;
- the appropriateness of the recommended monitoring and evaluation arrangements ;

3.2 Achievement of purpose (Effectiveness)

The effectiveness criterion, concerns how far the project's results were attained, and the project's specific objective(s) achieved, or are expected to be achieved.

The analysis of Effectiveness will therefore focus on such issues as:

- whether the planned benefits have been delivered and received, as perceived by all key stakeholders (including women and men and specific vulnerable groups);
- whether intended beneficiaries participated in the intervention

- in institutional reform projects, whether behavioural patterns have changed in the beneficiary organisations or groups at various levels; and how far the changed institutional arrangements and characteristics have produced the planned improvements (e.g. in communications, productivity, ability to generate actions which lead to economic and social development);
- if the assumptions and risk assessments at results level turned out to be inadequate or invalid, or unforeseen external factors intervened, how flexibly management has adapted to ensure that the results would still achieve the purpose; and how well has it been supported in this by key stakeholders including Government, Commission (HQ and locally), etc.;
- whether the balance of responsibilities between the various stakeholders was appropriate, which accompanying measures have been taken by the partner authorities;
- how unintended results have affected the benefits received positively or negatively and could have been foreseen and managed.;
- whether any shortcomings were due to a failure to take account of cross-cutting or over-arching issues such as gender, environment and poverty during implementation;

3.3 Sound management and value for money (Efficiency)

The efficiency criterion concerns how well the various activities transformed the available resources into the intended results (sometimes referred to as outputs), in terms of quantity, quality and timeliness. Comparison should be made against what was planned.

The assessment of Efficiency will therefore focus on such issues as:

- the quality of day-to-day management, for example in:
    a. operational work planning and implementation (input delivery, activity management and delivery of outputs),and management of the budget (including cost control and whether an inadequate budget was a factor);
    b. management of personnel, information, property, etc,
    c. whether management of risk has been adequate, i.e. whether flexibility has been demonstrated in response to changes in circumstances;
    d. relations/coordination with local authorities, institutions, beneficiaries, other donors;
    e. the quality of information management and reporting, and the extent to which key stakeholders have been kept adequately informed of project activities (including beneficiaries/target groups);
    f. respect for deadlines;

- Extent to which the costs of the project have been justified by the benefits whether or not expressed in monetary terms in comparison with similar projects or known alternative approaches, taking account of contextual differences and eliminating market distortions.
- Partner country contributions from local institutions and government (e.g offices, experts, reports, tax exemption, as set out in the LogFrame resource schedule), target beneficiaries and other local parties: have they been provided as planned?
- Commission HQ/Delegation inputs (e.g. procurement, training, contracting, either direct or via consultants/bureaux): have they been provided as planned?;

- Technical assistance: how well did it help to provide appropriate solutions and develop local capacities to define and produce results?
- Quality of monitoring: its existence (or not), accuracy and flexibility, and the use made of it; adequacy of baseline information;
- Did any unplanned outputs arise from the activities so far?

3.4 Achievement of wider effects (Impact)

The term impact denotes the relationship between the project's specific and overall objectives.

At Impact level the final or ex-post evaluation will make an analysis of the following aspects:

- Extent to which the objectives of the project have been achieved as intended in particular the project planned overall objective.
- whether the effects of the project:
  a) have been facilitated/constrained by external factors
  b) have produced any unintended or unexpected impacts, and if so how have these affected the overall impact.
  c) have been facilitated/constrained by project/programme management, by co-ordination arrangements, by the participation of relevant stakeholders
  d) have contributed to economic and social development
  e) have contributed to poverty reduction
  f) have made a difference in terms of cross-cutting issues like gender equality, environment, good governance, conflict prevention etc.
  g) were spread between economic growth, salaries and wages, foreign exchange, and budget.

3.5 Likely continuation of achieved results (Sustainability)

The sustainability criterion relates to whether the positive outcomes of the project and the flow of benefits are likely to continue after external funding ends or non funding support interventions (such as: policy dialogue, coordination).

The final evaluation will make an assessment of the prospects for the sustainability of benefits on basis of the following issues:

- the ownership of objectives and achievements, e.g. how far all stakeholders were consulted on the objectives from the outset, and whether they agreed with them and continue to remain in agreement;
- policy support and the responsibility of the beneficiary institutions, e.g. how far donor policy and national policy are corresponding, the potential effects of any policy changes; how far the relevant national, sectoral and budgetary policies and priorities are affecting the project positively or adversely; and the level of support from governmental, public, business and civil society organizations.

- institutional capacity, e.g. of the Government (e.g. through policy and budgetary support) and counterpart institutions; the extent to which the project is embedded in local institutional structures; if it involved creating a new institution, how far good relations with existing institutions have been established; whether the institution appears likely to be capable of continuing the flow of benefits after the project ends (is it well-led, with adequate and trained staff, sufficient budget and equipment?); whether counterparts have been properly prepared for taking over, technically, financially and managerially;
- the adequacy of the project budget for its purpose particularly phasing out prospects;
- socio-cultural factors, e.g. whether the project is in tune with local perceptions of needs and of ways of producing and sharing benefits; whether it respects local power- structures, status systems and beliefs, and if it sought to change any of those, how well-accepted are the changes both by the target group and by others; how well it is based on an analysis of such factors, including target group/ beneficiary participation in design and implementation; and the quality of relations between the external project staff and local communities.
- financial sustainability, e.g. whether the products or services being provided are affordable for the intended beneficiaries and are likely to remained so after funding will end; whether enough funds are available to cover all costs (including recurrent costs), and continued to do so after funding will end; and economic sustainability, i.e. how well do the benefits (returns) compare to those on similar undertakings once market distortions are eliminated.
- technical (technology) issues, e.g. whether (i) the technology, knowledge, process or service introduced or provided fits in with existing needs, culture, traditions, skills or knowledge; (ii) alternative technologies are being considered, where possible; and (iii) the degree in which the beneficiaries have been able to adapt to and maintain the technology acquired without further assistance.
- Wherever relevant, cross-cutting issues such as gender equity, environmental impact and good governance; were appropriately accounted for and managed from the outset of the project.

3.6 Mutual reinforcement (coherence)

The extent to which activities undertaken allow the European Commission to achieve its development policy objectives without internal contradiction or without contradiction with other Community policies. Extent to which they complement partner country's policies and other donors' interventions.

Considering other related activities undertaken by Government or other donors, at the same level or at a higher level:

- likeliness that results and impacts will mutually reinforce one another
- likeliness that results and impacts will duplicate or conflict with one another

Connection to higher level policies (coherence)
Extent to which the project/programme (its objectives, targeted beneficiaries, timing, etc .):

- is likely to contribute to / contradict other EC policies
- is in line with evolving strategies of the EC and its partners

3.7 EC value added

Connection to the interventions of Member States. Extent to which the project/programme (its objectives, targeted beneficiaries, timing, etc .)

- is complementary to the intervention of EU Member States in the region/country/area
- is co-ordinated with the intervention of EU Member States in the region/country/area
- is creating actual synergy (or duplication) with the intervention of EU Member States
- involves concerted efforts by EU Member States and the EC to optimise synergies and avoid duplication.

4. VISIBILITY

The consultants will make an assessment of the project's strategy and activities in the field of visibility, information and communication, the results obtained and the impact achieved with these actions in both the beneficiary country and the European Union countries.

5. OVERALL ASSESSMENT

A chapter synthesising all answers to evaluation questions into an overall assessment of the project/programme. The detailed structure of the overall assessment should be refined during the evaluation process. The relevant chapter has to articulate all the findings, conclusions and lessons in a way that reflects their importance and facilitates the reading. The structure should not follow the evaluation questions, the logical framework or the seven evaluation criteria.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

This chapter introduces the conclusions relative to each question. The conclusions should be organised in clusters in the chapter in order to provide an overview of the assessed subject.

Note:
The chapter should not follow the order of the questions or that of the evaluation criteria (effectiveness, efficiency, coherence, etc.)

