



## **D.6.4 Quality and Evaluation Reports**

### **Final Evaluation Report**

Prepared by UNIMED, October 2018



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**UNIMED - Unione delle Università del Mediterraneo**

Corso Vittorio Emanuele II, 244

00186 - Roma - Italy

Email: [unimed@uni-med.net](mailto:unimed@uni-med.net)

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<b>Author (Partner Institution)</b>	UNIMED, Unione delle Università del Mediterraneo
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## Introduction

This document is the Final Evaluation Report for the **Deliverable 6.4 Quality and Evaluation Reports** of the Work Package 6 “QA Tools in Management of Innovation and Research” of the project MIMIr – Modernisation of Institutional Management of Innovation and Research in South Neighbouring Countries.

The Report has been elaborated by UNIMED, Chair of the Quality Committee and WP6 Leader. The evaluation was conducted in relation to project activities implemented in the second term of the project and it was carried out according to the Monitoring and Evaluation Plan (Dev. 6.3) formulated and shared at the beginning of the evaluation process.

If the previous assessment (First Project Evaluation) had the purpose of monitoring management activities and project progressing, in order to improve performance, this second evaluation (Final Project Evaluation) intends to assess if and how perceptions have changed in the second phase of the project, and whether the project has produced the desired impact and results.

The evaluation reported in the present document intends to present a comparison between the data collected in the first and in the current round of the assessment. The First Project Evaluation Report had the potential to indicate to the Coordinator where to implement corrective measures. Therefore, the purpose of this evaluation is to provide an overview on how the degree of satisfaction of Partners in regards to key project features has changed (if so). Key aspects have been investigated, such as the effectiveness of project management, the overall impression of the work programme, and the quality of collaboration and internal communication within the Consortium.

In addition, this Final Report intends to present a summative evaluation of the MIMIr project and draw some conclusions about four dimensions of the initiative: the Research & Innovation Platform and its future scope, the sustainability of project results, the achievement of project goals and Partners’ overall impression on the MIMIr experience, the promising opportunities opened by the project. Information gathered in relation to these aspects during the evaluation process provided the basis for the current analysis, and allowed the Evaluator to report whether in the opinion of the Partners goals are being met and new future opportunities have been opened thanks to the implementation of the project.

## 1. Monitoring & Evaluation Strategy

The Monitoring & Evaluation Plan (D.6.3) was designed to carry on both a formative and a summative evaluation. The current Report presents the second step of the process, where UNIMED has conducted a **Summative Evaluation** of the MIMIr project.

The purpose of summative evaluation is to assess a project's success in reaching its stated goals. Summative evaluation is referred to the outcome and impact and addresses many of the same questions as the progress evaluation, but it takes place after the project has been completed and the timeframe for changes has occurred. In other words, the purpose of a summative evaluation is to assess the quality and impact of a fully implemented project.

The summative evaluation also includes an impact study to evaluate the quality of the project results, and its associated infrastructure, with a specific focus on the R&I Platform. This evaluation can be useful for decision-making regarding the exploitation of the project, how to disseminate the project to other audiences or agencies, how to continue funding.

## 2. Evaluation instrument and Data Analysis

For the purpose of the current evaluation, an online self-assessment questionnaire was used for data collection, a Google form administrated by UNIMED and distributed to Partners by email.

### 1) Project Evaluation Questionnaire

Aim: overall evaluation of the project.

Directed to: all partner institutions, one answer per Partner Institution. The evaluator suggested to Partners to consider the evaluation as a chance to discuss with the colleagues the key aspects of the project implementation and answer the questions representing the position of the team working on MIMIr.

Modules: A) Management and Coordination; B) Workload and resources; C) Partnership and collaboration; D) R&I Platform; E) Overall Evaluation of MIMIr

Link to the questionnaire: <https://goo.gl/forms/Q06WnVfXnTvEjCqt1>.

The Questionnaire is reported in Annex I.

