



## Venera Gudachi

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**Gender:** Female **Date of birth:** 03/12/1977

**Nationality:** Macedonian/citizen of the Republic of North Macedonia

### ABOUT ME

Assistant Professor on Management of Information Technologies, Certified Management Consultant, and experienced evaluator with a proven record.

Carries 20 years of extensive experience in working with different backgrounds and settings in the field of IT/IS management and socio-economic development processes in North Macedonia and Balkan countries. Engaged in numerous short and mid-term assignments for the needs of public administration, and international organizations EBRD, UNDP, UNHCR, and EU to conduct a professional evaluation of numerous projects, programs, and training in the fields of cross-border cooperation, economic development, information technologies, literature, and media literacy.

Dedicated to MEL processes in the country and beyond, with special emphasis on EU IPA CBC and Transnational Cooperation Programmes and evaluation of the SDGs and Agenda 2030. Special interest in methodology and research design, qualitative and quantitative analysis, statistical interpretation, and report/analysis writing.

Eager to accelerate and fully incorporate the cross-cutting concepts in the working environment.

### EDUCATION AND TRAINING

[ 10/09/2016 – 29/10/2018 ] **PhD in Management of Information Technologies**

**European Center for Peace and Development** <https://www.ecpd.org.rs/index.php>

**Address:** Belgrade, Serbia

[ 01/09/2007 – 14/05/2012 ] **MBA in General Management**

**University American College** <https://uacs.edu.mk/home/>

**Address:** Skopje, North Macedonia

[ 01/09/1997 – 12/07/2001 ] **Bachelor degree in National Science - Informatics**

**University of Tirana** <https://unitir.edu.al/>

**Address:** Tirana, Albania

[ 01/11/2019 – 15/12/2020 ] **Certified Management Consultant (CMC)**

**International Council of Management Consulting Institutes (ICMCI)** <https://www.cmc-global.org/>

## NETWORKS AND MEMBERSHIPS

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[ 07/08/2014 – Current ] **Member of Management Consulting Organization MCA 2000** Skopje

[ 02/08/2016 – Current ] **Member of Macedonian Evaluation Network – MEN** Skopje

[ 03/08/2016 – Current ]

**Member of Western Balkan and Southeast Europe Evaluation Network - WBEN**

Western Balkans

[ 15/05/2016 – Current ]

**EBRD Consultant for Strategy Development, Organization, Operations, Marketing and ICT**

Skopje

[ 13/11/2019 – Current ] **UNDP Consultant for Entrepreneurship and Business Skills Development**

Skopje

## WORK EXPERIENCE

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[ 29/10/2019 – Current ] **Assistant Professor - part time**

***European Center for Peace and Development***

**City:** Skopje

**Main activities and responsibilities:**

- Providing lectures to undergraduate and postgraduate students.
- Guiding, leading, and mentoring students in research projects.
- Evaluating, monitoring, and mentoring student academic progress.
- Developing and implementing innovative instructional methods.
- Developing professional logistics to improvise student performance.
- Assessing, reviewing and evaluating student activities and progress.

[ 01/08/2007 – Current ] **Public relations manager - part time**

***Embassy of Spain***

**City:** Skopje

**Country:** North Macedonia

**Main activities and responsibilities:**

- Planning, directing, and managing public actions and events to maintain the favorable public image of the institution.
- Reviewing and monitoring communication, advocacy, and public relations interventions based on the institution's strategy for a public campaign.
- Providing technical assistance in the development and implementation of communication strategies and public relations campaigns of this diplomatic mission through conducting formative research, designing appropriate communication strategies, developing supporting media and materials production, community mobilization, and evaluation.
- Drafting and editing reports, press releases, communication products, and other documents as required. Demonstrated ability to convert technically complex concepts into plain language desired.
- Responding to the specified deliverables and goals of contracts and grant agreements, ensuring achievements in a timely manner and in full support and compliance with predefined agreements.
- Completing detailed strategy write-ups, work plans, and delivering quarterly reports and all other reporting requirements.
- Overseeing the work of interns and subcontractors as necessary.
- Liaising and managing counterparts in activities and building local capacities through the development and implementation of capacity assessments, training courses, and other capacity-building initiatives.
- Providing assistance in determining the event budget and managing expenses.