It should features references to the findings (responses to the evaluation questions) or to annexes showing how the conclusions derive from data, interpretations, and analysis and judgement criteria.

The report should include a self-assessment of the methodological limits that may restrain the range or use of certain conclusions.

The conclusion chapter features not only the successes observed but also the issues requiring further thought on modifications or a different course of action.

The evaluation team presents its conclusions in a balanced way, without systematically favouring the negative or the positive conclusions.

A paragraph or sub-chapter should pick up the 3 or 4 major conclusions organised by order of importance, while avoiding being repetitive. This practice allows better communicating the evaluation messages that are addressed to the Commission.

If possible, the evaluation report identifies one or more transferable lessons, which are highlighted in the executive summary and presented in appropriate seminars or meetings so that they can be capitalised on and transferred.

6.2 Recommendations

They are intended to improve or reform the project/ programme in the framework of the cycle under way, or to prepare the design of a new intervention for the next cycle.

Note:
The recommendations must be related to the conclusions without replicating them. A recommendation derives directly from one or more conclusions.

The ultimate value of an evaluation depends on the quality and credibility of the recommendations offered. **Recommendations** should therefore be as realistic, operational and pragmatic as possible; that is, they should take careful account of the circumstances currently prevailing in the context of the project, and of the resources available to implement them both locally and in the Commission.

They could concern policy, organisational and operational aspects for both the national implementing partners and for the Commission; the pre-conditions that might be attached to decisions on the financing of similar projects; and general issues arising from the evaluation in relation to, for example, policies, technologies, instruments, institutional development, and regional, country or sectoral strategies.

Recommendations must be clustered and prioritised, carefully targeted to the appropriate audiences at all levels, especially within the Commission structure (the project/programme task manager and the evaluation manager will often be able to advise here).

7. ANNEXES O THE REPORT

The report should include the following annexes:

- The Terms of Reference of the evaluation
- The names of the evaluators and their companies (CVs should be shown, but summarised and limited to one page per person)
- Detailed evaluation method including: options taken, difficulties encountered and limitations. Detail of tools and analyses.
- Logical Framework matrices (original and improved/updated)
- Map of project area, if relevant
- List of persons/organisations consulted
- Literature and documentation consulted
- Other technical annexes (e.g. statistical analyses, tables of contents and figures)
- page DAC summary, following the format in Annex V.

ANNEX III - METHODOLOGICAL OBSERVATIONS

The evaluation team should refer to the project/programme's logical framework.

It is suggested that the evaluation team carry out *[here refer to the main tools that are envisaged for data collection, if any (the length of this section may range from very short to rather long, depending on whether or not the issues have been a subject of preliminary reflection), for instance:*

- a rapid appraisal through a field visit and a series of interviews
- a questionnaire survey involving a sample of beneficiaries
- a series of focus groups involving beneficiaries and non-beneficiaries
- a series of case studies

The proposal in response to these terms of reference should identify any language and/or cultural gap and explain how it will be bridged.

The project/programme is to be judged more from the angle of the beneficiaries' perceptions of benefits received than from the managers' perspective of outputs delivered or results achieved. Consequently, interviews and surveys should focus on outsiders (beneficiaries and other affected groups beyond beneficiaries) as much as insiders (managers, partners, field level operators). The proposal in response to these terms of reference, as well as further documents delivered by the evaluation team, should clearly state the proportion of insiders and outsiders among interviews and surveys.

A key methodological issue is whether observed or reported change can be partially or entirely attributed to the project / programme, or how far the project/programme has contributed to such change. The evaluation team should identify attribution / contribution problems where relevant and carry out its analyses accordingly.

It must be clear for all evaluation team members that the evaluation is neither an opinion poll nor an opportunity to express one's preconceptions. This means that all conclusions are to be based on facts and evidence through clear chains of reasoning and transparent value judgements. Each value judgement is to be made explicit as regards:

- the aspect of the project/programme being judged (its design, an implementation procedure, a given management practice, etc.)
- the evaluation criterion is used (relevance, effectiveness, efficiency, sustainability, impact, coherence, EC value added)

The evaluation report should not systematically be biased towards positive or negative conclusions. Criticisms are welcome if they are expressed in a constructive way. The evaluation team clearly acknowledges where changes in the desired direction are already taking place, in order to avoid misleading readers and causing unnecessary offence.

ANNEX IV - QUALITY ASSESSMENT GRID

**This grid is annexed to the ToRs for information to the consultants*

The quality of the final report will be assessed by the evaluation manager using the following quality assessment grid where the rates have the following meaning:

1 = unacceptable = criteria mostly not fulfilled or totally absent
2 = weak = criteria partially fulfilled
3 = good = criteria mostly fulfilled
4 = very good = criteria entirely fulfilled
5 = excellent = criteria entirely fulfilled in a clear and original way

Concerning the criteria and sub-criteria below, the evaluation report is rated:	**1**	**2**	**3**	**4**	**5**
1. Meeting needs:					
a) Does the report precisely describe what is evaluated, including the intervention logic in the form of a logical framework?					
b) Does the report clearly cover the requested period of time, as well as the target groups and socio-geographical areas linked to the project / programme?					
c) Has the evolution of the project / programme been taken into account in the evaluation process?					
d) Does the evaluation deal with and respond to all ToR requests. If not, are justifications given?					
2. Appropriate design					
a) Does the report explain how the evaluation design takes stock of the rationale of the project / programme, cause-effect relationships, impacts, policy context, stakeholders' interests, etc.?					
b) Is the evaluation method clearly and adequately described in enough detail?					
c) Are there well-defined indicators selected in order to provide evidence about the project / programme and its context?					
d) Does the report point out the limitations, risks and potential biases associated with the evaluation method?					
3. Reliable data					
a) Is the data collection approach explained and is it coherent with the overall evaluation design?					
b) Are the sources of information clearly identified in the report?					
c) Are the data collection tools (samples, focus groups, etc.) applied in accordance with standards?					
d) Have the collected data been cross-checked?					
e) Have data collection limitations and biases been explained and discussed?					
4. Sound analysis					
a) Is the analysis based on the collected data?					
b) Is the analysis clearly focused on the most relevant cause/effect assumptions underlying the intervention logic?					
c) Is the context adequately taken into account in the analysis?					

Concerning the criteria and sub-criteria below, the evaluation report is rated:	**1**	**2**	**3**	**4**	**5**
d) Are inputs from the most important stakeholders used in a balanced way?					
e) Are the limitations of the analysis identified, discussed and presented in the report, as well as the contradictions with available knowledge, if there are any?					
5. Credible findings					
a) Are the findings derived from the data and analyses?					
b) Is the generalisability of findings discussed?					
c) Are interpretations and extrapolations justified and supported by sound arguments?					
6. Valid conclusions					
a) Are the conclusions coherent and logically linked to the findings?					
b) Does the report reach overall conclusions on each of the five DAC criteria?					
c) Are conclusions free of personal or partisan considerations?					
7.Useful recommendations					
a) Are recommendations coherent with conclusions?					
b) Are recommendations operational, realistic and sufficiently explicit to provide guidance for taking action?					
c) Do the recommendations cater for the different target stakeholders of the evaluation?					
d) Where necessary, have the recommendations been clustered and prioritised?					
8.Clear report					
a) Does the report include a relevant and concise executive summary?					
b) Is the report well structured and adapted to its various audiences?					
c) Are specialised concepts clearly defined and not used more than necessary? Is there a list of acronyms?					
d) Is the length of the various chapters and annexes well balanced?					
Considering the 8 previous criteria, what is the overall quality of the report?					

