ERASMUS+ KA 210 ADULT PROJECT: ENHANCING MONITORING AND EVALUATION (M&E) SKILLS FOR PUBLIC ADMINISTRATORS AND CIVIL SERVANTS

COMMUNICATION AND DISSEMINATION PLAN

For internal use and project purposes

Created by: Macedonian Evaluation Network

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INTRODUCTION

The project "Enhancing Monitoring and Evaluation (M&E) Skills for Public Administrators and Civil Servants" aims to enhance M&E Capacity for Public Administrators and Civil Servants. In addition, the project aims to strengthen collaboration between North Macedonia and EU Partners and promote accountability and better decision-making in public sector projects.

Project Specific objectives (SO)are:

SO 1: Enhance M&E Capacity for Public Administrators and Civil Servants

Outcome: 60 public administrators and civil servants will be trained in practical Monitoring and Evaluation (M&E) skills. This will improve their ability to design, implement, monitor, and evaluate development projects, leading to more effective public service delivery and project outcomes.

SO2: Strengthen Collaboration between North Macedonia and EU Partners

Outcome: Foster stronger cooperation between North Macedonia and EU institutions, particularly the Croatian Evaluation Society (CES).This collaboration will enable knowledge transfer of EU standards in M&E and help North Macedonian institutions prepare for the future use of EU structural funds once the negotiation process starts.

SO 3: Promote Accountability and Better Decision-Making in Public Sector Projects

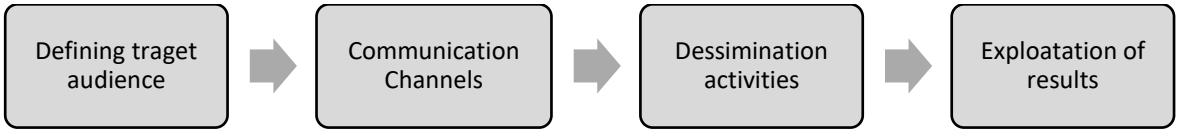
Outcome: By equipping participants with robust M&E tools, the project aims to enhance accountability in public sector projects. This will lead to improved project management practices and a greater focus on outcomes, resulting in more effective use of public resources.

This document will handle the regulation of the Communication and Dissemination of this project. This includes the individual and collective responsibilities of the staff involved in the visibility process. It will serve as a guideline within the whole duration of the project.

1. THE COMMUNICATION PLAN

EMES4PACS highly prioritizes making its actions visible to its key target groups and professionals in the building sector.

The overall strategy to meet project goals in most successful way is to follow the steps:



This approach outlines the key steps toward an effective communication, dissemination and exploitation strategy.

The first step was to identify and define the **target audience** to determine the most effective communication channels. Once key stakeholders are engaged, targeted communication activities will be implemented to encourage their active participation.

A crucial element is **aligning these activities** with the work dynamics and schedules of different stakeholder groups. Additionally, the communication strategy will focus on optimizing the **use and dissemination of project results**, ensuring their **maximum impact and long-term value**.

1.1. Overall Communication objectives

The overall communication objectives are:

- **Raise Awareness and reach :** Increasing the project's visibility and reach among public servents intrsted in M&E. Spread the M&E expertise gained partnership as widely and comprehensively as possible to enhance public awareness and maximize the visibility of the project's key facts, objectives, activities, and outcomes.
- **Inform and Engage:** Promote and announce project events to boost participation and engagement, effectively addressing the needs of:
  - Public Administrators: Individuals working in central and local government institutions in North Macedonia
  - Civil Servant at various levels of government, including those responsible for public service delivery and project management.
  - Professionals from Public and Civil Sectors involved in program and project management.
- **Support Dissemination:** Facilitate the distribution and utilization of project results to ensure long-term impact and sustainability among target audiences.
- **Resource Sharing**: Sharing valuable resources, including the ones produced through the project.
- **Building a community**: Creating an online community on social media platforms where M7E professionals can connect, collaborate, and support each other.

