



Task 2.a: Support to Member States
Training on basics in evaluation
GREECE and BULGARIA
28+30 April 2025



TABLE OF CONTENTS

1. INTRODUCTION..... 3

2. OBJECTIVE 3

3. TRAINING TEAM 3

4. PROGRAMME OF THE 2-DAY TRAINING 4

5. MATERIAL -TRAINING ON BASICS IN EVALUATION 6

6. EVALUATION OF THE TRAINING 7

7. LIST OF PARTICIPANTS13

TRAINING

BASICS IN EVALUATION

1. Introduction

This report summarises the main features of the online training on basics in evaluation which the Evaluation Helpdesk has organised for officials of Managing Authorities in Greece and Bulgaria responsible for managing evaluations. The training took place online the 28 and 30 April 2025. It was a pilot training in the sense of being online, with interpretation of English into national languages and vis versa and with online working groups.

There were 29 participants overall from Greece and 26 from Bulgaria. The list of participants is included at the end.

2. Objective

The main objectives of the training on basics in evaluations were to:

- 1) provide a common language on evaluation and evaluation approaches
- 2) give a sense of how evaluation can be useful in policy making
- 3) give participants tools and methods that they can use in their work
- 4) foster dialogue among participants on evaluation practice.

3. Training team

The Evaluation Helpdesk team giving the seminar comprised:

- Thomas Delahais (Quadrant conseil)
- Marc Tevini (Quadrant conseil)

4. Programme of the 2-day training

The training was practically-oriented and interactive in nature, giving as much opportunity as possible for discussion and exchanging experience. It was organised as set out below.

Day 1 – session 1 – 28 April 2025 – 10:00 am to 13:00 (EET)

Time	Activity
0:00	Introduction, discussion of technical and logistical questions
0:10	Introductory words by the European Commission
0:20	Introductory words by Greek and Bulgarian representatives
0:30	The basics of evaluation. What is evaluation? What is it for? Who should be involved? When to do it?
1:30	Break
1:45	Hands-on: Work on case study. Explore potential uses.
2:45	Wrap-up
3:00	End of session 1

Day 1 – session 2 – 28 April 2025 – 14:00 to 17:00 (EET)

Time	Activity
0:00	Q&A
0:15	The evaluation scope. What is to be evaluated. Identifying policy assumptions. Clarifying which should be tested
1:30	Break
1:45	Hands-on: Work on case study. Develop a programme theory.
2:45	Wrap-up
3:00	End of session 2

29 April 2025

Participants are required to keep working on their programme theory. They are also asked to reflect on a small number of questions in preparation of the next day.

Day 2 – session 3 – 30 April 2025 – 10:00 to 13:00 (EET)

Time	Activity
0:00	Q&A
0:15	Asking evaluation questions. Different modes of judgements. Use programme theory to ask relevant questions.
1:30	Break
1:45	Hands-on: Work on case study. Asking evaluation questions.
2:45	Wrap-up
3:00	End of session 3

Day 2 – session 4 - 30 April – 14:00 to 17:00 (EET)

Time	Activity
0:00	Q&A
0:15	How should the evaluation be performed. Basic tools and methods. Prepare Terms of Reference
1:30	Break
1:45	Hands-on: Work on case study. Elements of evaluation strategy and evaluation tools.
2:35	Wrap-up
2:50	Closing remarks by the European Commission and Bulgarian and Greek representatives
3:00	End of session 4 End of training

5. Material -Training on basics in evaluation

Presentation:

- [2025 Online training: Evaluation Basics](#)

Other Resources /Materials used:

- [Evaluation Systems](#)
- [Video: "Introduction to theory-based evaluation"](#)
- [Evaluation Design Building Blocks](#)
- [Evaluation Design Building Blocks \(Greek\)](#)
- [‘What kind of evaluator are you’ – A Quiz on Evaluators’ Paradigms](#)
- [‘What kind of evaluator are you’ – A Quiz on Evaluators’ Paradigms \(Greek\)](#)
- [Handout 1 on Energy](#)
- [Hands-on exercise V2 – part 1](#)
- [Hands-on exercise V2 – part 1-1](#)
- [Hands-on exercise V2 – part 2-1](#)
- [OT Building blocks for ToC](#)
- [OT ToC](#)

All materials have been made available to participants on one web page: [Online training session: Evaluation basics](#).