ANNEXE V - THE STANDARD DAC FORMAT FOR EVALUATION REPORT SUMMARIES

Evaluation Title (and Reference)

Abstract
(central, 4 lines maximum)

Subject of the Evaluation
(5 lines max. on the project, organisation, or issue/theme being evaluated)

Evaluation Description
Purpose (3 lines max)
Methodology (3 lines max)

Main Findings
Clearly distinguishing possible successes/obstacles and the like where possible (25 lines/lignes max)

Recommendations

25 lines/lignes max

Feedback
(5 lines/lignes max)

Donor: European Commission	Region:	DAC sector :
Evaluation type: Efficiency, effectiveness and impact.	Date of report:	Subject of evaluation :
Language :	N° vol./pages :	Author :
Programme and budget line concerned :		
Type of evaluation :	( ) ex ante	(x) intermediate / ( ) ex post ongoing
Timing :	Start date :	Completion date :
Contact person :	Authors :	
Cost : Euro	Steering group : Yes/No	

A2 - CVs of the assessors

Roberto Canessa, mission manager (hired by the Grupposoges Consortium)

Italian, 55 years of age, agricultural economist, independent consultant specialising in the planning and management of international cooperation for development. Director of project follow-up and monitoring offices for the EC in Latin America and Brussels. Author of manuals and teacher of training courses in management, assessment and monitoring cooperation projects. Economist specialising in the design, implementation and assessment of development cooperation projects With over 30 years' specific activity in the sector, he has taken part in over 100 missions in developing countries in Latin America, Asia, Africa and the Middle East. For the last 15 years, he has worked almost continuously in the framework of Co-operation of the European Commission and, in particular, in Latin America. A specialist in project cycle management, he has taken part in the preparation of guides and manuals (POG and POA guides). He has taken part in the assessment of various regional programmes of the EC in Latin America (ALINVEST, @lis Medio Término, Eurosocial) and in support of regional integration (CAN, Central America). The author of various sectorial and country (Bolivia, Peru) assessments for the EC Assessment Unit (1993-1995). An internal expert in the AL Technical Unit of the EC, as the person responsible for the management of projects in the Andes Region (1996). Director of the Support Cell for EC Projects in Central America (1997-1999). Responsible for designing important local development programmes as a facilitator in Central America (2000-2001). Director of the external monitoring service of the EC co-operation projects in Latin America (2002-2004). Head of the EC's pre-programming missions 2007-2013 for Bolivia and Central America (2005).

Fulvio Casali, telecommunications expert (hired by the Grupposoges Consortium)

Italian, 61 years of age, Doctor in Physics. Telecommunications expert, he worked at Telettra (Vimercate, Italy) from 1969 to 1974 as project team manager and from 1974 to 1976 at SECI (Cinisello, Italy) as laboratory manager. In 1976, he moved to FACE - ITT, later to become Alcatel, as network planning manager, a position he held for 10 years during which he carried out network studies in many countries in Latin America, Asia and Africa. In 1985, he won the ITT Professional Award for his studies on broadband services and for 3 years he represented the European telecommunications industry at the CEPT (Conference Europeéne de Poste et Telecomunication). From 1988 to 1992, he worked in Brussels as the manager of the RACE “IBC Services Strategy and Implementation” project. From 1986 to 1992, he was also a member of the “ATM Expert Group” and “Teletraffic Expert Group” in Italy. From January 1992 to March 1996, he was responsible for IST at Alcatel Italia and Vice-Chairman of Alcanet Italia. From April 1996 to May 2003, he was General Manager and then Chairman of Alcanet International in Paris (F). In May 2003, he returned to Italy as IST manager at Alcatel in the Mediterranean area. Since 2005, he has collaborated with Socrate Medical. Between 1982 and 2007, he has collaborated on a regular basis with the EU as project reviewer for the IST, GRID and AidCo Departments and reviewer of the IST programme. Fulvio Casali has been published on more than 30 occasions including the book IBC: views from RACE in 1992.

Daniel Pimienta, expert in the Information Society (hired by the Grupposoges Consortium)

French, born in Casablanca, he studied applied mathematics at the University of Nice and holds a doctorate in computing. After creating a company specialising in APL, he joined IBM France in La Gaude, where he worked for 12 years as a telecommunications systems architect and planner. In 1988, he joined Unión Latina in Santo Domingo as a scientific adviser and as manager of the REDALC project, starting his devotion to ICT for development. In 1993, he created Fundación Redes y Desarrollo (FUNREDES), an NGO of which he continues to be the manager. He has worked in areas associated with the Information Society as an expert for the European Union, PNUD, USAID, UNESCO, UIT and Francophonie, among others. Daniel Pimienta is or has been a member of the group of experts for Virtual Francophone University, the "Three linguistic spaces" of the global citizens network platform (GCNP). Highly active during the Information Society World Summit process, he is now a member of the G@ID Champions network, the Digital Solidarity Fund Board and Executive Board of the MAAYA network, as well as a speaker in the IGF. He was nominated for the World Technology Award for Ethics and Innovation in Technology in 2003 and received the IFIP WG9.2 Namur Award in 2008 for his actions in favour of a holistic vision of the social impact of ICT.

Oscar Avila, expert in programmes assessment (hired by the Grupposoges Consortium)

Costa Rican, 45 years of age, holder of a Master in Finance from Instituto Tecnológico de Costa Rica, he has worked since 1990 on projects financed by the EU in Latin America, mainly as an expert in credit and also as a specialist in project identification, monitoring and assessment. In this area, he has taken part in more than 40 monitoring missions for different kinds of projects in Latin America. Through the EU's external monitoring system, he formed part of two country strategy preparation teams and various project preparation missions. He it is extremely fluent in the concepts of logical framework and assessment formats used by the EC.

A3 - Methodological instruments used for the assessment

A3.1 - Assessment questions

Question	Explanations	Processing method	Potential processing difficulties	Potential usefulness of the answer
1. RELEVANCE				
1.1 Did the intervention of the @lis Programme in Latin America directly approach the main obstacles for the development of the information society?	Infrastructure, access finance, literacy, use, appropriation, social meaning, social empowerment	Direct questions for the contacts in LA and Europe	Bias, overall unawareness of the matter, abstract of the argument, etc.	Help for establishing the initial basic arguments to design a second action without ignoring progress in the matter in LA
a. The starting point from Latin America on the problems coincided with the European view.				
b. Did such different interpretation of reality affect the design of the @lis programme?				
1.2 Did the intervention logic that was established fully cover the initial problem that was identified?	Check whether the programme focused on only the demonstration and synergies or approached other matters of importance for the IS	Clear understanding of each Subsidy Contract and on-the-spot confirmation	Diversity of ideas and contact's unawareness of them	Design a logical cascade framework that enables us to make a specific suggestion regarding a possible intervention.
a. Was the set of typical ICT access obstacles considered in the intervention logic?				
b. Did the intervention logic include actions that influenced the countries' decision level for guaranteeing the effectiveness of the intervention and ensuring the sustainability of the actions?				
1.3 The action anticipated sufficient flexibility for adapting to possible faults in the initial design	The design quality must also be measured by the action's capacity for adaptation to either initial problems or to contextual changes	After analysing the ML for each action, check both aspects and measure the efforts carried out by the executors for adaptation	The nonexistence of a coherent logical framework regarding the contacts. It must be reconstructed in the discussion with the Partners visited.	Determine the importance awarded to an intervention by flexibility for the success of an action. This will provide elements for the institutional design of the action

Question	Explanations	Processing method	Potential processing difficulties	Potential usefulness of the answer
a. The procedure defined for allocating the means enabled said flexibility				
b. There were unallocated funds suitable for enabling the adaptation of the action				
1.4 The action was part of the EC's strategy for the region	Besides the basic assessment variables, an examination of the coherence and complementariness with EEMM was requested	Approach the matter in the delegation visits. Review the EEMM intervention strategies in the countries visited where possible	Unawareness of the matter in the delegations, access the right person, nonexistence of coordination mechanisms	Make suggestions to increase the coherence and complementariness with the EEMM
a. Did the design focus on coordination with the other contacts taking part in the matter of the IS?				
b. Was it coherent with the millennium objectives?				
c. Did it coincide with the EEMM considerations for LA?				
d. Did it reconsider the scopes of the Paris Declaration?				
2. EFFICIENCY				
2.1 To what degree did the institutional scheme of the design favour the efficiency of the intervention?	Understand whether or not the suggestion of working in a consortium leads to disagreements when executing the actions.	Confirm the relations with the other partners and the effectiveness of the scheme with the local partners	We have to wait for the local partners' aversion before looking at this matter	Value the institutional design used, make suggestions for interventions of this type.
a. Did it enable the application of the community procedures?				
b. Did it allow the provision of the established counterparts?				
c. Did it promote the coordination and complementariness between the partners that took part in the programme?				
d. Did it allow the execution of the European funds?				
e. Did it favour a fair distribution of the funds?				