The evaluation was done in the form of a self-assessment by respondents and it provided qualitative results. The online questionnaire consisted of a number of questions grouped into thematic modules. In addition, a section was dedicated to the overall project evaluation. A distinction is made between closed-ended and open-ended questions. The response options for a closed-ended question are exhaustive and mutually exclusive. The tool was designed in order to:

- assess the operational capacity and performance of the Coordinator in managing the project;
- assess the project implementation with particular focus on effectiveness of management;
- assess whether partners were working properly and there was a real and effective involvement of each institution;
- evaluate the perception of partners on workload and resources of each organisation;
- assess the satisfaction of partners in achieving the project goals;
- investigate sustainability and future opportunities.

Once the collection of the responses was closed, the evaluation team analysed the data gathered in order to provide qualitative results and descriptive explanations. A summary of the findings is reported, and a comparison is made with the results of the previous assessment of the same key project aspects. For the purpose of the current Report, data are examined and reported: a) as raw data and statements as they were said by respondents; b) as descriptive statements, to summarize respondents' comments and provide illustrative examples (with quotes); c) through interpretation, by providing or presenting meaning of the data rather than simply raw information.

In the Report, a traffic-light signal is used to point out correctness (green), low criticality (yellow) or high criticality (red) of tasks and processes. This allows also a quicker understanding on how perceptions have changed (if so) in respect to the previous evaluation.



In the last paragraphs, an overview on the Partners' impression and plans in relation to the R&I Platform is presented, and an overall evaluation of the project is reported. The answers to the open-ended questions are reported as provided by respondents, plus a set of conclusions by the Evaluator is presented. While in the 1<sup>st</sup> Evaluation Report a set of Recommendation was formulated to support the Coordinator and the whole Consortium in the implementation of the subsequent activities, in this Report no Recommendations are foreseen. The Evaluator only draws the attention to the opportunities opened by the project which may be exploited in the upcoming future.

### 3. Data collected

We received answers by 10 partner institutions, over 17 involved in the project. Excluding the Coordinator (UB) and the Evaluator (UNIMED) which agreed on not taking part in the evaluation as respondents, the response rate is about the 67%.

### 4. Evaluation results

#### Management/coordination

Through the first module of the questionnaire, the evaluator wanted to assess whether the project has been well managed on the whole. A number of statement were evaluated by respondents on a scale from strongly agree to strongly disagree, in order to find out more about the satisfaction of partners with regards to the general management of the project, its effectiveness, support and clear guidance; and whether appropriate decisions were made to support effective implementation and problem resolution.

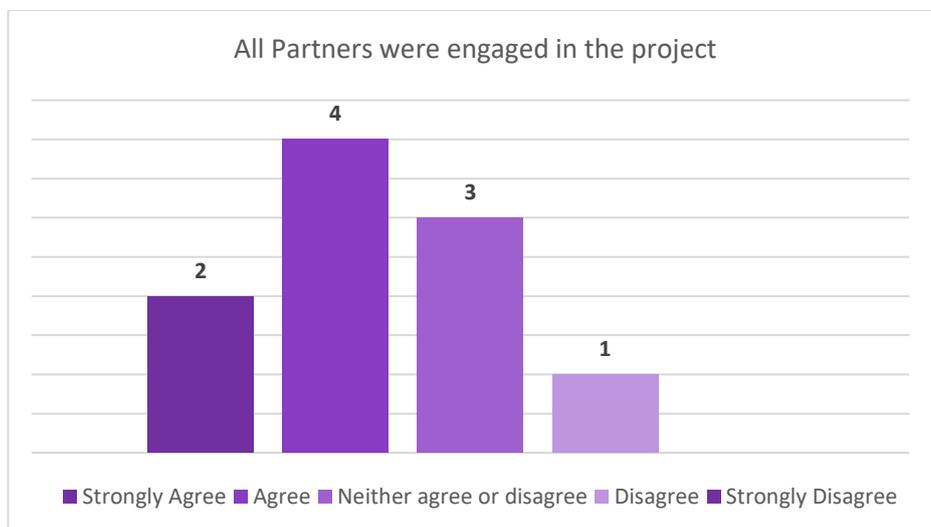
The majority of respondents (about the 90%) was very positive when asked to evaluate the **efficiency of the project management**: 4 institutions strongly agreed with the statement, 8 agreed with the statement. This confirms what expressed during the first evaluation, where the same percentage of respondents expressed a positive perception of the work of the Coordinator.