[ 01/11/2019 – 30/12/2019 ] **Expert /Consultant for socio-economic analysis of CBC area with Bulgaria**

***SEG Holding***

**City:** Skopje

**Country:** North Macedonia

**Main activities and responsibilities:**

Socio-economic analysis of the Bulgaria - North Macedonia cross-border area "(North East, South East and East regions in North Macedonia)

- Drafting of the methodology for the analysis
- Collection of data/information – including primary data collection (interviews, focus groups, and online survey) and secondary data collection (desktop research) of various documents, policies, strategies, and evaluations related to the targeted area.
- Processing of data and production of the final analysis – compiling the data collected from primary and secondary researches, comparing the data between the regions with special focus on regional disparities, and cross-border cooperation, analyzing and elaborating the needs, constraints, and opportunities of the targeted area for the SWOT and PESTLE and processing the obtained data from the primary research for comparative analysis of the regions and the cross-border area.
- Preparation/delivery of the socio-economic analysis.

***Issiglass Company in the framework of EBRD Project supporting the SMEs***

**City:** Skopje

**Country:** North Macedonia

**Main activities and responsibilities:**

**Incorporation of contemporary marketing tools to improve company's image and visibility**

Designing a website mock-up and creation of content for the site

- Requirements gathering and analysis (target audience and content, diagnosis of current business units and services, company strategy and goals for the business units);
- Designing, demonstrating, and Go approval from the manager for the mock-up/prototype of the WCMS;

Development and launch of the website (CMS), testing and delivery

- Development of company's website in accordance with the mockup and content laid down in Phase 1;
- Web hosting arrangement, environment, and its configuration;
- Training administrators of the company who will have access to the back-end and regularly update and maintain the website

Development of order application

- Requirements gathering of the products filtering and their features to properly plan the structure and backend of the calculator app;
- Development of software application;
- Testing and Incorporation in the web page and its configuration.

Strategy and action plan for social media

- Conduct research and competitive analysis of social media;
- Identifying the audience of potential clients and followers;
- Collecting real-time data from the company's social media analytics to guide the company's advertisements;
- Conceptualizing, developing the schedule, format, and design of promotional materials/content and activities of social media and the publication schedule;

***EuroAktiva Company in the framework of EBRD Project supporting the SMEs***

**City:** Skopje

**Main activities and responsibilities:**

**Advanced marketing tool & Social Media Strategy**

**Requirements gathering and analysis**

- Diagnosis of the current business processes;
- Production analysis of the key points of the improvements as requested by the management;
- Identification of all needed details (database, tools, software, and system) required for the new design;
- Creating specification documentation which should be approved by the management;

**Re-designing the web page**

- Re-design and build the website in compliance with the existing web page and the items that need to be incorporated;
- Presentation of phase 1 to the beneficiary management;
- Testing of the new web page;
- Implementation of the design.

**Restructuring of the new tool and training of the employees**

- Preparation and deployment;
- Testing implementation;
- Deliver training for the employees as platform users.
- Configuration documentation and guidelines explaining management of the website, details on the hosting arrangement, environment, and its configuration.

**Marketing and Social Media Strategy Plan to increase the company visibility and promote the app.**

- Conducting an assessment of the existing social media actions performed by the company compared to its competitors.
- Development of a social media action plan to increase the company's visibility and at the same time promote the new software application.
- Conceptualize, develop layout, format, and design of social media promotional materials and activities;
- Actions to increase membership and user engagement.
- Development of innovative activities promoting company/product
- Features to enable interaction with major social media platforms such as Facebook, Instagram, LinkedIn, and Twitter.
- Define targets and benchmarks to measure the success of the social media plan.
- Develop an inventory of media and public relations professionals/agencies that can be utilized and facilitate contact with them when necessary.

***Nomino Led Company in the framework of EBRD Project supporting the SMEs***

**City:** Skopje

**Country:** North Macedonia

**Main activities and responsibilities:**

**A cutting-edge application and social marketing**

**Requirements gathering and analysis**

- Diagnosis of the current business processes;
- Production analysis of the key points of the improvements by introducing a software solution;
- Design of the software that will identify any specific designs and workflows for the application including database, tools, software, and system required for the application development;
- Create software specification documentation which should be approved by the management;

**Development of the software solution**

- Development of the customized software solution;
- Presentation of phase 1 (beta version) to the beneficiary management;
- Testing of the software;
- Implementation of the design.