6. Evaluation of the training

After the training, participants were asked to complete the evaluation form set out below which was also published online.

During this training I learned ☐ nothing/almost nothing ☐ a fair amount ☐ a lot
(indicate which option applies)

	Strongly agree	Agree	Disagree	Strongly disagree	Comment
The objectives of the training were clearly defined					
The content was well organised and easy to follow					
The issues covered were relevant to me					
The learned will be useful for my work					
The time allocated for the training was adequate					
There was a good balance between plenary sessions and group discussion					
The discussions helped me to get a deeper understanding of the subject					

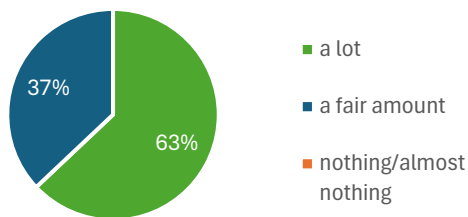
This online training was a pilot exercise. If it was to be replicated, which features would you suggest should be maintained, revised, or changed entirely?

Any other comment?

THANK YOU FOR YOUR FEEDBACK

In total 28 responses were received. The results are summarised below.

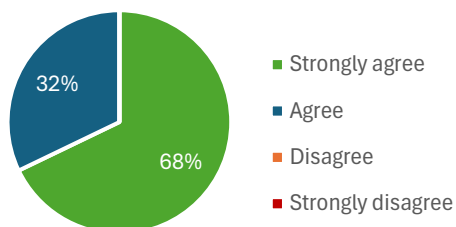
During this training I learned



Knowledge acquired during the training

The workshop seems to have been effective for all, 63% of respondents said they learned a lot and 37% a fair amount.

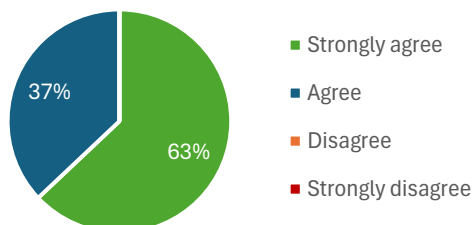
The objectives of the training were clearly defined



Clearness of training objectives

All respondents agreed that the objectives of the training were clearly defined. 68% of them strongly agreed with the proposition and 32% agreed.

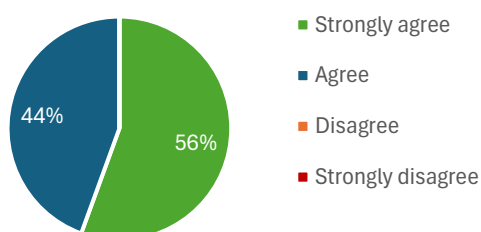
The content was well organised and easy to follow



Organisation of content

All respondents agreed that the content of the training was well organised and easy to follow, with 63% strongly agreeing with the proposition and 37% agreeing.

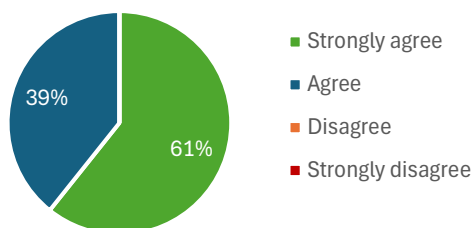
The issues covered were relevant to me



Relevance of issues discussed

All respondents found that the topics discussed were relevant, with 56% strongly agreeing with the proposition and 44% agreeing.