In relation to the **guidance provided by the Coordinator**, almost all respondents (4 strongly agree and 5 agree) were still positive in the assessment when asked to assess whether the guidance of the Coordinator was effective. This is in line with what expressed by Partners institutions in the first evaluation. In the first assessment, the totality of respondents were positive towards the work of the Coordinator (4 strongly agree and 13 agree). In relation to the **support from the Coordinator**, again 9 respondents were positive in the evaluation (90%): despite 1 respondent selected *Disagree*, this confirms what stated before (in the first evaluation round 88% of respondents agreed on the effectiveness of coordinator's support).



About the **distribution of roles among partner institutions**, diverse answers were registered in the first evaluation, and consensus was indeed not unanimous. In fact, one of respondents had stated: *"some important partners do not show much interest in the project"*. Now, the situation seems very similar. Despite the totality of respondents stated the distribution of roles among partners was clear, in regards to the **engagement of partners** answer were quite heterogeneous, confirming the feeling that not all Partners are fully engaged in the project.



Regarding **the communication with the Coordinator**, 80% of respondents stated it is regular and of good quality. This is a less strong confirmation of what expressed at the beginning of the project, where the almost totality of respondents agreed with the statements (94%). Still, the positive assessment demonstrates that communications have been effective and in compliance with the need of the Consortium, and that the Coordinator has followed the Recommendation expressed by the Quality team.



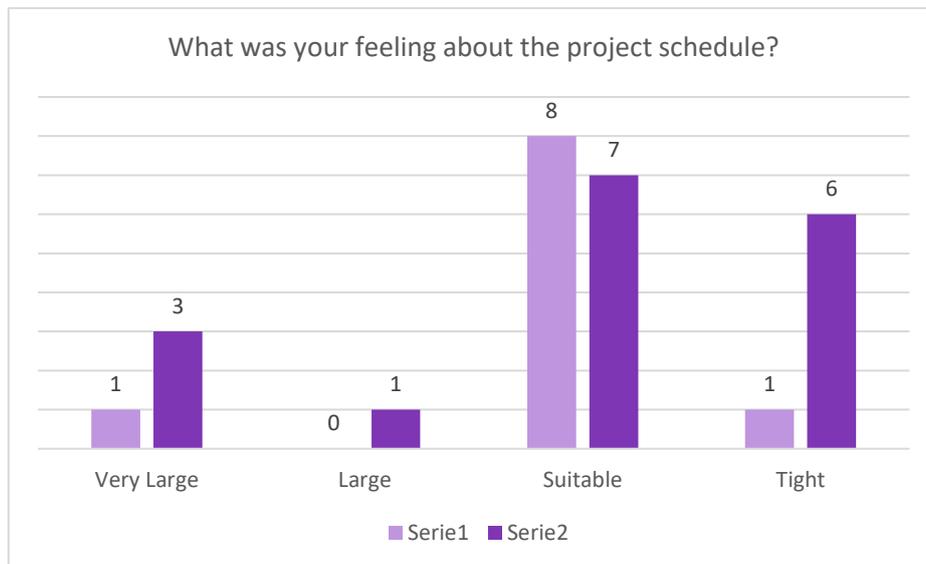
In relation to the **project monitoring**, consensus increased from 70% of positive answers in the first evaluation, to 80% of positive answers collected now. This confirms the good work done along the project implementation by the Coordinator.



### Workload and Resources

Through the second module of the questionnaire, the evaluator wanted to analyse to what extent Partners were aware of their roles and responsibilities, and assess any critical issue emerged in regards to their capabilities that could have affected the fulfilment of the project tasks. A number of statements were evaluated by respondents on a scale from strongly agree to strongly disagree, in order to find out more about their satisfaction on aspects such as timing, resources, workload, project schedule, etc.

When asked *What is your feeling about the **project schedule**?* responses were inhomogeneous in the first evaluation round. For over 40% of respondents it was suitable, while still 35% considered it tight, and only the remaining 25% were positive. Instead, in this evaluation, answers were definitely more unanimous: 80% of respondents stated Suitable, while only 1 respondent considered it tight, and only 1 very large. This is shown in the graphic below, where Serie 1 represent the first evaluation, Serie 2 the current evaluation.