Question	Explanations	Processing method	Potential processing difficulties	Potential usefulness of the answer
2.2 Which issues are considered as the main issues that caused delays (if any) in the execution of the planned schedule?	It is important to verify what the delays caused by the many addenda signed can be attributed to: procedures, unawareness, scheme	Compare the real itinerary with the scheduled itinerary, making checks in the cases of significant delays	Bias to blaming EC procedures. Investigate other issues further.	Argue valuation over means management and justify the corresponding suggestions
a. Did they focus more on procedure management?				
b. Were they related to the difficulties in understanding between the consortium partners?				
c. Were there more problems related to the partners' management capacity? in which case, were the European and Latin American partners the most appropriate?				
2.3 The theses put forward in the demonstration project were successfully proven	The demonstration projects did not aim to incorporate services, but rather to prove theses	Observe between partners and users	Positivism of contacts. Ask questions that help verify the application of the model.	Value the efficiency of the individual and global intervention. Make suggestions on the design of possible actions.
2.4 In the case of horizontal actions, were the anticipated services incorporated?				
a. What is the quality of said services?				
b. Were they incorporated at reasonable prices that enabled sustainability?				
c. Are these services being used?				

Question	Explanations	Processing method	Potential processing difficulties	Potential usefulness of the answer
3. EFFICACY				
3.1 Through the execution of the @lis Programme, has the usefulness of ICT in priority and thematic applications been demonstrated? Has there been diversified operator participation?	The aim is to obtain from the demonstration projects (a total of 18) a validation of the opportunity for using ICT either for basic educational purposes, advanced professional training or productive applications.	On-the-spot verification (conversation with the contacts) of the validity and usefulness of the issues discussed	The operators' attitude will be an effort to justify the investment made. It is necessary to scrutinise the practical usefulness of the applications	Verify the effectiveness of the intervention on a demonstrative and repeatable level
a. Has it been successfully demonstrated that the models developed improve human development?				
b. Have models that can be replicated at reasonable costs been developed?				
c. Are the local partners convinced of the importance of the demonstration? Are they willing to copy it?				
3.2. The execution of the @lis Programme has increased the interconnection between LA and Europe, joint North-South and South-South investigation.	Check whether or not the interconnection has also been increased in the intensity of the contacts on the University network and whether or not the investigation has been made easier. Value the use of the physical network and logical network	Check the use of the network by Latin American universities and their relations with their peers in LA and Europe	Check whether or not the use of the physical and logical network can be difficult. The direct questions to University teachers, ministers in the field and other authorities will be the main way of accessing qualitative information	Check the programme's success with regard to its second target (interconnectivity) and make suggestions for the future.
a. Is the connection capacity achieved used effectively?				
b. Did the connection capacity increase the bonds between European and LA investigators and between the LA investigators themselves?				
c. Have the scientific and academic authorities been made aware of the importance of the action?				

Question	Explanations	Processing method	Potential processing difficulties	Potential usefulness of the answer
3.3 Are the regional, national and local political authorities now more aware of the IS and the problems that affect the rapid development of the subject in the region?	1.	Direct questions for the political intermediaries on the awareness of the subject	The intermediary will normally be a politician experienced in saying what the interviewer wants to hear	Value the effectiveness of the programme regarding the fulfilment of its third specific objective. Make suggestions for the design of the future action
a. The legislative framework tends to stimulate the development of the IS				
b. Have instruments been developed to ensure presence of the subject in the region's governments' main policies and strategies?				
c. Has the need for stimulating the standardisation of telecommunications standards in LA been verified?				
4. IMPACT				
4.1 How is the contribution of the @lis Program valued to ensure that the subject of the IS is on the region's social, economic and political agendas?	As the subject is beginning to be considered in the various documents of political interest in the region corresponding to the governments and the competent institutions	Review of state budgets and documents	none	Finding elements that make it possible to value the impact of the action
a. What is the intensity with which the subject is approached in national and regional strategies?				
b. Has it brought about increases in R&D budgets in the region's countries?				
c. Are there any visible elements that represent a greater appropriation of the subject by society in general?				

Question	Explanations	Processing method	Potential processing difficulties	Potential usefulness of the answer
4.2 What changes (+-) can be seen in the common basic variables for valuing the increase of the IS?	Returning to the content of question 1.1 and verifying on the spot how many of these variables are more commonly used	Review of strategy and policy documents of the regional authorities and governments. Review the progress reports on fulfilment of the OMs of the PNUD of each country and the region	None	Verify the impact of the action and make suggestions for future interventions
a. Has citizen connectivity improved in LA?				
b. Have accessibility costs been reduced in LA?				
c. Has digital literacy improved in the region?				
d. Are ICT being given more productive use?				
4. SUSTAINABILITY				
4.1 Is the subject appropriated by regional authorities and governments?	Efforts have been made to introduce the subject or increase its diffusion. The appropriation by the authorities must be confirmed	Guidance questions with the interviewees	None	Verify the appropriation and therefore sustainability of the action.
a. Can the inclusion of the subject in public policies be verified?				
b. Have the institutions been modified or strengthened to promote the development of the subject?				
c. Is the productive use of ICT stimulated using ad hoc mechanisms?				
d. Has the regional budget for CyT been increased?				
4.2 Has there been a relationship of coordination and work between the European/Latin American partners and between the Latin American partners after the project?	The relationship between the parties is understood as a possible sustainability factor	Verify the type of actions that have continued between the partners	None	Verify one of the key issues for continuing the demonstrations that were started

Question	Explanations	Processing method	Potential processing difficulties	Potential usefulness of the answer
4.3 Do the EC's country strategies include any issue related to the IS?	Determine the level of approach on the subject by the CEPs of the countries and subregions	Review of documents and consultation with the DECEs	None	Determine the coherence of the action
4.4 Are the EEMM favouring the development of the subject in the region? What mechanisms are they using?	Determine the level of approach on the subject by the EEMM in the countries and subregions	Review of documents and consultation with the DECEs	None	Determine the complementariness of the action

A3.2
Questionnaire used for the virtual and face-to-face consultations with the players of @lis

SELF-ASSESSMENT
of the project in which you took part in the framework of the @LIS programme (PART I)
and valuation of the @LIS programme (PART II).

Based on your experience in the participation in a project defined in the framework of the @lis programme, please complete marking the boxes in accordance with your opinion and making comments on the right of each question. It is important to separate your opinion of the project in which you took part and the @lis Programme, regardless of the development of the project in which you took part. If you do not have much time, completing the quantitative part, without comment, will take less than 10 minutes... If you preferred to give your opinion only on your project and abstain from giving your opinion on the @lis Programme (or vice versa), there is no problem. We appreciate you giving us your time :-)

Project title	Date	Name/institution

PART I: ASSESSMENT OF THE PROJECT IN WHICH YOU TOOK PART

Factors of analysis	1	2	3	4	5	Comments 1= weak/very low 2 = insufficient/low 3 = acceptable/medium 4 =good/high 5 = excellent/very high
1. Relevance and quality of the design of the project in which you took part						
1.1 Relevance						
a. To what extent were the demonstrative subjects identified initially appropriate for the local reality of the partners in Latin America?						
b. To what extent was it possible to implement these subjects based on the resources availableand on the economic, political and social context of Latin America?						
c. To what extent were the initially identified subjects kept current? *If you consider that new subjects have appeared with greater priority and relevance, mention them in the comments section.*						
1.2 Design						
d. To what extent was the design of the project appropriate for successfully demonstrating the identified subject?						
e. To what extent do you consider that there was a logically structured work plan (objectives, anticipated results, activities, means)?						
f. To what extent do you consider that the means (cash) were appropriately established for developing the demonstrations considered?						
g. To what extent was the scheme of the organisation used to execute the project clearly?						
h. Which project design issues have contributed to its success/failure?						

