PROJECT: ENHANCING MONITORING AND EVALUATION (M&E) SKILLS FOR PUBLIC ADMINISTRATORS AND CIVIL SERVANTS

Training Report – Skopje Group 2

1. Training Overview

Date: 08-10 July 2025

Place: University American College Skopje

Duration: 3 days

Organisers: MEN with support of HEVAL consultants

Modules Delivered:

1. Introduction to Monitoring and Evaluation Concepts and Standards
2. National Planning, Monitoring, and Evaluation Systems
3. European Union Programmes Supporting Government Institutions
4. Monitoring and Evaluation Methodologies and Implementation
5. Implementing M&E in Government Institutions

The second Skopje training group followed the same structure, with a strong focus on participatory methods and peer learning. Trainers combined theoretical inputs with practical exercises, which supported participants in developing applied skills for M&E.

2. Participants Profile

Total participants: 19

Gender distribution: 11 women, 8 men

- **Professional background:** Project managers, consultants, associates, CSO representatives.

This group was particularly active in the group work exercises and demonstrated interest in adapting M&E tools to their institutional and project contexts

3. Trainers

The training was delivered by a team of eight consultants from North Macedonia and Croatia. Trainers included Marijana Sumpor, Vlatko Danilov, Risto Ivanov, Liljana Alceva, Marija Vasilevska, Venera Gudachi, Jakša Puljiz, and Veljko Mijić. National trainers facilitated most sessions in person, while Croatian experts contributed with case studies and presentations online. All trainers brought expertise in policy evaluation, programme design, EU programmes, and national planning systems.

4. Delivery

The training lasted three full days and followed a modular structure, with 12 presentations and 4 practical group exercises. Sessions covered the full cycle of monitoring and evaluation, including international standards, EU cohesion policy, national planning systems, and qualitative/quantitative methods.

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Delivery combined lectures, Q&A, and small group work. Practical tools such as intervention logic, theory of change, and evaluation design matrices were applied, enabling participants to connect theoretical concepts with their own institutional practice.

5. Feedback

Feedback from this group confirmed a very high level of satisfaction. Participants especially appreciated:

- the interactive training style that made the sessions dynamic;
- the hands-on group work, which allowed them to test concepts in practice;
- the real-world case studies from Croatia, which offered valuable insights;
- the good balance between theory and practice.

A few also suggested that more time could be dedicated to discussing evaluation in local government contexts.

6. Conclusions

The second training in Skopje demonstrated even stronger interest and commitment from participants, most of whom confirmed they would apply the knowledge in their professional roles. The training successfully combined theory with practical application, offered cross-country perspectives, and fostered peer learning. Certificates of participation were distributed at the end of the training. The positive feedback and active engagement highlight the importance of continuing such initiatives to strengthen institutional capacities in monitoring and evaluation.

7. Annexes

- Training programme on Monitoring and Evaluation
- Curricula of the training
- Agenda of the training
- List of participants
- Certificate

Funded by the European Union

ОБУКА ЗА МОНИТОРИНГ И ЕВАЛУАЦИЈА бр.1 / TRAINING FOR MONITORING AND EVALUATION No.1

Време и место/Time and place: 8-10.07.2025.Универзитет Американ Колеџ/ University American College

Бр. No.	Име и презиме Name and Surname	Организација/ Институција Organization/ Institution	Gender/ Пол - М/Ж	Возраст/ Age		Е-мејл адреса/ e-mail	Телефон/ Telephone number	Потпис/ Signature 8.07.2025	Потпис/ Signature 9.07.2025	Потпис/ Signature 10.07.2025
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Бр. No.	Име и презиме Name and Surname	Организација/ Институција Organization/ Institution	Gender/ Пол - М/Ж	Возраст/ Age		Е-мејл адреса/ e-mail	Телефон/ Telephone number	Потпис/ Signature 8.07.2025	Потпис/ Signature 9.07.2025	Потпис/ Signature 10.07.2025
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30.										