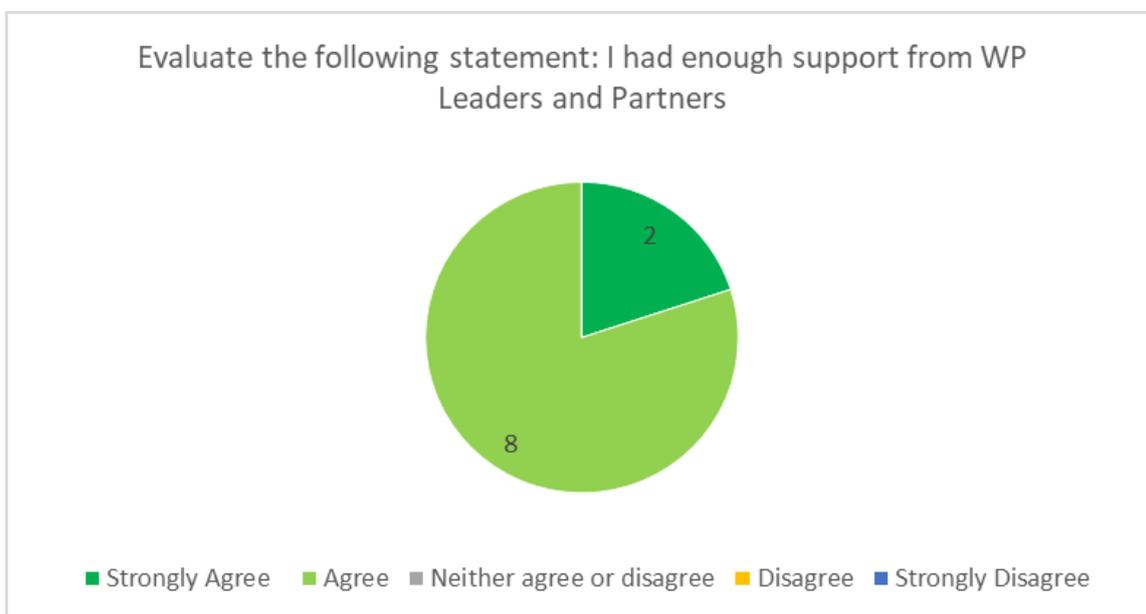
A more positive trend is shown when respondents were asked whether it was easy to respect the project schedule: 90% of respondents agreed with the statement, registering a significant increase for the 65% of positive answers collected in the first evaluation. As well, in respect to the work to be done, **human resources** have been assessed sufficient by the totality of Partner institutions. This is a confirmation of the commitment of the Coordinator and Partners in following the recommendation of the evaluator since the general perception was that there was room for improvement – and the improvement has been done!



The second evaluation round showed an increase in the positive feeling of Partners in regards to workload and resources. Respondents were unanimous on the fact that **tasks** were clearly distributed and were clear to each institution. The **workload** was well-balanced for 80% of respondents, against the 65% registered in the first evaluation, and enough **time** was granted to each institution to perform tasks (100% of positive responses against 76% of positive answers collected before).



Even in relation to the **support granted from WP Leaders and Partners**, 80% of respondents agreed with the statement, while the remaining 20% strongly agreed. This is among the most relevant outcomes of the evaluation: it clearly shows that collaboration and mutual support among Partners has improved for the benefit of the whole Consortium along the project implementation (the increase has been from 76% of positive answer to 100% of positive responses).



### Partnership and collaboration

Through the third module of the questionnaire, it has been carried out an assessment on the effectiveness of the collaborative work and the perception of Partners in relation to internal cooperation and communications. A number of statements were evaluated by respondents on a scale from strongly agree to strongly disagree, in order to find out more on internal collaboration and complementary competences.