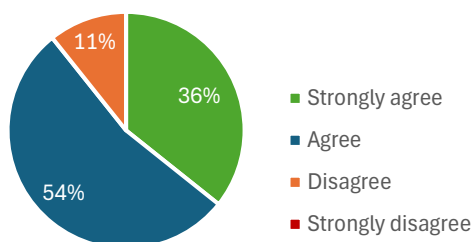
This training will be useful for my work



Usefulness of training for work

All respondents considered that what they had learned during the one and a half days would be useful for their work, with 61% of them strongly agreeing with the statement and 39% agreeing.

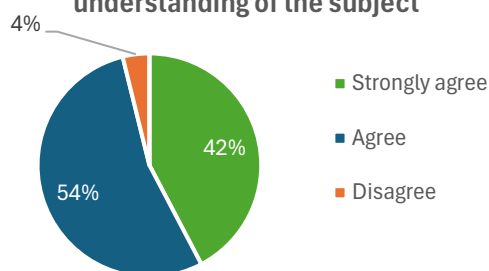
There was a good balance between plenary sessions / working groups



Balance between plenary sessions and group work

89% participants agreed or strongly agreed that there was a good balance between plenary session and group work. Three participants disagreed and one mentioned that the training time should be one week.

The group work supported my understanding of the subject



Usefulness of group work

The group work helped most participants to get a deeper understanding of the training subjects, as 42 % of respondents strongly agreed with the statement, and 54% agreed. One participant disagreed but did not specify the reason.

Since this online training was a 'pilot' exercise as mentioned previously, the questionnaire contained an open question regarding the features of the training which participants would suggest to maintained, revise, or change entirely ? Replies are set out in the table below.

Suggest revisions
It would be useful to be together in person, as it is difficult to exchange experiences and opinions remotely.
I think more feedback and discussion in plenary of the fulfilment of the group tasks is needed
1.I would suggest improving the working group process. 2. Shorter duration per day, more days.
It would have been helpful to have the instructor continuously involved throughout the exercise
We understand that the interpretation was a pilot and we will be exploring with our colleagues its usefulness for the future. However, I would like to mention a factor that may affects the efficiency and attention of the audience: if the training wasn't probably held entirely by Thomas - even though Thomas was one of the best trainers ever- the focus would be easier. I mean, I believe that a second trainer like Thomas would make the attendance easier. I really can't believe how Thomas made it. He is amazing!
This question is a case study itself, on "Evaluation Basics". It cannot be answered in two sentences.
PROS: 1. Thomas & EU staff have been excellent hosts! 2. The overall organisation, quality of presentations and punctuality have been exceptional 3. The introduction of MIRO to facilitate group collaboration is very interesting CONS: 1. The content has been too basic / introductory. Most of the GR participants have carried out numerous evaluations. The examination of more advanced concepts would be welcome. A needs' assessment, preceding the event, would have shed more light on the actual expectations, at least on the Greek side. 2. Case study: Should be designed in a more careful and elaborate manner, with a clear chain of results. This would have allowed for a more meaningful participation in the hand-on exercise. A real-life case study, eg the presentation and examination of an actual ESIF intervention, with a full description of the set of tools utilised and deliverables produced would be preferable. The exercise seems a bit incomplete. 3. MIRO functionality: while the user interface is intuitive, it takes some time for the user to get acquainted with all the features. Many colleagues met problems with using the required features. 4.Hands-on exercise: It has been carried out hurriedly; too little time for the participants to elaborate a meaningful response ; limited feedback from the trainers' side, due to strict time restrictions; it's added value has been somehow low, I think. 5. Duration: Apparently two days are not enough, even for an introductory event. A third day could have been devoted for examining the case study to a full extent. The second day (Tuesday), which was supposed to be a homework day, created an unnecessary gap in the training continuity.
Nothing. Everything was well controlled and we took the best of it.