**Deployment of the software and training of the employees**

- Preparation of the hardware (servers) for software deployment;
- Deployment of the software;
- Testing implementation;
- Deliver training for the employees as platform users and its configuration.

**Social Media Action Plan to increase the company visibility and promote the app.**

- Analyze and assess the current social media activities and existing communications/ public awareness tools of the company;
- Develop a social media action plan to increase visibility and promotion of the new software application.
- Conceptualize, develop layout, format, and design of social media promotional materials and activities;
- Increased membership and user engagement.
- Features to enable interaction with major social media platforms such as Facebook, Instagram, LinkedIn, and Twitter.
- Define targets and benchmarks to measure the success of the social media plan.
- Develop an inventory of media and public relations professionals/agencies that can be utilized and facilitate contact with them when necessary. Social media sites must be monitored to have better coverage.

***United Nations Development Programme- UNDP***

**City:** Skopje

**Country:** North Macedonia

**Main activities and responsibilities:**

**Capacity Building of Local Governance-Development of Enabling Economic**

**Environment:**

- Supervising the activities of local coordinators in implementing activities according to UNDP programme outlines
- Visiting the project sites and closely monitoring and evaluating the overall ongoing activities
- Advising municipal counterparts in project implementation, monitoring, and reporting requirements and ensuring their close collaboration with UNDP and national institutions
- Supporting the municipalities (LED personnel and partnership) in collecting/ processing the information on economic-social data, identifying priorities, and preparing municipal/regional strategies
- Drafting ToR for the evaluation of project proposals, training, and external consultants
- Participating in the strategic planning process for local/regional economic development
- Providing workshops/seminars to build the capacities of LED departments
- Drafting narrative and financial reports (weekly, monthly, quarterly, and yearly)

Financed by Norwegian Government

**Economic Recovery and Development through the establishment of Municipal**

**Development Fund:**

- Monitor the project activities according to the work plan
- Coordinate the overall process of the call for project proposals
- Participate and monitor the process of evaluation of received project proposals for LED
- Actively participates in the process of decision making of best project proposals
- Monitor the implementation process of the project proposals

Financed by Norwegian Government and OSCE

[ 18/11/2012 – 29/12/2013 ] **Programme Assistant**

***International Commission on Missing Persons-ICMP***

**City:** Skopje

**Country:** North Macedonia

**Main activities and responsibilities:**

**Government relations pillar:**

- Assisting in the scheduling, planning, coordination, and implementation of meetings, field trips, workshops, and other events with State Institutions, Government representatives, international organizations, family members of missing persons, and others as needed
- Establishing communications between ICMP, State Institutions (Cabinet of President, Government, Ministries, Members of Assembly, Juridical authorities, other political parties) and Family Associations abroad
- Maintaining regular contacts with International Community (UNMIK, ICRC, ICTY), as well as with the non-profit sector.
- Maintaining contacts with media outlets
- Reviewing press, translation of relevant articles
- Translating and reproduction of documents from English/ Macedonian and/or Albanian, and vice-versa

**Civil Society Initiatives pillar:**

- Coordinating receipt and translation of project grant proposals received from family associations
- Evaluating and assessing received project grant proposals.
- Providing administrative support in the contracting and award process of sub-grants to family associations for core operations, projects, and short-term activities.
- Monitoring the implementation of grant proposals.
- Following on the administrative and financial management of projects.