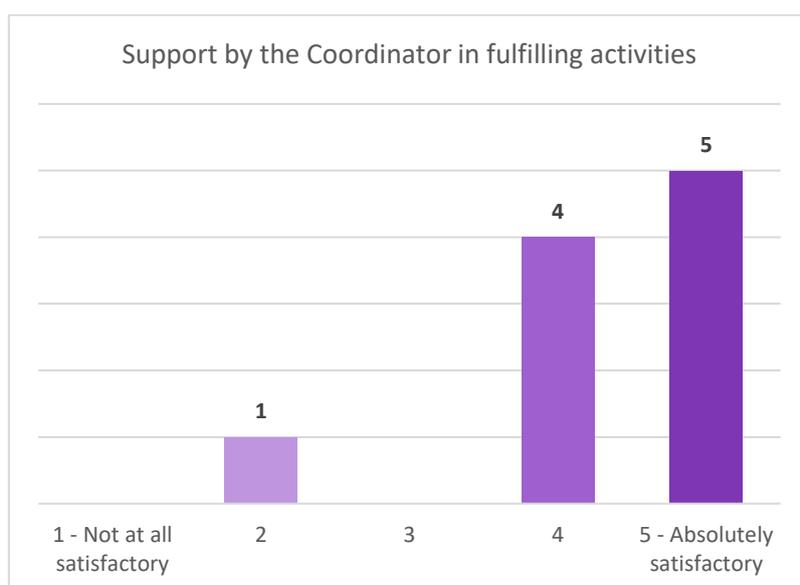
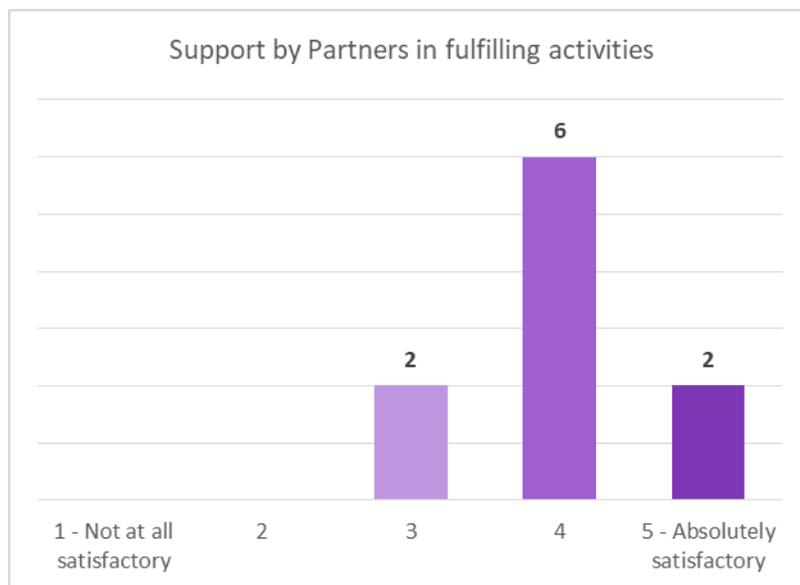
The first evaluation of the MIMIR Partners in respect to partnership and collaboration was positive, but also showed that some aspects could still be improved, especially in regards to collaboration and mutual support. From the last answer reported above, it is clear improvements have indeed been done. In the following part of the report, answers will be analysed and compared more in details.

When asked about the **mutual confidence** of project Partners and about internal communications, responses were positive in both evaluations. Mutual confidence has been established for 90% of respondents, while **internal communications** were effective for 40% of respondents, good for 50% of them and only for one respondent *sufficient*. Perceptions are in line with what emerged in the first evaluation report.



When going in details regarding communication and collaboration between partners, while in the first evaluation responses were variegated, now partner institutions seem to agree that collaboration run smoothly and support from others has been granted in a more effective and regular way.

To the questions *Evaluate the following statements: **Support by Partners in fulfilling activities, Support by the Coordinator in fulfilling activities***, responses collected were for the most part very positive, against the quite inhomogeneous responses collected during the first assessment:



Same perceptions emerge in relation to the **communication among Partners**: 70% of respondents stated that communication was regular (against the 47% registered before) and 80% of respondents stated feedback were received when asking to Partners (against 65% of the first evaluation).



When asked to assess **partners' contribution and engagement**, answers collected confirm what expressed in Module 1, that not all partners are engaged in the project in the same way. This has been confirmed in both evaluations. In the current assessment, answers were as follows:

- To the question *All Partners were engaged in the project*, answers were for the most part on the average (50%) while 40% were positive, showing a better trend in respect to the first evaluation;
- To the question *All Partners contributed to discussions*, again 50% of respondents were not satisfied neither unsatisfied, while 40% of them were positive (against 53% of the first evaluation, showing a decrease in the satisfaction expressed by partners);
- To the question *All Partners contributed to project progressing* the trend is more positive: 50% of respondents agreed on that, while the remaining 40% were on average. This confirms that during the project implementation Partners have worked to improve mutual collaboration to achieve results.