1.2. Methodology of Internal and external communication

Communication activities are structured at both internal and external levels. The **internal communication methodology** consists of tools and activities designed to support an effective and efficient decision-making process regarding project results. The **external communication methodology** is deployed on predefined objectives: **Raising awareness** among a broad range of public institutions; Informing **stargtet groups** on how the project addresses their needs and encouraging target groups to participate in planned activities; and **Disseminating project results** among key stakeholders to facilitate further exploitation and long-term impact of project outputs and deliverables.

(a) ***Internal communication***. The objectives of internal communication are to ensure the transparent and timely exchange of information regarding project progress and the coordination of partners' tasks within each work package. Project management and decision-making procedures are defined in the signed **Partnership Agreement**. Internal communication among partners will take place at both **formal** and **informal** levels to enhance collaboration and efficiency.

- Informal communication focuses on partner interactions during the design and production of project otcomes. It will be facilitated through various web-based tools: **Google Drive** will serve as a file-sharing platform, ensuring easy access to project documents from anywhere. **Microsoft Teams and Zoom** will be utilized for video meetings and consultations among partners.

- Formal communication focuses on the decision-making process and the dissemination of project outputs and deliverables to target groups. It includes: **Consortium meeting minutes** to document key decisions and progress; **Written communication and emails** for official exchanges among partners; **Microsoft Teams and Zoom** as primary platforms for formal meetings and discussions.

(b) ***External communication*** aims at raising awareness about the project topics and increasing participation of target groups. It will be organized by published documentations and web site update within the first three mounts of the project, serving as information point. Communication tools with the public encompass direct contacts with target groups to foster connections and encourage participation, and promotional material, including e-brochures, and leaflets, developed throughout the project to enhance visibility and outreach.

1.3. Communication Procedures

As the coordinator MEN is responsible for the **Communication Plan**. The procedures include:

1. **Developing and Implementing the Communication Plan** – Establishing a structured approach to internal and external communication, aligning with project objectives.
2. **Facilitating smooth information flow** among partners through formal and informal channels, ensuring coordination and decision-making efficiency.
3. **Overseeing External Communication** - Raising awareness, engaging target groups, and disseminating project outputs through various communication tools.
4. **Ensuring Proper Use of Communication Channels** - Utilizing digital platforms, published materials, and direct engagement strategies to maximize project visibility.
5. **Monitoring and Evaluating Communication Activities** - Assessing the effectiveness of communication efforts and making necessary adjustments to improve outreach and impact.

2. TARGET GROUPS

The following target groups are identified:

The project primarily targets **public administrators and civil servants** in North Macedonia. Many professionals in public institutions **lack practical Monitoring & Evaluation (M&E) skills**, which are essential for effective project implementation, decision-making, and accountability.

As North Macedonia advances toward **EU integration**, there is an increasing demand for **greater transparency, efficiency, and accountability** in public administration. This project addresses that need by providing **comprehensive training** in both **foundational and advanced M&E techniques**.

Through **hands-on sessions** covering data collection, analysis, and reporting, participants will gain **practical skills** that can be immediately applied to **enhance project monitoring and improve overall development outcomes**.

Specific Training Groups:

- Group 1: Central government administrators and civil servants - 30 persons .
- Group 2: Local government administrators and civil servants from two statistical regions in North Macedonia - 30 persons.

In total, 60 participants will receive M&E training, with a mix of beginners and those with intermediate knowledge, ensuring a diverse range of experience levels is addressed.

3. Visibility tools

3.1. Erasmus+ Logo and Co-funded by EU logo



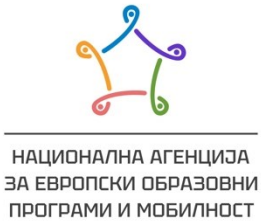
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Placed in the top left corner

3.2. Other logos

National Agency for European Educational Programmes and Mobility



The logo of the National Agency for European Educational Programmes and Mobility should be displaced in the bottom of the document / material on the left corner.