[ 01/12/2001 – 30/12/2002 ] **Office manager**

***United Nations High Commissioner for Refugees (UNHCR)***

**City:** Skopje

**Country:** North Macedonia

**Main activities and responsibilities:**

- Establishing contacts and liaise with all stakeholders
- Organizing and facilitating the return process of IDPs/refugees
- Participating in field visits to the conflict-affected areas and monitoring the development of the situation
- Providing interpretation services during meetings at a high level from local languages to English
- Translating project proposals, letters, legal and other documents
- Briefed the interested community about Quick Impact Project's (QIPs) program and coordinate their receipt
- Informing and acting on the reports received from IDPs/refugees
- Creating and maintaining the internal electronic database
- Following the administrative and financial management of projects and office expenses



[ 16/09/2001 – 16/12/2001 ] **Database Assistant - part time**

***International Red Cross- IRC***

**City:** Kumanovo

**Country:** North Macedonia

**Main activities and responsibilities:**

- Coordinating the activities of the shelter office
- Data entry and processing
- Preparing tripartite agreements
- Maintaining the Local Area Network and repairing the software troubleshooting
- Acting as interpreter and translator on a need basis

**EVALUATION EXPERTISE**

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[ 01/05/2021 – 30/05/2021 ] **National Country Evaluator for TechSoup Foundation**

- Performing qualitative training's evaluations under Media Literacy Accelerator Project
- Drafting country analysis on media literacy for North Macedonia & Kosovo
- Conducting data processing and drafting evaluation reports for each specific training
- Identifying suitable interviewees, providing detailed interview protocol, and preparing individual case studies
- Drafting final reports on the evaluation of each specific training

[ 05/06/2020 – 12/01/2021 ] **Consultant/ Evaluator - for Flagship Program 1 - EvalPartners**

- Providing expertise in enhancing the evaluation capacities related to SDGs of Macedonian Evaluation Network
- Identifying potential stakeholders to establish the National Partnership for SDGs
- Preparing the methodology and conducting the Mapping SDGs evaluation stakeholders/report
- Development of Case Studies comparing national levels indicators with the SDGs` indicators.

[ 01/01/2015 – 19/12/2020 ]

**External Project Assessor for INTERREG IPA Cross Border Cooperation Programme North Macedonia- Greece 2014-2020**

Performing technical and qualitative evaluation and expertise on the following

- Evaluation of Concept Notes
- Evaluation of Full Applications
- Assessing the best quality Full Application based on technical and financial assessment
- Preparing the evaluation grids of each project including the final conclusions/recommendations
- Developing final report on project proposal outcomes

[ 01/08/2017 – 17/12/2020 ]

**Project assessor / evaluator for INTERREG Balkan-Mediterranean Cross Border Programme 2016-2020**

Performing technical and qualitative evaluation and expertise on the following

- Evaluation of Concept Notes
- Evaluation of Full Applications
- Assessing the best quality Full Application based on technical and financial assessment
- Preparing the evaluation grids of each project including the final conclusions/recommendations
- Developing final report on project proposal outcomes

[ 01/12/2015 – 07/12/2020 ]

**External Project Assessor for INTERREG IPA Cross Border Cooperation Programme North Macedonia- Bulgaria 2014-2020**

Performing technical and qualitative evaluation and expertise on the following

- Evaluation of Concept Notes
- Evaluation of Full Applications
- Assessing the best quality Full Application based on technical and financial assessment
- Preparing the evaluation grids of each project including the final conclusions/recommendations
- Developing final report on project proposal outcomes

[ 01/04/2020 – 30/05/2020 ] **Evaluator for German Research Center for Artificial Intelligence**

- Evaluating the project proposals (Concept notes and Full Applications) for the European Language Grid Projects (EU's Horizon 2020 research and innovation programme under grant agreement № 825627 (ELG))
- Drafting the evaluation grids with scored assessment and textual comments
- Preparing the evaluation reports for each project proposal with conclusions and recommendations

[ 10/12/2019 – 10/04/2020 ]

**Evaluator for the European Center for Peace and Development and the Swiss Cooperation Office**

Member of the team conducting the Evaluation of Regional Development Strategy 2009-2019 of the Republic of North Macedonia,

- Methodology development for the evaluation
- Conducting an online survey of 150 persons and statistical interpretation of the data
- Evaluation of the current Strategy for Regional Development 2009 – 2019
- Evaluation of the programs for the development of the 8 planning regions covering four areas:
  1. Spatial planning
  2. Socioeconomic development
  3. Technical infrastructure
  4. Environment

[ 16/01/2012 – 17/12/2012 ]

**Evaluator – Expert in Economic Development for Component 2 - IPA Cross Border Cooperation programme North Macedonia- Albania**