2. Efficiency of the project in which you took part

2.1 Availability of means /cash						
a. How is the opportunity of funds and other cash/resources valued?						
b. To what extent were the amounts from the funds given coherent with the programmed amounts? *Indicate and comment briefly on significant differences, if any.*						
c. To what extent were the funds received for the project managed transparently and responsibly?						
2.2 Execution of the activities						
d. To what extent were there initial schedules for the execution of the activities and to what extent were the said schedules observed?						
e. To what extent were the activities carried out in accordance with the budget?						
f. To what extent were the activities monitored regularly?						
2.3 Results achieved						
g. How do you value the results achieved at the end of the project with regard to those originally planned?						
h. How do you value the quality of the results achieved at the end of the project with regard to those originally planned?						
i. What assessment should be given to the cost-results ratio obtained by the project?						
j. How do you value the regular monitoring in the incorporation of the results anticipated by the project and how corrective measures were taken when appropriate?						
2.4 Contribution and involvement of partners						
k. How do you value the adaptation of the institutional design for an efficient implementation of the project?						
l. To what extent did each partner contribute to the project as planned? If not, please give the reasons why.						
m. How do you value the communication between the Coordinator and the other Consortium Partners?						
n. What was the relationship of the project with the European Union services like?						

3. Efficiency of the project in which you took part						
a. To what extent was the Specific Objective achieved at the end of the project? *Indicate verification indicators.*						
b. To what extent did the anticipated beneficiaries have access to the services that were to be demonstrated?						
c. How do you think the beneficiaries value the usefulness of the services received? *If not, please give the reasons why.*						
d. To what extent was the Specific Objective achieved at the end of the project? *Indicate verification indicators.*						
e. To what extent were their external factors that affected the normal execution of the project? *Please list them.*						
f. To what extent were there unanticipated negative effects? *Please list them.*						
g. To what extent were there unanticipated positive effects? *Please list them.*						
4. Impact of the project in which you took part						
a. To what extent has the project contributed to the global objectives? *Please mention a few indicators.*						
b. To what extent have the positive and negative experiences of the project been identified and systematised?						
c. To what extent do you value the fact that lessons have been learnt that make it worth while to repeat the experience? *Please mention them.*						
d. To what extent are there other players in the sector that have retaken and applied the experience of the project? *Please list them.*						

5. Sustainability of the project in which you took part						
a. To what extent are their human and financial resources that enable the continuity of the services provided by the project or the repeatability of the validated models?						
b. To what extent have the beneficiaries continued to use the services generated by the project once the @lis support ended?						
c. What is the level of appropriation of the project by the local partners? *Comment on cases of repeatabilityif they exist or are at planning stage.*						
d. To what extent are the actions, activities and tasks implemented by the project included in any relevant budgetary, sectorial or national policies? *Comment on cases of insertion if they exist or are at planning stage.*						
e. To what extent has any kind of support for the continuity of the services or the repeatability of the project been expressed by the private sector? *Indicate the cases that were expressed.*						
f. To what extent was consideration given to gender equality in the execution of the project? *Indicate issues that can be highlighted.*						
g. To what extent has the human and technical technology introduced by the project favoured sustainability?						
h. To what extent has the execution of the project included environmental issues? *Indicate issues that can be highlighted.*						

GENERAL COMMENTS	
The 3 most positive elements of the project	**The 3 least positive elements of the project**
1.	**1**
2	**2**
3	**3**

PART II: GLOBAL ASSESSMENT OF THE @LIS PROGRAMME						
Factors of analysis	1	2	3	4	5	1= weak/very low 2 = insufficient/low 3 = acceptable/medium 4 =good/high 5 = excellent/very high
1. Relevance and overall design of the @lis Programme						
a. To what extent were the specific objectives of the @lis Programme in line with the sector requirements?						
b. To what extent was it possible to implement these objectives based on the resources available and on the economic, political and social context of Latin America?						
c. What is your opinion of the inclusion of the thematic areas of the @lis Programme?						
c1 Political dialogue (Cepal/E-LAC)						
c2 Dialogue on standards (ETSI)						
c3 Regulator network (REGULATEL)						
c4 Stakeholders network (ISN)						
c5 Investigation network (Alice - Clara)						
d. To what extent was the institutional design (players, geographical cover, distribution of responsibilities) of the @lis Programme appropriate to respond to the objectives?						
e. To what extent was the administrative design (contracts, procedures, administrative requirements) of the @lis programme appropriate to enable the execution?						
f. To what extent was the budgetary distribution in general (per actions and projects) of the @lis Programme appropriate to respond to the objective?						
2 Overall efficiency of the @lis Programme						
a. How is the management of resources valued in the @lis Programme?						
b. To what extent were these resources supplied appropriately?						
c. What evaluation do you give to the work carried out by the players and consortiums?						
d. What evaluation do you give to the communication between the players/consortiums and the European Union?						
e. How do you value the coordination and cooperation between the project?						

3. Overall effectiveness of the @lis Programme						
a. To what extent were the specific objectives of the @lis programme reached?						
a1. There was a stimulation of dialogue between national and local governments, regional institutions, legislative bodies, standards producers, private sector, intermediate institutions and users;						
a2.The capacity for interconnection between investigator communities in both regions was achieved;						
a3. Specific applications were implemented that had a significant demonstrative character.						
4 Overall impact of the @lis Programme						
a. To what extent has @lis contributed to developing the information Society in LA and to narrowing the digital gap?						
b. How do you consider the subject of experience systematisation and the diffusion of the lessons learned was treated by the @lis Programme?						
c. How do you value the contribution of the @lis Programme to the success of the political objectives of the European Union for LA?						
5 Overall sustainability of the @lis Programme						
a. To what extent is the continuity of the financing of the services generated by @lis guaranteed?						
b. How ready are the LA governments to maintain the services developed by the @lis actions/projects?						
c. What level of inclusion in public policies have the @lis initiatives had?						
d. What level of response to civil society's priorities have the @lis Initiatives had?						

GENERAL COMMENTS	
The 3 most positive elements of the programme	**The 3 least positive elements of the Programme**
1.	**1**
2	**2**
3	**3**

A4 - Visits made and individuals consulted

A4.1 Visits made by the Assessment Team, by country and project for the purposes of the assessment

Projects	EU	MEX	CUB	GUA	SAL	HON	NIC	CR	PAN	COL	VEN	ECU	BRA	PER	BOL	PAR	ARG	URU	CHI
E-Education																			
E-LANE	X			X						X									
@LIS Technet	X																		X
INTEGRA								X										X	
ATLAS	X		X									X			X				
CIBERNARIUM	X								X			X	X						X
ELAC		X						X							X				
E-Inclusion																			
ADITAL																			
IALE												X							
JIQ											X				X				
LINK ALL								X		X								X	
SOCIAL network	X	X		X						X					X			X	
E-Governance																			
eGOIA														X					
EMPLENET										X								X	
MetaL@GO										X		X							
SILAE												X							
E-Health																			
EHAS	X									X				X					
Health Care Net													X						
HEALTH FOR ALL	X												X		X				X
T@lemed													X						
REGULATEL		X		X				X		X			X	X	X				
ETSI	X	X																	
ALICE		X		X				X		X	X		X	X	X			X	X
@LIS ISN	X													X					X
CEPAL		X											X	X	X			X	X
vit@lis	X													X					X
Delegations								X		X	X		X	x				X	X

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A5 - Statistical analysis

A5.1 - STATISTICS AND CORRELATIONS

a) SECTORAL DISTRIBUTION OF PROJECT PARTNERS

	ELAC	CIBERN.	TECHNET	INTEGRA	ATLAS	ADITAL	IALE	JIQ-NIB	LINK-ALL
COM				1		5			
EDU	8		8	5	2		1		6
GOV		8		5		7			6
ORG		1			8	1	8	8	6
TOTAL	8	9	8	11	10	13	9	8	18