Respondents were also asked to reflect on how to maintain **mutual cooperation in the future**. The evaluation reports that there is a widespread will to continue working together on common projects, sharing good practices and having more structured meetings. In the Evaluator's opinion, this is in line with the Recommendations expressed in the First Evaluation Report: the mutual confidence of Partners can be an element of strength, on which building a more effective collaboration in terms of support by others, engagement in joint activities and in insightful discussions; moreover, an important element may be strengthening interactions and capitalizing on the added value of sharing practices and experiences. A sample of most relevant responses is reported below.

What can Partners do to maintain mutual cooperation in the future?

- ✓ Work on common projects and research activities
- ✓ Reduce the number of participants
- ✓ The various partners must continue to collaborate together and to share good practices concerning research and project management
- ✓ More meeting within one country and other counties and follow up monthly after each meeting. And these cooperation should be reflect in the reports
- ✓ Create a network
- ✓ Keep working together
- ✓ Developing another project of common interest
- ✓ Keep exchanging information and experiences, cooperate in other projects

## 5. Research and Innovation Platform: perceptions and suggestions

Partner institutions have been asked to take the evaluation as a moment of discussion and reflection on the steps put in place to implement MIMIR and achieve the project results. In regards to the Research and Innovation Platform, the answers provided give an overview of the perception of Partners in relation to this important step of the MIMIR project and its continuity in the future.

A sample of the most relevant feedbacks are reported below.

Do you think the platform has potentials for improvement? And in what aspects ?

- ✓ Yes for sure it has the potential for improvement especially for future statistics related to research and innovation
- ✓ Possible improvements to the platform will be discussed through the use that the various partners will make of it
- ✓ Yes, it can easily be improved, make it more friendly and easy to be used and also to integrate or extract information from other platform or database
- ✓ Sure. To entail project management and reporting approach
- ✓ Including various modules, covering but not limited to financial aspects
- ✓ Using it, we can get ideas to improve it.
- ✓ It should be comprehensively used and then it could be judged and improved
- ✓ Yes depending on specific needs of each institution
- ✓ Yes. It should become a tool for monitoring research performance and progress for the institutions

How do you plan to use the Platform at your institution, once it is finalized?

- ✓ Communication between researchers and dissemination of research activities output
- ✓ Give it to the deanship of scientific research who is in charge for research management
- ✓ The platform can be a tool to better know the institute partners, and facilitate new collaborations
- ✓ I am planning to disseminate all information about the platform in all coming local events, and through available effective social scientific media
- ✓ Through Innovation and Entrepreneurship centre
- ✓ Dissemination Platform
- ✓ Filling it with our data and consult others data to get ideas about their potentialities to cooperate.
- ✓ To enter all new research projects using the platform
- ✓ First putting list of researcher, their structure and their area of research, their projects, their publications
- ✓ All the faculties' members research will use it
- ✓ To monitor which activities/research partners are carrying out and seek mutual collaboration

How do you think the use of the Platform can be promoted and incentivized? Please imagine both in the context of your University and in the region.

- ✓ Make it obligatory at universities to use the platform in order to have some benefits
- ✓ The link for the platform could be made accessible to the entire scientific community of the University
- ✓ I think the effective platform will help scientists in knowing more about themselves and other, other projects and outputs from other works, which might help them to get benefits from other people outputs, in addition to interacting with other to have successful scientific networks.

- ✓ Through legal process and intensive training courses
- ✓ University scope: regularize the use of the platform for academic staff members. For region scope: direct people to the platform as a source for potential collaboration domains
- ✓ By informing other institutions about this platform and encourage them to use it.
- ✓ Promotion is best done through dissemination of its advantages. Groups of researchers have to start using it first and then inform the others of its advantages
- ✓ By gradually adding all the data and opening it to all potential partners
- ✓ Encouraging professors to use the platform, and disseminate all the information about the research teams and research projects of our university
- ✓ Can be adopted nationally then regionally
- ✓ By organizing events with other universities and industrial stakeholders to disseminate the Platform and promote its use
- ✓ Idea to build a platform for all Arab Universities

Looking at the answers with a wider perspective, we can say that **Partner Institutions seem all fully engaged in disseminating and promoting the use of the Platform not only at institutional level but also as a tool to improve collaboration in scientific research in the region.** Despite strategies seems to differ (from compulsory use of the R&I Platform to the promotion of the possibilities it may offer), common element is the will to use the tool, improve it along the way and exploit it to facilitate collaboration and networking nationally and regionally, encouraging staff members, other institutions and stakeholders to use it.