Suggest revisions
This depends on who it is addressed to. As for the management authorities of most regional programs, the executives who will be responsible for drafting the specifications, defining the objectives and needs of the various evaluations, should be trained more thoroughly. This should be done in cooperation with the staff structures and central services of the member state.
1) In the beginning, the work with Miro was challenging for our group, since none of us had experience with it. So during the first session we really struggled to explore how to use it. In the next sessions we got used to it and overall, I would assess using it positively, since I learned something new and interesting (additionally to evaluation topics).
2) Group sessions in online format could be quite challenging, since: (a) people are physically at their offices, so they might be tempted/urged to multitask and not be fully concentrated on the training; (b) people might be reluctant to talk and the online format makes it very difficult to involve them in the discussions, which reduces the overall efficiency of the group; (c) it is difficult for beginners to participate in the discussions. Considering the small size of the groups, I think the above factors decreased the added value of the group sessions. It might be useful to consider how to address this in future trainings.
I think parallel WGs need a supervisor so as to clarify the questions and work better on the examples and case studies
To analyse examples of public works interventions
I wouldn't change anything
I have no suggestions.
The miro platform was a little chaotic for me
No changes needed
Reduce the hours per day, keep the working groups and your great presentation!
Keep it as it is!! Because it includes a very usefull hands-on part, maybe it would be better to have fewer groups in order to be able to present the work done by the groups and be able to comment
Less people maybe - a bit more interactive - too long ! maybe three days wuld be better less hours - maybe a skill analysis before
Further work on Evaluation Questions, Evaluation Matrix and ToR.
Additional comments
It was not easy to understand what the exercises required and the Miro platform was not easy to use
Many Thanks.
The training time should be longer (1 week) and the material richer (simplex method, spss etc).
Thanks for this great event! We looking forward to seeing you in a future training.
The trainers had done a wonderful job structuring the training and preparing the materials.
They had a very challenging task considering the online format, the large group of

Additional comments
participants and the diverse levels of experience.
Despite these factors, they managed to handle the situation and provide a very useful training.
They gave us many valuable hints, as well as food for thought on how to make our evaluation efforts more meaningful.
Overall, this more strategically oriented approach towards the cooperation with the Helpdesk is an excellent opportunity for the BG authorities and I hope we will be able to make best use of it.
I would be interested in similar seminars in order to deepen my knowledge in the different features of evaluation
Thank you for the seminar
Would be useful to add a section for presenting an already implemented evaluation, explaining the different aspects of the seminar on a real life example (including what could be improved or done differently in this eval)
Thank you!
A big bravo to Thomas (mainly) - very difficult task

7. List of participants

Surname	Name	Organisation	Country
National authorities from Greece			
AGAPI	ADAMOPOULOU	MANAGING AUTHORITY OF SOUTH AEGEAN REGION	Greece
Vasiliki	Amenta	Managing Authority of the "Attiki" Regional Programme	Greece
ANTHOULA	ANAGNOSTAKI	MA OF PROGRAMME DIGITAL TRANSFORMATION	Greece
MARIA	ANDRONI	EY DAM Just transition special Authority - Programme just transition development	Greece
Emmanuel	Apostolou	Managing Authority of North Aegean Region	Greece
VIRGINIA	AVGOUSTINAKI	Managing Authority of Programme "Dytiki Makedonia" (West Macedonia), MFF 2021-2027	Greece
MARINA	BASTAKI	Managing Authority of Program "Crete"	Greece
Triantafilos	Delakis	Managing Authority of Programme "East Macedonia, Thrace"	Greece
Konstantina	Dimitraka	EYSEKT	Greece
KYRIAKI	DOKOUMETZIDOU	MA OF TRANSPORT PROGRAMME 2021-2027	Greece
Christina	Dritsa	Managing Authority of Transport 2021-2027 Programme	Greece
Eleftheria	Efthymiou	National Coordination Authority / Special Service for the Coordination of Planning, Evaluation and Implementation	Greece
Angeliki	Karakatsani	Managing Authority of the Programme "Human Resources and Social Cohesion"	Greece
Ioannis	Kartsakis	Special Managing Authority of Thessaly region	Greece
GLYKERIA	KATIFORI	MANAGING AUTHORITY OF WESTERN GREECE	Greece
Georgios	Kostaras	Managing Authority of the "Central Macedonia 2021-2027" Programme	Greece
Panagiotis	Koudoumakis	Managing Authority of Programme "East Macedonia, Thrace"	Greece
Eleni	KOUFOU	Managing Authority of Programme "East Macedonia, Thrace"	Greece
Eleni (Eni)	KOUKOULA	EYSEKT(Special Service for the Coordination of ESF Actions) MINISTRY OF ECONOMY & FINANCE	Greece
Ioannis	Koutsikos	Managing Authority of Sterea Ellada Programme	Greece