	SOCIAL NETWORK	e.GOIA	SILAE	EMPLENET	METALOGO	EHAS	Telemed	Health for all	HCN
COM		7	1	6	2		3		
EDU	3		1		5		5	8	5
GOV		1	7	9	7	4	4	2	5
ORG	12					2	2	1	3
TOTAL	15	8	9	15	14	6	14	11	13

	TOTAL	%
PRIVATE SECTOR	26	12%
UNIVERSITIES	66	32%
GOVERNMENT	65	31%
CIVIL SOCIETY	52	25%
TOTAL	209	100%

The two majority groups in equal proportion have been the universities and the government's (generally local), which together represent 2/3 of the project partners, and head of civil society which has 1/4 of the partners and the private sector, which has half the civil society figure.

b) DEGREE OF MULTISECTORALISM

	ELANE	HCN	ELAC	CIBERN.	TECHNET	INTEGRA	ATLAS	ADITAL	IALE
NB MULTIS.	1	4.5	0	1	0	4	1,5	3	1
SHAFT	EDU		GOV	GOV	EDU		ORG		ORG
EVAL. MARK	4,1	4,1	4,1	3,1	3,5	3,6	4,4	3,7	4,3

	JIQ/NIB	LINKALL	SOCIAL NETWORK	e.GOIA	SILAE	EMPLENET	METALOGO	EHAS	Telemed	Health For all
MULTIS. MARK	0	4	1,5	1	2,5	1,5	4	4	5	3
MAIN AXIS	ORG		ORG	COM		GOV				
EVAL. MARK	3,4	3,3	3,2	4,2	3,7	3,4	2,4	4,1	4,1	3,9

The composition of the consortiums is evaluated in terms of multisectoralism: a score of 0 indicates that there is only one group and a score of 5 indicates that the composition is very balanced. When the level is low, the main sector is indicated. Based on these figures, the correlation with the evaluations of each project is established.

LEVEL OF MULTISECT.	EVAL.	DIFFERENCE WITH AVERAGE		AXIS RESEARCHER	EVAL.	DIFFERENCE WITH AVERAGE
0 to 1	3,72	+0.02		EDU	3,81	+0.11
2 to 3	3,69	-0.01		GOV	3,53	-0.17
4 to 5	3,60	-0.11		ORG	3,82	+0.11

The correlations are not very high. The highest, with a good evaluation score and partner combination type, are those with projects with a high civil society or academic component; those with a lower evaluation score denote the higher the degree of multisectoralism, which can explain the natural difficulty of constitution between sectors with different work cultures and projects with a high government component, probably due to the high turnover of staff involved in the projects.

c) DISTRIBUTION OF PARTNERS AMONG COUNTRIES

EUROPE	TOTAL	%
AU (Austria)	2	2%
BE (Belgium)	3	3%
DE (Germany)	9	9%
DK (Denmark)	7	7%
ES (Spain)	34	34%
FI (Finland)	2	2%
FR (France)	6	6%
GR (Greece)	1	1%
IR (Ireland)	2	2%
IT (Italy)	15	15%
LU (Luxemburg)	2	2%
NL (Holland)	4	4%
PO (Portugal)	4	4%
SE (Sweden)	1	1%
UK (England)	9	9%
TOTAL	101	100%
AVERAGE	6,7	
COEF. VARIANCE	1,1	

The European countries that benefited from more partners in projects were Spain (34), Italy (15), Germany and England (9). The countries with a lower number of partners were Greece and Sweden (1), Finland, Ireland and Luxembourg (2) and Belgium (3). The very high coefficient of variance is worthy of special mention.

LATIN AMERICA	TOTAL	%
AR (Argentina)	7	7%
BO (Bolivia)	3	3%
BR (Brazil)	25	25%
CL (Chile)	8	8%
CO (Colombia)	9	9%
CR (Costa Rica)	2	2%
CU (Cuba)	4	4%
EC (Ecuador)	10	10%
GT (Guatemala)	3	3%
HN (Honduras)	1	1%
MX (Mexico)	6	6%
NI (Nicaragua)	3	3%
PA (Panama)	1	1%
PE (Peru)	8	8%
PY (Paraguay)	0	0%
SV (El Salvador)	0	0%
UY (Uruguay)	8	8%
VE (Venezuela)	2	2%
TOTAL	100	100%
AVERAGE	5,6	
COEF. VARIANCE	1,0	

The Latin American countries with the highest number of partners involved in project were: Brazil (25), Ecuador (10), Colombia (9) and Chile, Peru and Uruguay (8). the countries with the lowest number of partners: Paraguay and El Salvador (0), Honduras and Panama (1), Costa Rica and Venezuela (2). Again there was a very high variance, which explains the low level permeability of certain countries, especially in Central America, to the call of @lis.

d) CORRELATION BETWEEN THE EVALUATION AND NUMBER OF PARTNERS

Projects with higher numbers of partners

PROJECT	PARTNERS	EVALUATION
LINK ALL	18	3,3
SOCIAL NETWORK	15	3,2
EMPLENET	15	3,4
MetaLoGo	14	2,4
T@lemed	14	4,1

		AVERAGE GENERAL	DIFFERENCE
AVERAGE EVALUATION	3,26	3,70	-0,44

There is a noteworthy negative correlation between a high number of partners and a low evaluation.

Projects with lower numbers of partners

PROJECT	PARTNERS	EVALUATION
@LIS TechNET	8	3,5
ELAC	8	4,1
eGOIA	8	4,2
CIBERNARIUM	9	3,1
SILAE	9	3,7

		GENERAL AVERAGE	DIFFERENCE
AVERAGE EVALUATION	**3,73**	**3,70**	**0,03**

There is no correlation between a lower number of partners and evaluation.

Projects with a high evaluation

PROJECT	PARTNERS	EVALUATION
ATLAS	10	4,38
IALE	9	4,30
eGOIA	8	4,23
ELAC	8	4,13
HCN	13	4,13

		GENERAL AVERAGE	DIFFERENCE
AVERAGE NUMBER OF PARTNERS	**9,60**	**11,39**	**-1,79**

The best projects have an average of nearly 2 partners below the average.

Projects with a low evaluation

PROJECT	PARTNERS	EVALUATION
MetaLoGo	14	2,43
CIBERNARIUM	9	3,13
SOCIAL NETWORK	15	3,16
LINK ALL	18	3,30
EMPLENET	15	3,35

		GENERAL AVERAGE	DIFFERENCE
AVERAGE NUMBER OF PARTNERS	**16,0**	**11,39**	**4,61**

In this case, the correlation is very strong: The projects with low evaluations have an average number of partners that is higher by almost 5 in comparison with the average.

In conclusion, the statistical analysis of the figures confirms the idea that projects with a number of partners that is too high have had more development problems than the rest in the context of a region where such large consortiums are not common.

e) CORRELATION WITH MEDIUM EVALUATION

PROJECTS	FINAL- INTER STANDARDISED	MEDIUM EVALUATION STANDARDISED	EVALUATION MEDIUM	EVALUATION FINAL
ATLAS	-0,04	4,42	4,9	4,38
ELAC	0,21	3,92	4,4	4,13
INTEGRA	0,46	3,52	4,0	3,98
E-LANE	1,19	2,42	2,9	3,61
@LIS TechNET	0,08	3,42	3,9	3,50
CIBERNARIUM	0,41	2,72	3,2	3,13
IALE	0,38	3,92	4,4	4,30
ADITAL	-0,86	4,52	5,0	3,66
JIQ/NIB	-0,19	3,62	4,1	3,43
LINK ALL	-0,02	3,32	3,8	3,3
SOCIAL NETWORK	-0,86	4,02	4,5	3,16
eGOIA	0,11	4,12	4,6	4,23
SILAE	0,17	3,52	4,0	3,69
EMPLENET	-0,47	3,82	4,3	3,35
MetaLoGo	-0,79	3,22	3,7	2,43
EHAS	-0,46	4,52	5,0	4,06
HCN	1,11	3,02	3,5	4,13
T@lemed	-0,37	4,42	4,9	4,05
HEALTH FOR ALL	-0,07	3,92	4,4	3,85
AVERAGE	0,00	3,70	4,2	3,70

In order to compare the two evaluations, a standardisation process is applied to readjust the median scores to the same average as the final scores. It shows few exceptions in projects that managed to slightly change the medium evaluation score:

Slight increase: E-LANE and HCN

Slight reduction: METALOGO, RED SOCIAL and ADITAL

This could mean that the medium evaluation has not been followed by corrective effects in cases with the said difficulties.