- Evaluation of project proposals under the 3<sup>rd</sup> and 4<sup>th</sup> call for IPA CBC programme
- Preparing the evaluation grids for each project including the final conclusions/ recommendations
- Developing final report on project proposal outcomes and its economic impact in the region

[ 14/04/2018 – 13/10/2018 ]

**Evaluator / Assessment of the Current State of DRG Evaluation in Europe for IOCE**

- Overviewing the existing M&E practices in North Macedonia (supply, demand, and institutionalization)
- Description of the current state of DRG evaluation in North Macedonia
- Drafting of the evaluation report of the state of DRG in North Macedonia
- Recommendations for developing awareness of DRG evaluation in your country and across Europe.

**PUBLICATIONS**

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[ 2019 ]

**Efficient e-learning contents contribute to better memorize the lessons (Case: Public secondary schools in the Republic of North Macedonia), Co-author of the book “Platforms for digital leadership” Belgrade Based union - Nikola Tesla University and Comtrade ITS**

[ 2018 ]

**Use of e-learning by public secondary schools in the Republic of Macedonia, International Scientific Conference Journal**

[ 2016 ]

**Twitter: the new media outlet of Government Institutions in the Republic of Macedonia, International Scientific Conference Journal,**

[ 2015 ]

**Comparison Spain vs Macedonia - Links between HRM and Business Strategy, LAP Lambert Academic Publishing, ISBN 978-3-659-80333--8**

[ 2014 ]

**Development of Human Resource Management in Spain and its appliance in business companies, International Journal**

[ 2015 ]

**The link between the HR practices and the business strategies in the ITC sectors in the Republic of Macedonia, IBU Journal on Social and Human Sciences, ISSN: 1857-9051**

[ 2017 ]

**Project evaluation process within IPA Cross Border Cooperation Programme in the Western Balkans, Magazine for Social Economic Development eVal**

[ 2007 ]

**Policies, Institutions and Processes for Sustainable Agriculture and Rural Development in Mediterranean Mountain areas", SARD-M.**

[ 2005 ]

**Municipal/regional Strategies for Local Economic Development and Action Plans of several municipalities in Macedonia (Shtip, Karbinici, Kicevo, Zajas, Oslomej, Drugovo, Vranestica, Plasnica, Strumica, Novo Selo, Vasilevo, Bosilovo, Tearce and Jegunovce, UNDP**

## **CONFERENCES AND SEMINARS**

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[ 23/11/2021 ]

**4th Regional Conference of Evaluators in Western Balkan and Southeast Europe**

Skopje - online

[ 2018 ] **13th European Evaluation Society Biennial Conference** Thessaloniki

[ 2019 ]

**3rd Regional Conference of Evaluators in Western Balkan and Southeast Europe**

Belgrade

[ 2018 ] **19th International Scientific Conference "Knowledge in practice"** Bansko

**XIV ECPD International Conference " A new human concept of security**

Belgrade

[ 2017 ]

**2nd Regional Conference of Evaluators in Western Balkan and Southeast Europe**

Zagreb

[ 2017 ] **ECPD International Round Table "Peace and democratic multilaterals**

Belgrade

[ 2017 ]

**ECPD 5th Global Youth Forum "Youth Peace Builders for a sustainable future**

Belgrade

[ 2016 ] **11th International Scientific Conference "Knowledge in practice"** Bansko

[ 2016 ]

**XII ECPD International Conference “Future of the world between globalization and regionalization**

Belgrade

[ 2016 ]

**UACS 11th Annual International Academic Conference “Borders, imagined and real**

Skopje

[ 2015 ] **1st Regional Conference “Policy Impact Evaluation in Western Balkan**

Sarajevo

[ 2015 ]

**UACS 10th Annual International Conference “Europe an Integration-New prospects**

Skopje

[ 2014 ] **3rd International Scientific Conference “Knowledge, capital of the future**

Bansko

[ 2014 ]

**SEEU Regional Higher Education Conference “Quality of Assessment, Qualification and Evaluation in Higher Education**

Tetovo

[ 2014 ]

**UACS 9th Annual International Conference “Europe of tomorrow: Creative, digital, Integrated**

Skopje

## **TRAININGS**

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[ 07/2019 ] **Equity focused and Gender Responsive Evaluations, EvalPartners**