## 6. Overall Evaluation and promising opportunities

The results of the 1st Periodical Evaluation showed that the MIMIR project was proceeding quite well but there were few critical elements which risked to undermine project consistency and the achievement of its core objectives. Instead, in this Final Evaluation has emerged that the Coordinator did an excellent work to keep the running of the project as firm as possible, granting a clear and supporting guidance to Partners, creating a friendly and effective working environment. It is also clear that Partners were all highly committed to the achievement of the planned outcomes and did all possible to make sure mutual support and collaboration was granted effectively and results were of good quality.

In the framework of the current evaluation, respondents have been asked whether in their opinion the project achieved its set objectives. Answers are definitively positive and demonstrate that **the positive perceptions registered are not only well-founded but also highly shared:**

- Yes.
- It has partially achieved its objectives by sharing experiences and techniques and methodologies between partners. To be completely achieved, the results should be monitored after the end of the project.
- Yes it did achieve most of its objectives through all the planned work packages and finally by designing the platform.
- Yes, the project has enabled us to understand the current framework for research and innovation management in universities in the southern neighbouring countries, to identify the needs of these countries and to inform them on the organisation of research and innovation management in the EHEA. The southern neighbouring countries have then developed principles and standards for the management of the research and innovation organisation based on the experience and best practices of the EU's partner institutions.

- I think the project achieve its objectives as it introduce in very clear way the situation of innovation and research management and give a tool for improvement this management in the future
- Yes by creating a platform to share and manage research and innovation
- Yes, it was as all described in the work packages.
- Yes. I think as new institution we learned a lot to how to structure our research department and to manage to corporate with others universities and institutions.
- Yes, nevertheless, the last phase of dissemination and application and feedback was quite tight
- Yes, we developed a model of research management and we established the platform. All trainings and workshops were conducted.
- Yes.

When asked on the most positive outcomes of the MIMIr project, answers are broad and show that the project has produced a wide range of positive outcomes. **The MIMIr project had the capacity to stay within its scope and still generate a quite large number of results which will keep producing effects even after the project end** (such as the capacity building action, the opportunities offered by the study visits, the exchange of experiences and – last but not least – the platform):

- Networking.
- The opportunity of seeing the Europe experience in research and innovation.
- The knowledge of the research landscape in the southern neighbouring countries and the opportunities for collaboration that derive from it.
- The most positive outcome was the final platform that we ended with. On the other hand the long way of learning and achieving there was an important approach (capacity building for people was great).
- The platform.
- The platform embedding the handbook of R&I.
- Structuring our research department and focusing more to apply on research projects to improve of staff and students skills.
- Exploration of research and innovation management in the European partners that was elaborated during the study visit.
- Partnership, exchange of experiences, visits of many interesting centres in Europe.
- Model of research management.
- Start of a network between institutions in Jordan and Morocco.
- Platform achieved and building capacities.
- It transferred a model for the strengthening of research management at partner universities.

In regards to the **promising opportunities opened by the project** in the upcoming future, some responses confirm what was pointed out in the first evaluation, but at the same time it is clear that a number of steps forward were taken during the second half of the project. What has been substantiated is the will to collaborate and the will to continue improving the R&I management in South-Med institutions. However, now Partners are looking ahead and point out the importance of **building upon what has been done**.