A5.2 - RESULTS OF THE SURVEYS VIA QUESTIONNAIRES

a) PART 1: focused on the projects (average results by criteria) (* see note)

CRITERIA	VARIANCE	AVERAGE
1.1.a. Relevance - appropriate subjects	0,36	4,58
1.1b Relevance doables	0,49	3,96
1.1c. Relevance current	0,40	4,44
1.2.d Adequate design	0,41	4,24
1.2.e Work plan design	0,38	4,52
1.2.f Cash design	0,41	4,13
1.2.g Organisation scheme design	0,40	4,38
2.1.a. Efficiency - Opportunity	0,51	3,88
2.1.b. Funds efficiency	0,39	4,43
2.1.c. Efficiency tansparency	0,40	4,54
2.2.d Execution calendars	0,44	3,78
2.2.e Execution budget	0,38	4,30
2.2.f. Execution monitoring	0,40	4,46
2.3.g Quantity obtained	0,44	4,43
2.3.h. Quality obtained	0,42	4,30
2.3.i. Cost-results obtained	0,42	4,35
2.3.j. Monitoring obtained	0,40	4,23
2.4.k Design partners	0,46	3,96
2.4.l Contribution partners	0,47	3,83
2.4.m. Communication partners	0,42	4,35
2.4.n. European Union partners	0,50	4,10
3.a. Objective effectiveness	0,39	4,43
3.b. Beneficiaries effectiveness	0,42	4,30
3.c. Usefulness effectiveness	0,44	4,26
3.e External factors effectiveness	0,56	3,36
4.a. Overall objective impact	0,36	4,43
4.b Systematised impact	0,43	4,10
4.c. Impact lessons learned	0,37	4,53
4.d. Impact other players	0,44	4,06
5.a. Sustainability financial resources	0,49	3,57
5.b. Sustainability beneficiaries	0,46	4,00
5.c. Sustainability appropiation	0,39	4,26
5.d. Sustainability national policy	0,50	4,05
5.e. Sustainability private sector	0,61	3,00
5.f. Sustainability gender	0,57	3,65
5.g. Sustainability technology	0,45	4,05
5.h. Sustainability environment	0,66	2,94
AVERAGE	0,33	4,15
VARIANCE	0,42	0,42
% OF RESPONSE	0,49	0,88
PROJECT INDICATOR	0,35	4,30
PROCESS INDICATOR	0,35	4,20
PRODUCT INDICATOR	0,34	4,10
IMPACT INDICATOR	0,38	4,29
SUSTAINABILITY INDICATOR	0,45	3,74

Analysis of quantitative results:

The highest scores from the project partners go to:

1.1.a. Relevance - appropriate subjects	**4,58**
2.1.c. Efficiency tansparency	**4,54**
4.c. Impact lessons learned	**4,53**
1.2.e Work plan design	**4,52**
2.2.f. Execution monitoring	**4,46**
1.1c. Relevance current	**4,44**
3.a. Objective effectiveness	**4,43**
4.a. Overall objective impact	**4,43**

The lowest scores from the project partners go to:

5.h. Sustainability environment	**2,94**
5.e. Sustainability private sector	**3,00**
3.e External factors effectiveness	**3,36**
5.a. Sustainability financial resources	**3,57**
5.f. Sustainability gender	**3,65**
2.2.d Execution calendars	**3,78**

Analysis of qualitative results:

Most mentioned positive elements

Effectiveness/impact/sustainability/lessons learned (x 13)
Cooperation EU-LA (x 5)
Integration LA (x 4)
Multisectoralism (x 3)
Social inclusion (x 2)
ICT awareness (x 2)
ICT use in education (x2)

Most mentioned negative elements

Bureaucracy (x 8)
Problems with partners (x3)
Sustainability (x 3)
Lack of diffusion (x2)

Most recurring elements in comments:

Positive rural focus (x 7)
Problem with funds (x 6)
Change in partners caused problems (x 6)
Political changes or problems with governments (x 4)
Probelms with languages (x 4)

Comparison between self-assessment and external assessment

PROJECT/ACTION	SELF-ASSESS. AVERAGE	EVALUATION EXTERNAL	DIFFERENCE
ADITAL (2)	**4,44**	**3,66**	**0,78**
ALICE (2)	**4,38**	**4,29**	**0,09**
ATLAS	**4,22**	**4,38**	**-0,16**
E.LAC	**3,50**	**3,94**	**-0,44**
EHAS (2)	**4,03**	**4,06**	**-0,03**
ELANE	**3,96**	**3,61**	**0,35**
EMPLENET	**4,14**	**3,35**	**0,79**
IALE	**4,89**	**4,3**	**0,59**
INTEGRA (3)	**4,45**	**3,98**	**0,47**
ISN	**3,21**	**3,23**	**-0,02**
LINKALL (2)	**3,98**	**3,3**	**0,68**
METALOGO	**4,03**	**2,43**	**1,60**
SOCIAL NETWORK (2)	**4,40**	**3,16**	**1,24**
REGULATEL	**4,54**	**3,88**	**0,66**
TECHNET	**4,30**	**3,5**	**0,80**

(*) 24 responses were obtained from project partners from 18 different projects or actions: ADITAL (2) ,ALICE (2), ATLAS, CEPAL, EHAS (2), ELANE, EMPLENET, IALE, INTEGRA (3), ISN, LINKALL (2), METALOGO, SOCIAL NETWORK (2), REGULATEL, TECHNET, ?(AELA). In addition, 9 interviewees completed the questionnaire.

b) PART 2: focused on the programme as a whole

There were 43 responses from different stakeholders, including a high proportion of players in projects and actions.

CRITERIA	VARIANCE	AVERAGE
1.a. To what extent were the specific objectives of the @lis Programme in line with the sector requirements?	0,37	4,15
1.b. To what extent was it possible to implement these objectives based on the resources available and on the economic, political and social context of Latin America?	0,46	3,73
1.c1 Political dialogue (Cepal/E-LAC)	0,49	3,79
1.c2 Dialogue on standards (ETSI)	0,48	3,55
1.c3 Regulator network (REGULATEL)	0,47	3,76
1.c4 Stakeholders network (ISN)	0,51	3,64
1.c5 Investigation network (Alice - Clara)	0,45	4,30
1.d. To what extent was the institutional design (players, geographical cover, distribution of responsibilities) of the @lis Programme appropriate to respond to the objectives?	0,48	3,72
1.e. To what extent was the administrative design (contracts, procedures, administrative requirements) of the @lis programme appropriate to enable the execution?	0,57	3,14
1.f. To what extent was the budgetary distribution in general (by actions and projects) of the @lis Programme appropriate to respond to the objective?	0,51	3,42
2.a. How is the management of resources valued in the @lis Programme?	0,42	3,81
2.b. To what extent were these resources supplied appropriately?	0,52	3,28
2.c. What evaluation do you give to the work carried out by the players and consortiums?	0,40	4,00
2.d. What evaluation do you give to the communication between the players/consortiums and the European Union?	0,54	3,58
2.e. How do you value the coordination and cooperation between the project?	0,61	3,24
3.a1. There was a stimulation of dialogue between national and local governments, regional institutions, legislative bodies, standards producers, private sector, intermediate institutions and users;	0,50	3,68
3.a2.The capacity for interconnection between investigator communities in both regions was achieved;	0,42	4,05
3.a3. Specific applications were implemented that had a significant demonstrative character.	0,44	4,18
4.a. To what extent has @lis contributed to developing the information Society in LA and to narrowing the digital gap?	0,47	3,79
4.b. How do you consider the subject of experience systematisation and the diffusion of the lessons learned was treated by the @lis Programme?	0,55	3,33
4.c. How do you value the contribution of the @lis Programme to the success of the political objectives of the European Union for LA?	0,51	3,74
5.a. To what extent is the continuity of the financing of the services generated by @lis guaranteed?	0,57	2,90
5.b. How ready are the LA governments to maintain the services developed by the @lis actions/projects?	0,57	3,21
5.c. What level of inclusion in public policies have the @lis initiatives had?	0,57	3,23
5.d. What level of response to civil society's priorities have the @lis Initiatives had?	0,52	3,54
AVERAGE	0,38	3,61
VARIANCE	0,48	0,47
% OF RESPONSE	0,49	88%