[ 05/2019 ] **Advocating for Evaluation, EvalPartners**

[ 03/2019 ] **Integrating Human Rights and Gender Equality in Evaluations, EvalPartners**

[ 03/2018 ] **Introduction of Evaluation to Humanitarian Action, EvalPartners**

[ 02/2018 ] **Emerging practices in Development Evaluations, EvalPartners**

[ 01/2018 ]

**National Evaluation Capacity for country-led M&E evaluations, EvalPartners**

[ 11/2017 ] **IPA funds course, Thessaloniki**

- [ 05/2016 ] **Introductory course on evaluation of IPA funds, Sofia**
- [ 06/2013 ] **Communication skills, Madrid**
- [ 04/2013 ] **Attention to the public, Madrid**
- [ 04/2012 ] **Course on Protocol, Diplomatic School of Madrid**
- [ 09/2008 ] **Certificate on Creative performance and leadership**
- [ 04/2007 ] **Advanced security in the field-staff safety, health and welfare**
- [ 06/2006 ]  
**UN Course on Prevention of Harassment, Sexual Harassment and Abuse of Authority in the Workplace**
- [ 06/2005 ] **Training for Local Economic Development, Bulgaria**
- [ 04/2005 ] **Policy for the development of SME sector and further support needed –EAR**
- [ 01/2005 ] **TYPO3 WEBCMS "Content Editors Training-NEOCOM**
- [ 01/2005 ] **Basic security in the field-staff safety, health and welfare, UN**
- [ 02/2000 ]  
**Training of Trainers in entrepreneurship, U.K. Know How Fund & Enterprise Support Agency**

## **LANGUAGE SKILLS**

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**Mother tongue(s):** Albanian, Macedonian

**Other language(s):**

### **English**

**LISTENING C2 READING C2 WRITING C2**

**SPOKEN PRODUCTION C2 SPOKEN INTERACTION C2**

### **Spanish**

**LISTENING C2 READING C2 WRITING C2**

**SPOKEN PRODUCTION C2 SPOKEN INTERACTION C2**

## HONOURS AND AWARDS

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[ 01/07/2014 ] **Orden del Merito Civil Awarding institution:** Rey Felipe IV

## RECOMMENDATIONS

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### **TechSoup Manager**

**Name:** Mr. Miles Maftean

mmaftean@techsoupeurope.org

### **President of Macedonian Evaluation Network**

**Name:** Mr. Vlatko Danilov

vlatko@basmе.com.mk

### **Head of German Research Center for Artificial Intelligence**

**Name:** Dr. Georg Rehm

[evaluators@european-language-grid.eu](mailto:evaluators@european-language-grid.eu)

### **ECPD Executive Director**

**Name:** Academician Negoslav Ostojic

office@ecpd.org.rs

### **SEG Executive Director**

**Name:** Mr. Gligor Mihajlovski

g.mihajlovski@seg-holding.com

### **EBRD Business Analyst**

**Name:** Ms. Tatjana Petricevska

petricht@ebrd.com

### **Head of Unit for programming, coordination, monitoring and evaluation of IPA**

**Name:** Ms. Nita Krliu

[nita.krliu@mls.gov.mk](mailto:nita.krliu@mls.gov.mk)

### **Chief expert at "CBC External Borders" Department, G "Territorial Cooperation Management**

**Name:** Mr. Jordan Tenev

JoTenev@mrrb.government.bg

### **Deputy Head of Mission Embassy of Spain**

**Name:** Mr. Ernesto Heredero del Campo

ernesto.heredero@maec.es

**UNDP Project Manager****Name:** Mr. Vasko Karangeleski[Vasko.karangeleski@undp.org](mailto:Vasko.karangeleski@undp.org)**ICMP Director of Government Relations****Name:** Mr. Jeffrey Buenger[jeffrey.buenger@ic-mp.org](mailto:jeffrey.buenger@ic-mp.org)**UNHCR Officer****Name:** Mr. Rosemary Knight[knight@unhcr.org](mailto:knight@unhcr.org)**IRC Water and Sanitation Manager****Name:** Mr. Nigel Koolik[nigelkoolik@hotmail.com](mailto:nigelkoolik@hotmail.com)