



Peer-to-Peer (P2P) Support Program

Final Narrative Report

Project ID

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| P2P Project number | #02 |
| Project Title: | Regional Integration of Macedonian Evaluation Network - MEN |
| Project Managed by: | Vlatko Danilov |
| Date of this report | March 30, 2015 |
| Focus of the Project: (check all that apply) | <input checked="" type="checkbox"/> Advocacy for enabling environment for evaluation |
| | <input type="checkbox"/> Academic courses in evaluation |
| | <input checked="" type="checkbox"/> Strengthening VOPE institutional capacity |
| | <input checked="" type="checkbox"/> Individual members' evaluation capacities |
| | <input checked="" type="checkbox"/> Capacity to promote equity-focused and gender-sensitive evaluation |

| VOPEs involved: | Name and acronym of VOPE | Country/Region |
|--------------------------------|--|-----------------------|
| #1 | MEN - Macedonian Evaluation Network | Republic of Macedonia |
| #2 | WBEN – Western Balkan Evaluation Network | Slovenia |
| #3 | | |
| #4 | | |
| [insert others if more than 4] | | |

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|---------------------------|------------|
| Project start date | Oct. 2014 |
| Project end date | March 2015 |

Contact person(s) for this project

| VOPE | Contact Person Names | Email addresses |
|------|----------------------|------------------------|
| MEN | Vlatko Danilov | vlatko@basme.com.mk |
| MEN | Risto Ivanov | voznesh@gmail.com |
| WBEN | Peter Medica | peter.medica@gmail.com |
| WBEN | Bojan Radej | bradej@gmail.com |
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1. What was the purpose of the project? What did the project plan to achieve and how? (Brief description of the project, max 100 words).

The project RI-MEN (Regional integration of Macedonian Evaluation Network) builds on the experience gained in the process of formation of the Western Balkan Evaluation Network. It aims at strengthening institutional capacity of MEN in a sustainable way with transfer of knowledge and evaluation tools in broader perspective of evaluation of EU programs and projects; exchange experience and best practices cooperation among VOPEs in Balkan region; promotion, mobilization and networking of evaluators in Macedonia and regionally; and broadening VOPEs' links with stakeholders and policy makers in national government and city administration.

2. Did the project achieve what it planned to achieve? Yes, fully / partially / unfortunately, no. YES, FULLY

2.a. Please comment on degree of achievement:¹

Here are the accomplishments in a chronological order:

1. Organized meeting between WBEN and MEN

The meeting between WBEN and MEN VOPE was organized in Skopje, Macedonia, on 1.12.2015 with participation by VOPEs from Evaluation Network in Montenegro (ENM) and Serbian Evaluation Association (SEA). The mutual cooperation within WBEN was identify and topics for WBEN regional conference defined.

2. Strengthen personal and institutional links between VOPEs

Two meetings in Belgrade were organized. On Nov. 28 and 29, 2014 a meeting between WBEN and MEN was organized in Belgrade, Serbia, which was also attended by Serbian Evaluation Association (SEA). During the meeting the WBEN representative explained the background of the regional process that had taken place and introduced the 3 phases that were planned: 1) Establishing the Regional Network of evaluators; 2) Strengthening the national networks of evaluators; 3) Development of the Regional Network through joint work on projects, mutual collaboration, and establishment of a Regional Center.

On february 26 and 27 the second meeting and Conference was organized among representatives of WBEN members contributed by sharing their experiences with the process of evaluation in their countries respectively and also discussed the possible aspects of collaboration and future activities.

3. Organized meetings with national and local stakeholders

The RI-MEN project team had sent letters to 20 officials from different governmental and donor institutions in Macedonia in order to organize meetings during which MEN and WBEN would be presented and its capacities for mobilization and advancement of evaluation skills, transfer of knowledge and institutional strengthening in Macedonia.

On Dec.1st and 2nd, 2014 a team with representatives from MEN and WBEN had meetings with officials from the following institutions: Ministry of Economy (Industrial Policy Department), Center for Adult Education, Ministry for Labor and Social Policy, USAID Macedonia, Embassy of Sweden, and UNDP.

In sum, all meetings were successful based on the interest that was raised among the institutions' officials about evaluation and their eagerness for follow-up activities and collaboration with MEN and WBEN.

4. Organized and held half day workshop

On Dec. 2, 2014 a half day workshop was held in Skopje, Republic of Macedonia that was attended by 24 participants including representatives from WBEN, MEN, ENM (Evaluation Network in Montenegro), SEA (Serbian Evaluation Association), Macedonian governmental and donor institutions, individual consultants and evaluators. During the workshop the Western Balkan Evaluation Network was presented and its goals and planned activities. The great success of the workshop was the opportunity to share experiences that members of WBEN, SEA, ENM and MEN presented, stating the evaluation trends in Slovenia, Serbia, Montenegro and Macedonia. The WBEN representative from Slovenia also presented the evaluation trends in EU's structural policy for the forthcoming programming period 2014-2020 as well as the horizontal methodology and instruments for evaluation.

5. Transfer of study materials –

The materials regarding horizontal evaluation were translated from Slovenian to Serbian language which is more accessible to Macedonians and it was distribute to the members of the Macedonian evaluators network

6. Established mailing list

The RI-MEN project team established first a broad list of e-mail addresses of 1408 persons from the following target groups: governmental institutions, academic institutions, donors, NGOs, public sector, financial sector, individual consultants, and private sector. This broad list served as basis for contacting individuals when preparing and organizing the half day workshop, for scheduling the meetings with national and local stakeholders as well as for distributing the survey.