Macedonian Evaluation Network

HEval Hrvatsko evaluacijsko društvo

TRAINING

Completion Certificate

This certificate is awarded for participation in the three-day training Enhancing skills in Monitoring and Evaluation (M&E) in the framework of the ERASMUS+ project “Enhancing Monitoring and Evaluation (M&E) Skills for Public Administrators and Civil Servants,

8-10 July 2025, Skopje

Vlatko Danilov
President of MEN

Marijana Sumpor
President of CEN

Erasmus+

НАЦИОНАЛНА АГЕНЦИЈА ЗА ЕВРОПСКИ ОБРАЗОВНИ ПРОГРАМИ И МОБИЛНОСТ

Co-funded by the European Union

Day & Time	Modules and Sessions	Group 1	Group 2
DAY 1			
08:30 - 09:00	*Registration*		
09:00-09:30	*Introduction to training*	Marijana Sumpor, HEVAL	Vlatko Danilov, MEN
	Module 1: Introduction to Monitoring and Evaluation Concepts and Standards		
09:30-10:30	**M1S1**: Managing Development & Result-based Management Concepts: Policy, programme and project cycle; What is Monitoring and Evaluation?, Evaluation principles, Intervention logic (IL) & Theory of change (TOC)	**Marijana Sumpor**	**Vlatko Danilov**
	Exercise for IL &ToC	Risto Ivanov	Liljana Alceva
	Coffee break		
11:00-12:30	**M1S2**: International M&E standards and evaluation criteria (UN, OECD, EU): UN Sustainable Development Goals (SDG) & Voluntary National Reviews	**Marijana Sumpor**	**Liljana Alceva**
	Group work: Intervention logic	Risto Ivanov	Vlatko Danilov
	Lunch break		
	Module 2: National Planning, Monitoring, and Evaluation Systems		
13:30-15:00	**M2S2:** National PME system in N. Macedonia, grant scheme management experiences	**Marija Vasilevska**	**Venera Gudaci**
	Q&A	Liljana Alceva	Vlatko Danilov
	Coffee break		
	Module 3: European Union Programmes Supporting Government Institutions		
15:30-17:00	**M3S2:** EU Integrated Pre-accession (IPA) programme evaluation, IPA project assessment within grant scheme management – N. Macedonian case	**Venera Gudaci**	**Risto Ivanov**
	Group work: Project Assessment	Vlatko Danilov	Marija Vasilevska

DAY 2			
09:00-10:30	**M3S1:** EU Cohesion policy, programming framework and M&E, Evaluation plans for EU programmes – Croatia, EU Programme Evaluation – case	**Jakša Puljiz**	**ONLINE LINK:**
	Q&A	Risto Ivanov	Vlatko Danilov
	Coffee break		
11:00-12:30	**M2S1:** National Strategic Development Planning and Management System - Croatian case: National Development Strategy 2030, National M&E system	**Marijana Sumpor**	
	Module 4: Monitoring and Evaluation Methodologies and Implementation **M4S1:** Overview of quantitative and qualitative research methods in evaluation	**Marijana Sumpor**	
	Lunch break		
13:30-15:00	**M4S2:** Qualitative research methods in social policy evaluation incl. observation, interviews, focus group, and grounded theory approaches -	**Veljko Mijić**	**ONLINE LINK:**
	Q&A	Venera Gudaci	Risto Ivanov
	Coffee break		
15:30-17:00	**M4S3:** Managing Evaluations: Evaluation phases, Tips for selecting evaluators, ethical issues, negotiations, contracting and conflict of interest;	**Marijana Sumpor**	**Vlatko Danilov**
	M4S4: Managing Evaluations - Participatory evaluation of national programme: EU funded and implemented on local level in deprived towns –	**Marijana Sumpor**	**Risto Ivanov**
	Group work: Evaluation design matrix based on Terms of reference	Liljana Alceva	Venera Gudaci
DAY 3			
	Module 5: Implementing M&E in Government Institutions		
09:00-10:30	**M5S1:** Organizational learning-concept and how evaluation contributes to organizational and personal growth, Benefits of evaluation	**Marija Vasilevska**	**Liljana Alceva**
	Q&A	*Risto Ivanov*	Vlatko Danilov

	M5S2: Dissemination and communication of evaluation results: How to communicate evaluation results? Challenges in practicing evaluation in	**Marija Vasilevska**	**Liljana Alceva**
		Risto Ivanov	*Vlatko Danilov*
	Coffee break		
11:00-12:00	*Module 5 group work: Dissemination plan*	Marija Vasilevska	Liljana Alceva
12:00-12:30	Closure of Training, Evaluation of Training by all participants.	Vlatko Danilov, MEN Marijana Sumpor, HEVAL	