3.3. Coordinator`s and partners` logos





Project Coordinator`s Logo* *Partner`s Logo

When using the project coordinator`s and partners` logos they should be displaced in the bottom of the document after the project`s logo. In that case the logos in bottom of the document will be displaced on the following way:

1) National Agency for European Educational Programmes and Mobility` s logo
2) Project`s logo and
3) Coordinator`s and Partners` logos.

**Please use the originals of the logos, do not change their colours and adjust the size as per the document without cropping them.*

Disclaimer

The following text will be used for disclaimer:

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

The disclaimer will be used on all promotional materials and displayed at the end of the document/material. In specific, the disclaimer will be placed on the following materials: Agenda, Training Programme, Podcasts, Videos, Social Media posts and visuals, Power Point Presentations and Handouts for the training programme.

4. Communication tools

Communication tools encompass a variety of methods to effectively engage target audiences and promote project results. These tools include:

1. **Visual Identity** general templates , to establish a recognizable project identity.
2. **Digital Tools:**Websites, social media, and email to share information, updates, and engage with stakeholders online; and Webinars, virtual meetings (e.g., via Zoom or Microsoft Teams) for direct interaction.
3. **Printed Materials:** Brochures, flyers, and other promotional items to distribute key information in physical formats.
4. **Events:** Seminars, workshops, and public events for face-to-face engagement, knowledge sharing, and networking among stakeholders.
5. **Surveys/Research:** Tools to collect feedback and data from stakeholders, ensuring that communication efforts are aligned with their needs and interests.

These tools collectively ensure a multi-channel approach to communication, maximizing the reach and impact of the project.

4.1. General templates

Within EMES4PACS, templates will be designed, each defining various elements such as page layout, font styles and sizes, headlines, bullet points, and more. The primary purpose of these templates is to enhance general awareness about the project

The templates can be categorized into the following eight groups:

- *Document template (study, report, publications)*
- *A Letter (memorandum) template*
- *A power point Template*

- *E-mail template*
- *Press release template*
- *Social media visual templates*
- *Folder, notes and pens*

4.2. On-line communication tools

Online tools include a website, social media platforms. Social Media promotion will be conducted regularly using Facebook and LinkedIn.

The social media strategy should prioritize positive, action oriented, engaging, informative, and empowering content that resonates with the target audience of young people interested in digital enterprises. Regularly measuring the performance of social media efforts against the established goals will help ensure the project's effectiveness and facilitate continuous improvement.

The social media promotion will be conducted primarily in national languages, but the partners will be encouraged to spread the messages in English.

4.2.1. Content Templates

This social media strategy is designed to help partners with the preparation of posting for 3 different platforms: ***Facebook and LinkedIn***. Additionally, the content will be shared on the website of project in full length.

There are several types of content that can be posted:

- feed post
- story
    - story photo
    - story video
- video

Please make sure to upload the pictures for your posts in the right size for the respective Social Media platform.

4.2.2. Size Guide

Photos

Facebook image sizes for posts and timeline photos:

- **Recommended size:** 1200 x 630 pixels

Tips for Facebook:

- If you are sharing 2-10 images in your brand's Facebook post using the carousel display, images should be 1200 x 1200.
- This is a 1:1 ratio.

LinkedIn image sizes for blog post link images: 1200 x 627 pixels (recommended)

Hashtags:
#erasmusplus
#erasmus

#erasmuslife
#monitoringandevaluation
#M&E

4.3. Web page

Adapting of a Web site with web page Erasmus +Project for sharing information with target groups and public.

4.4. Produced and printed communication tools/materials

Production and distribution of project communication material.	Pproject brochure	>100
	leaflets	>100
	Notes, pencils,	>80
	Project banners	>1
	E-brochures and e-leaflets	>2
	Printed organisational material for events (training materials & certificates)	>100

4.4.1. To raise public awareness and ensure max visibility of the project

Leaflets

Leaflets will provide key information about the project and aim to enhance awareness of **M7E.** Project partners will distribute leaflets at key events and conferences to promote the initiative. These materials will support face-to-face engagement while complementing digital outreach efforts. High-quality PDF versions will be available on the project website to ensure accessibility for those with limited access to or interest in digital channels. Additionally, themed leaflets will be developed as needed to highlight various aspects or progress of the project. Tailored flyers may also be created to address the specific interests and needs of different target audiences.