To the question Which are in your opinion the promising opportunities opened by the project in the upcoming future? A sample of answers is provided below:

- Collaboration with partners in different research activities.
- More collaboration and cooperation with the participants.
- **We better know each other and have laid the foundations for long-term collaborations.**
- The promising opportunities will be to go on with output of project or **to go through second phase to apply all what was learn in real situation.**
- **Developing the platform** to become more comprehensive and supportive to researchers and entrepreneurs.
- **Real, fully usable, regional collaboration** and dissemination platform with a considerable number of significant features, and extensibility.
- Inspiring from success of European institutions to improve our performances related to research management.
- The use of the platform within the institutions in Jordan might help out in better cooperation and exploration of mutual research and innovation.
- Future collaborations, example of management to follow.
- To make known our research system and to discover the models of research of the other universities which could facilitate the exchanges and future collaborations.
- **Further develop the network and platform.**
- **To enlarge the benefits and build upon what has been done**
- Strengthened networks and cooperation on research topics

To conclude, a sentence shared by a respondent which encloses the result of the current evaluation:

*“I am very satisfied about the experience gained from this project”*

## Annex I: Project Evaluation Questionnaire

### MIMIR Final Evaluation

This is the Final Evaluation Questionnaire of the MIMIR project.

It is structured in 4 thematic modules, as it was the interim Evaluation Questionnaire:

A) Management and Coordination; B) Overall impression of the project ongoing progress, workload and resources; C) Partnership and collaboration. In addition a section on the Platform and one on the Sustainability and future opportunities have been added.

The questionnaire will feed the Final Evaluation Report for the project, and will allow for a comparison of results with the evaluation conducted before.

Only one answer per Partner Institution is expected.

### Please indicate your Institution

#### A) Management / coordination

*Please express your opinion on the general management of the project.*

Evaluate the following statements

Scale: Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree

1. Project Management was efficient
2. The distribution of roles was clear
3. The guidance of the Coordinator was effective
4. The support of the Coordinator was sufficient
5. Communication with the Coordinator was regular
6. Communication with the Coordinator was of good quality
7. All Partners were engaged in the project
8. Project monitoring was effective

Free Comments (open ended)

#### B) Workload and resources

*Please express your overall impression on the project progressing, workload and available resources.*

1. What was your feeling about the project schedule? Very large / Large/ Suitable / Tight / Very tight
2. In respect to the work to be done, human resources were: Not sufficient / Sufficient

Evaluate the following statements

Scale: Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree

1. It was easy to respect the project schedule
2. The workload was well-balanced between partner institutions
3. Tasks were clearly distributed
4. My tasks within the project were clear
5. I had enough time for my tasks
6. I had enough support from WP Leaders and Partners

Free Comments (open ended)

#### C) Partnership and collaboration

*Please express your opinion on the involvement and cooperation of Partners within the life of the project, and on the methods of communication used.*

1. In my opinion, the mutual confidence of project Partners was:  
Well established / Good / Neither good nor poor / Poor / Not established at all
2. Please rate the effectiveness of internal communications:  
Effective / Good / Neither good nor poor / Poor / Not used

Evaluate the following statements

- 1 – Not at all satisfactory / 2 / 3 / 4 / 5 – Absolutely satisfactory
1. Support by Partners in fulfilling activities
  2. Support by the Coordinator in fulfilling activities
  3. Communication among Partners was regular
  4. I got feedback when asking to Partners
  5. All Partners were engaged in the project
  6. All Partners contributed to discussions
  7. All Partners contributed to project progressing

What can Partners do to maintain mutual cooperation in the future? (open ended)

Free Comments (open ended)

#### **D) R&I Platform**

*Please add few insights on the Platform and on its future potential uses and developments.*

1. How do you plan to use the Platform at your institution, once it is finalized? (open ended)
2. Do you think the platform has potentials for improvement? And in what aspects? (open ended)
3. How do you think the use of the Platform can be promoted and incentivated? Please imagine both in the context of your University and in the region. (open ended)

Free Comments on the R&I Platform for future developments (open ended)

#### **E) Overall Evaluation of MIMIR**

1. In your opinion, has the project achieved its set objective? If yes, could please describe. If not, please explain. (open ended)
2. Which are in your opinion the most positive outcomes of the MIMIR project? (open ended)
3. Which are in your opinion the promising opportunities opened by the project in the upcoming future? (open ended)

Free Comments (open ended)



**UNIMED - Unione delle Università del Mediterraneo**

Palazzo Baleani

Corso Vittorio Emanuele II, 244

00186 - Roma - Italy

Website: [www.uni-med.net](http://www.uni-med.net)



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