7. Prepared and distributed survey

As final activity of this project, the project team developed a survey in order to: determine the perception about evaluation in Macedonia; determine the existent evaluation practices in Macedonian institutions and organizations; assess the actual need for evaluation in Macedonian institutions and organizations; and to assess the need for building capacities for evaluation in Republic of Macedonia. The survey results were shared with the survey participants. The survey report was disseminated to the key national and local stakeholders and was promoted through a media event.

¹ Please limit your responses to this and other questions to no more than 500 words each.

3. Was the project implemented as planned? If there were changes in the planned activities, why they were necessary?

Yes, the project was implemented as planned.

4. What are the main lessons learned from the experience of this project that you would like to share with other VOPEs?

- There is a need for further development of the evaluator's profession in Macedonia and the Balkan region. However there are many different approaches that were identified by WBEN members.
- The Macedonian institutions need to be continuously educated about the importance of the process of evaluation through which significant information and findings could be generated that could be used in the policy decision making.
- There is a huge need for building the capacity of existent evaluators as well as to create new evaluators especially among the governmental employees.
- There is a need for constant promotion of evaluation among all relevant stakeholders in the society.
- Having the opportunity to network with evaluators from other countries in the Balkan region is definitely important and such collaboration should be performed on a continuous basis.
- MEN would like to build partnerships with other VOPEs worldwide as well in order to exchange experiences and work on joint projects.

5. Are there plans to continue or expand collaboration started under the project? If so, please describe.

Yes, MEN and WBEN are planning to continue the collaboration and will look into different opportunities for working on joint projects as well as to have ongoing exchange of experiences and lessons learned.

Based on the successful results of this project, MEN and WBEN are planning to continue the collaboration in the following aspects:

- Transferring specific knowledge about the horizontal evaluation methodology to the members of MEN
- Implement the horizontal evaluation methodology in the Macedonian governmental institutions that expressed interest for such collaboration. WBEN would have a mentorship role to MEN in the implementation of such projects.

6. Please reflect on what aspects of the capacity of the participating VOPEs have changed as a result of project implementation,

| VOPE 1 | MEN – Macedonian Evaluation Network | |
|---|-------------------------------------|---|
| Aspect of capacity | Check as appropriate | Please provide evidence of the change |
| Extent of shared vision and motivation within the VOPE Board | √ | All members of MEN share the vision and motivation. |
| Extent of translation of the VOPE Board vision into VOPE strategic documents and communication materials | | |
| Attractiveness of the VOPE Board vision to regular VOPE members | √ | MEN members were able to attract 25 new members as a result of this project. The evidence can be found in the survey results. |
| Extent of specialized knowledge and skills of VOPE Board members and paid staff in the areas related to VOPE management | | |
| Extent of translation of this knowledge into operational documentation (e.g. policies, annual work plans) | | |
| Strengths of social connections between VOPE Board members and between Board members and paid staff | | |
| Number and strength of social connections between VOPE Board and regular VOPE members | √ | Since MEN is relatively new and there is a small number of members, there is strong connection among all members. |

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| Number and strength of social connections with stakeholders outside VOPE | √ | MEN established connections with several governmental institutions, donors and other types of organizations, and plans to work on the strengthening of such connections. |
| Number and strength of social connections with other VOPEs | √ | MEN established strong connections with WBEN (Western Balkan Evaluation Network), ENM (Evaluation Network in Montenegro), SEA (Serbian Evaluation Association) |
| Gender and equity dimension | | |
| Extent to which equity and gender equality principles are part of shared vision of VOPE leaders | √ | Living in a multiethnic environment in Macedonia, equity and gender equality principles have always been part of the vision of MEN members in addition to the equity of cultures and religion. |
| Extent to which equity and gender equality principles are articulated and integrated into VOPE strategic documents and communication materials | | |
| Extent of knowledge of VOPE Board members and paid staff in the field of equity and gender | | |
| Extent to which this knowledge in the field of equity and gender is translated into VOPE operational documentation | | |

| VOPE 2 | | WBEN – Western Balkan Evaluation Network |
|---|-----------------------------|---|
| Aspect of capacity | Check as appropriate | Please provide evidence of the change |
| Extent of shared vision and motivation within the VOPE Board | √ | All members of WBEN share the vision and motivation. |
| Extent of translation of the VOPE Board vision into VOPE strategic documents and communication materials | | |
| Attractiveness of the VOPE Board vision to regular VOPE members | √ | WBEN were able to attract 25 new members as a result of this project (regional network). The evidence can be found in the survey results. |
| Extent of specialized knowledge and skills of VOPE Board members and paid staff in the areas related to VOPE management | | |
| Extent of translation of this knowledge into operational documentation (e.g. policies, annual work plans) | | |
| Strengths of social connections between VOPE Board members and between Board members and paid staff | | |
| Number and strength of social connections between VOPE Board and regular VOPE members | √ | Since WBEN is relatively new and there is a small number of members, there is strong connection among all members. |
| Number and strength of social connections with stakeholders outside VOPE | √ | WBEN established connections with several governmental institutions, donors and other types of organizations in the region, and plans to work on the strengthening of such connections. |
| Number and strength of social connections with other VOPEs | √ | WBEN established strong connections with MEN |
| Gender and equity dimension | | |
| Extent to which equity and gender equality principles are part of shared vision of VOPE leaders | √ | Living in a multiethnic environment in Balkan region, equity and gender equality principles have always been part of the vision of WBEN members in addition to the equity of cultures and religion. |

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| Extent to which equity and gender equality principles are articulated and integrated into VOPE strategic documents and communication materials | | |
| Extent of knowledge of VOPE Board members and paid staff in the field of equity and gender | | |
| Extent to which this knowledge in the field of equity and gender is translated into VOPE operational documentation | | |

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