Format: A5, printed on both sides. Quantity: 100 pieces. (Macedonian language).

Project brochure

The information brochure will provide a more in-depth overview of the project, aiming to enhance understanding of its objectives, benefits for target groups, and expected outcomes. It will be distributed at events, seminars, and conferences, as well as through face-to-face interactions. Additionally, high-quality PDF versions will be available on the project website for broader accessibility.

Format: A4, 1/2 text in total 20 pages, printed on two sides. Quantity: 100 pieces

Banners

The pop-up banner will communicate the core message and key information about EMES4PACS through a clear and visually engaging design. It is designed to enhance the project's visibility and will be used at events, meetings, and conferences to reach a broad audience. Project partners are expected to display the banner when presenting M7E training at key project events. MEN will provide printed banner for use in promotional activities.

Format: 0,8-2m, printed on one side. Quantity: 1

4.4.2. To inform and engage so to best address relevant target groups and its needs

Survey Questionnaire for target groups needs

To gather relevant data on the current supply of M7E training, a combination of desk research and a survey will be conducted, engaging at least 50 representatives of target groups. This includes 40 public institutions on national and local level, international organization and NGO.

A structured questionnaire will be developed to collect insights about readiness to invest in M&E skills. This will provide a better understanding of target groups' perspectives on the future needs for M7E skills.

The questionnaire will be designed in M3.

Format: electronic, Quantity: 3 x 1 per group of target groups

On-line Survey Questionnaire for post-training evaluation

To assess the benefits and satisfaction of participants post-training evaluation will be carried out, using questionnaire developed on accepted methodology

The questionnaire will be designed in M6 and will be available in an electronic format.

One-page information sheet

A factsheet will provide only the core and essential information about the project, ensuring that key details are always easily accessible for project partners to support dissemination efforts. It will serve as a concise reference tool, helping to effectively communicate the fundamental aspects of EMES4PACS and ensuring its widespread visibility.

Format: A4, 1/2 text in total 2 pages, printed on two sides.

Organizational materials

Organizational materials will be created for four trainings and promotional events to ensure that target groups can easily access project activities. These materials will include information on the candidate's profile, criteria for participation, required proofs for eligibility, and supporting documents.

Two main materials are manual for training for M&E, trainees folders (pencil, notes) and certification for successful completion of training

Each partner responsible for specific activities will develop these materials, ensuring they are tailored to the event's objectives. The organizational materials will be available in both **printed and electronic formats** to ensure broad accessibility and convenience for all participants.

Quantity: > 100

4.4.3. To support the dissemination objectives

Training program-curricula for M&E of projects and programs.

A comprehensive package of training program will be developed by partner CES.A comprehensive training program will be developed, including several different modules closely interconnected to each other. The program will include a mix of theoretical and practical parts through which the experts will have the opportunity to exercise and accelerate the learned skills.

Training program will be printed for participants. Quantity: >100

Certificates

To generate interest for training and its recognition two certificates will be designed and printed: for national trainers and trainees.

Format: A4, in colour, quantity: > 80

Short video "Why to invest in M&E skills"

Anather tool for disseminating project outputs will be a **high-impact promotional video** titled *"Why Invest in M&E Skills?"* This video will be developed **before the training sessions** to highlight the importance of investing in **Monitoring & Evaluation (M&E) skills**. It will serve as a powerful communication tool, engaging key stakeholders and increasing awareness of the value of M&E training.

Designed to **capture attention and drive engagement** across various platforms, the video will also be a centerpiece of a **promotional event** titled *"The Benefits of Investing in M&E Knowledge and Skills"*—scheduled for **Month 3 (M3)**. The concept for this event will be shaped by insights gathered from a **target group needs survey**, ensuring relevance and impact.