Analysis of quantitative results:

The general perception of stakeholders is:

Very positive on CLARA
Positive, in the following order on e.LAC, REGULATEL , ISN and ETSI

The highest scores, in order, are on the appreciation of the following:

1) The CLARA network was a success.
2). Specific applications were implemented that had a significant demonstrative character.
3) The specific objectives of the @lis programme met sectoral requirements.
4) The capacity for interconnection between investigator communities in both regions was achieved;
5) The work carried out by the players and consortiums was valuable.

The lowest scores correspond to the appreciation of the following:

1) The continuity of the financing of the services generated by @lis is not guaranteed
2) The administrative design (contracts, procedures, administrative requirements) of the @lis Programme was not appropriate for its execution.
3) The availability of the LA governments for maintaining the services developed by the @lis actions/projects is not guaranteed.
4) The results are not going to be included in public policies.
5) The co-operation between programmes and project has not been efficient

Analysis of qualitative results:

The elements frequently listed as most positive are as follows:

Co-operation between Europe and Latin America (x 14)
Integration LA - IS Agenda in LA - Public policies in LA (x 11)
CLARA network (x 7)
Technological innovation (x 7)
Social inclusion and local participation (x 5)
Creation of a multisectoral community (x 4)
Sustainability/repeatability (x 2)

The elements frequently listed as least positive are as follows:

Administration (especially financial) of the programme/bureaucracy (x 11)
Lack of planning for monitoring/continuity - sustainability (x 7)
Lack of coordination/general supervision (x6)
Lack of diffusion/access/publication of the results (x 5)
Lack of relation between projects and other EU programmes (x 5)
Participation/appropiation of governments (x 4)
Difficulty in EU-LA adaptation (x 4)

The most frequent points in other comments:

Lack of player network
Problems with partners (too much) (x2)
Low visibility/diffusion (x2)

A6 - DAC Summary

ANNEXE V - THE STANDARD DAC[1] FORMAT FOR EVALUATION REPORT SUMMARIES
Final Evaluation of the @lis programme

Abstract:

The final evaluation of the @lis Programme is made in a stage of the programme in which most of the actions (5) and project (19) have completed their executive term of contract. With regard to the previous evaluation, which was made at the end of 2005 and corrected some issues regarding the implementation of the programme, the aim of the current evaluation is to review the impact and capitalise the lessons learned, also in view of the future phase of the @lis programme laid down in the regional strategy for the EC's co-operation with Latin America during the period 2007-2013.

Subject of the Evaluation

The @lis programme is configured as a multidimensional programme that promotes both the development of public policies and the protagonism of civil society. The horizontal actions (CEPAL, ETSI, REGULATEL, CLARA E @LIS-ISN) promote a coordination effort for the countries of Latin America to draw up harmonised regulations and policies, reducing dependence on a dominant external player. Most of the demonstrative projects operate with civil society players or local governments and even when they are not coordinated directly with the macro policies, they operate along the priority lines established by the latter.

Evaluation Description

- **Purpose: T**he main aim of the evaluation is to review the impact and capitalise the lessons learned from the @lis programme, also in view of a future phase of the programme laid down in the regional strategy for the EC's cooperation with Latin America during the period 2007-2013.
- Methodology: The final evaluation of @lis is being made in accordance with the EC's methods and as explained in the Guide to geographical and thematic evaluation (Volume 2). These methods implying the availability of an initial logical framework of the action that is to be evaluated, which clearly defines the hierarchy of objectives and results. Based on the logic of the programme, the evaluators are called to ask a series of evaluation questions at the beginning of the exercise which shall be used as a guide to collect information, carry out field research and draw up conclusions.

Main Findings

Relevance: The project is relevant owing to the fact that it was identified by considering the EC's prior experiences and the results of a viability study on a Euro-Latin American programme, which determined a set of evident problems that prevented the balanced and equal development of the IS (numeric breakdown, lack of basic strategies for assuming the problem; absence of harmonisation of the regional legislation; distance education schemes that were

[1] DAC (DEVELOPMENT ASSISTANCE COMMITTEE) The committee of the OECD which deals with development co-operation matters.

not very developed and isolated efforts in research with no internal integration of research communities in each country, of the high costs of research technologies and the impossibility of accessing them (where they were present) owing to the absence of a secure, high-definition and exclusive connectivity). In short, the @lis programme responds to a real problem that requires immediate solutions. The design of the programme, based on 5 horizontal actions and 19 demonstrative projects, was not perfect and there were at least two basic problems in the design. On the one hand, the selection of operators did not guarantee the multisectoralism sought and on the other, the demonstrative projects were allocated means with an evident imbalance, executed at around 70% in Europe. The design of the tools, with no planned coordination between the parties, which meant higher allocation in most cases, is also considered as a problem with the design. The design errors that were mostly detected and revealed in the Mid-Term Evaluation Mission are valued as an important problem of adaptation of the action.

Efficiency: Balanced tasks, resources and responsibilities were detected between the EU and LA, but with high levels of variance, development of tools in accordance with @lis aims. Mostly European for application in LA. They are not new tools, most are based on existing models in use in LA. Seven demonstrative projects did not complete the demonstration cycle. The others (the majority) are still being used

Effectiveness: Despite the problems already revealed, the programme demonstrated how ICT can change work methods and provide services in thematic areas of high social value such as education, health, public administration. The social operators of Latin America have responded enthusiastically and, despite the little attention paid to the demonstrators, they have successfully taken the opportunity to increase the level of awareness of ICT in their respective fields. The work models developed and the communication tools (not necessarily the application tools) have shown how processes and procedures based on ICT can improve the relationship between citizen and institutions and working conditions. The key elements for digital inclusion (telecentres, digital literacy, underprivileged territories and groups) have been treated specifically and transversely. The projects have required a comparison between ICT costs and social savings. Therefore, the economic convenience of the change has not been clearly demonstrated.

Impact: Valuable projects with a high exchange ratio, excluding the cases where the partners have been unable to interpret the two-way relationship. A significant contribution in terms of institutional reinforcement, such as human capital, more or less 60% repeatable, around 60% have had a local impact, 20% national impact and approximately 50% generated cash for the workgroups to establish regional IS agendas.

Sustainability: The anxiety for sustainability is higher than reality (especially successful projects). There are consortiums which, although they do not have a good score in the project, showed significant options for sustainability thanks to the strength of the coordinator partner or its counterpart and importance of the subject. There are more projects that continue to hold relations between each other after the contractual relations terminated.

Recommendations

With a view to preparing the second phase of @lis, we suggest valuing the successes of @lis1 (dialogue, networks and project), but making sure that, as far as possible, the successor's progress in a coordinated manner towards the objective of "continuing to promote and, at the same time, enrich and increase the debate on and applications of IS in LA, maintaining the political, technical and social links with Europe in this area".

Feedback

Donor: European Commission	**Region: Latin America**	**DAC sector : 22020 Information Society**
Evaluation type: Efficiency, effectiveness and impact.	**Date of report:**	**Subject of evaluation : @lis programme**
Language: Spanish	**No. vol./pages:**	**Author: EC**
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Type of evaluation : ( ) ex ante ( ) intermediate / ongoing (x) ex post		
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Contact person:	**Authors:**	
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