Surname	Name	Organisation	Country
Sophia	LIAPPA	Managing Authority of the Programme Competitiveness	Greece
Evangelia	Linardou	Managing Authority of the Operational Program "IONIA NISIA"	Greece
Evangelia	Mina	Managing Authority of Civil Protection Program 2021-2027	Greece
Giorgos	Plakotaris	Managing Authority of the North Aegean Region	Greece
STAVROULA	PSARROU	MANAGING AUTHORITY OF PROGRAMMES "ENVIRONMENT AND CLIMATE CHANGE" & "CIVIL PROTECTION" - UNIT A1 "ENVIRONMENT AND CLIMATE CHANGE"	Greece
Kerasia	Seiragaki	Special Management Service of "Thessaly" Programme	Greece
ANGELOS	SPILIOTIS	M.A. for the Regional Program ATTIKI	Greece
Kyriaki	TOURLOUKI	Peloponnese Region Managing Authority	Greece
Sofia	Tsitouridou	Managing Authority of Program Epirus	Greece
National authorities from Bulgaria			
Plamen	Bonev	Ministry of Transport and Communications	Bulgaria
Radoslav	Dimitrov	Agency For Social Assistance	Bulgaria
Irena	Dimitrova	Ministry of environment and water	Bulgaria
Nikolay	Draganov	Agency for social assistance; "Food and Basic Material Support Programme" 21-27, Managing Authority	Bulgaria
Plamena	Eftimova	Ministry of Regional Development and Public Works	Bulgaria
Eva	Georgieva	Administration of the Council of ministers, Central coordination unit	Bulgaria
Galya	Hindelova	Ministry of transport and communications	Bulgaria
Galina	Hristova	Agency for social assistance	Bulgaria
Joanna	Kazakova	MRRB	Bulgaria
Elena	Koleva	Agency for social assistance; Food and Basic Material Support Programme 2021-2027, Managing Authority	Bulgaria
Victoria	Nenkova	Council of Ministers	Bulgaria
Ilina	Nikova	Social Assistance Agency	Bulgaria
Milena	Penevska	Central Coordination Unit	Bulgaria

Surname	Name	Organisation	Country
Mariela	Petkova	Social Assistance Agency - MA Food and basic material support programme	Bulgaria
Mariyana	Stefanova-Treneva	Ministry of Transport and Communications	Bulgaria
Stoyan	Stoyanov	Ministry of Transport	Bulgaria
Angelina	Stoyanova	Ministry of Innovation and Growth	Bulgaria
Todor	Todorov	Agency for social assistance	Bulgaria
Marieta	Todorova	Ministry of transport and communications	Bulgaria
Nadezhda	Toneva	Ministry of Regional Development and Public Works of Republic of Bulgaria	Bulgaria
Daniela	Vasileva	Ministry of Labor and Social Policy. Human Resources Development Program	Bulgaria
Milena	Velichkova	Ministry of transport and communication	Bulgaria
Atanas	Velinov	Agency for social assistance	Bulgaria
Militsa	Yordanova	Council of Ministers	Bulgaria
Stela	Yordanova	Directorate General „European Funds for Competitiveness“, Ministry of Innovation and Growth	Bulgaria
Susan	Ziya	Central Coordination Unit	Bulgaria
European Commission			
Carlo	Amati	DG RGIO	
Costas	Voyiatzis	DG EMPL	
Evaluation Helpdesk			
Thomas	Delahais	Quadrant Conseil	
Lydia	Greunz	Applica	
Marc	Tevini	Quadrant Conseil	
Gisèle	Uwayezu	Applica	