5. DISSEMINATION PLAN

5.1. Timeline of dissemination phases

Dissemination activities are strategically aligned with the project's development stages, as outlined in the project application**.** While several efforts will take place in the first four months, the most significant dissemination will focus on promoting the piloting of the training program and advancing toward broader adoption of project results.

The dissemination process follows a structured timeline:

(1) **Initial Awareness Phase (Month 0-3):** Designing and implementing the Communication Plan, including the project's visual identity and communication materials, and an analysis of relevant information resources to identify optimal dissemination opportunities.

(2) **Targeted Dissemination Phase (Month 3-5):** Update the project website and communication tools; Conduct surveys and studies, and actively promote survey findings; Introduce the training program to target audiences and generate interest in participation.

(3) **Piloting Activities Phase (Month 6-8):** Launch the piloting of the training program, with key end-users actively involved in the project activities.

(4) **Networking and M&E Recognition Phase:** Initiate a campaign among stakeholders to reinforce the importance of Monitoring & Evaluation (M&E) skills; Strengthen networking efforts at both national and local levels; Organize promotional events and a final conference to highlight project results and long-term impact.

(5)

5.2. Dissemination management

5.2.1. WHAT WE WILL PROMOTE

The following activities will be promoted:
1.Call for the civil servants for the training implementation
2. Promotion of the training program before, during and after the implementation of the training program.
3. Promotion of the study visit to Croatia before, during and after the implementation of the training program.
4. Public event (conference)

5. Promotion of the results from the project.

5.2.2. OTHER PROMOTIONAL METHODS

- Meetings with stakeholders – List of contacts (Ministries, Municipalities, Regional Planning Centers
- Meetings with UN Agencies- Lits of contacts
- Meetings with institutions
- Promotional events "What are benefits of investment in M&E" – Concept to be defined

5.3.3. RESPONSIBILITIES OF PARTNERS

The implementation of this Plan will be coordinated by the social media coordinator, engaged by the Project`s coordinator.

The Project Coordinator and the partner hold equal responsibilities for contributing and implementation the communication strategy.

The responsibilities of the project coordinator (MEN) include:

1. Coordinate the execution of the Plan.
2. Track the social media presence.
3. Design the project`s visuals
4. Check the partner` media presence`s compliance with the Plan and
5. Ensure that all project`s results remain available online on its website and ready to be reused by other entities.

The responsibilities of partner organisations and the coordinator include:

1. Posting project-related content on organization`s website
2. Using each organization`s social media profiles to ensure the visibility of the project through relevant posts and stories.
3. Share a high-quality image file of their official organization logo.
4. When creating posts, the partners will follow the appropriate content template which can be found in the TEMPLATE section of this document.
5. Creation of at least one piece of content after every activity.
6. Content creators must make sure that they are using **non-copyright** material. This means, all the images, text and video files must be ORIGINAL and created by the partners.
7. To ensure transparency, during the whole duration of the project and the call for participation, all the activities connected to the project will be shared and available on the platforms to be viewed publicly.

6. MONITORING AND EVALUATION

The project leader will hold the responsibility for overseeing the monitoring and evaluation of the execution of the Communication and Dissemination plan. The partner involved in the project will be required to regularly share the links of published stories and news related to the project with the project coordinator. These links will be compiled and stored in a Dissemination Log, conveniently accessible within the shared Google Drive folder for all partners.

Each project partner is expected to actively contribute to the dissemination efforts, which includes:

1. Identifying and informing about potential dissemination opportunities, such as publications and web news.
2. Sharing the accomplishments of their respective activities through various mediums like videos, podcasts, etc.
3. Leveraging their networks and websites to support the dissemination of project-related information.
4. Participating in presenting the project at relevant conferences, workshops, and events.
5. Engaging key stakeholders to act as amplifiers and motivate others to join and support the project.
6. The execution of the Social Media Strategy will be an ongoing topic of discussion during partners' meetings, allowing for collaborative input and continuous improvement to ensure the project's success.