# External Evaluation of the UNECE-FAO United Nations Development Account (UNDA) project: 12/13AW Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia

Konstantine Peradze



Photograph: Elina Warsta, UNECE/FAO

**January – February, 2016**

# CONTENTS

## Acronyms

| | |
|---|---|
| **CCA** | Caucasus and Central Asia |
| **FAO** | Food and Agriculture Organization of the United Nations |
| **SFM** | Sustainable Forest Management |
| **ToR** | Terms of reference |
| **UNECE** | United Nations Economic Commission for Europe |

# 1. EXECUTIVE SUMMARY

This report presents the findings by an independent evaluator for the UNECE-FAO UNDA project 12/13AW "Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia". The project under review sought to cover Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan and was implemented from June 2013 to June 2015[1]. The purpose of this evaluation is to assess the relevance and effectiveness of enhancing sustainable forest management capacity of the project countries. This report also addresses the efficiency and sustainability of the project, identifies lessons learned and underlines issues that could require further attention.

The introduction chapter of the report briefly describes the project, purpose of the evaluation, scope, limitations and methodology. The findings chapter follows the requirements set forth in the terms of reference (ToR) and in accordance with the project's logical framework (log frame).

Findings are based on project documentation, a tailored questionnaire targeting implementing staff and project participants in all countries as well as interviews.

The evaluation found that most of the activities were implemented in accordance with the project log frame and timeline. This resulted in fully meeting the objective on capacity development and partly meeting the objectives on a coaching program for the development of national action plans. The evaluation report reveals that awareness raising and capacity activities combined with active multi-stakeholder cooperation is vital for introducing green economy and SFM principles in the Caucasus and Central Asia region (CCA).

The evaluation report makes recommendations on closer cooperation with state agencies, bottom-up advocacy for local stakeholders, continuous maintenance and expansion of the project webpage, effective planning of local and regional awareness campaigns, creation of country specific targets and success indicators, presentation of relevant country specific case-studies in workshops, as well as establishment of proper success indicators and the empowerment of women.

---

[1] Some workshops were delayed in Azerbaijan and could only be finalized in September, 2015.

## 2. INTRODUCTION

This evaluation was carried out during January – February, 2016. Findings are based on project documentation, a tailored questionnaire and interviews, targeting implementing staff and project participants in all countries. The evaluation was carried out by an independent evaluator Konstantine Peradze.

### 2.1 Project description[2]

A strong, healthy forest sector has a key role to play in "greening" economies, as outlined in the Rio+20 outcome document. Using wood products to substitute for more carbon-intensive, non-renewable materials and fossil fuels enhances that contribution. Additionally, forests perform an essential role in preventing environmental degradation (air and water pollution, soil erosion) and reducing the impact of natural disasters such as landslides, avalanches and flooding.

In the UNECE region, the role of forests to address environmental problems like soil erosion, pollution and climate change, which otherwise may impact heavily on communities and their livelihoods is particularly acute for countries in transition (especially in the Caucasus and Central Asia). Strengthening the forest sector will enable countries to gain both environmental and economic benefits. To this end, strengthening forest sector policies and institutions is vital.It is also important to expand the use of sustainable forest products including for renewable energy production.

There are numerous obstacles to achieving the full potential of the forest sector. Among these are illegal logging, poor governance, overcutting and overgrazing (leading to forest degradation, deforestation and severe erosion). Weak information systems as well as obsolete policies and institutions compound these obstacles. When the countries of the CCA gained independence in the early 1990's, they did not have effective and sustainable local institutional frameworks in place for managing their forest resources. Relevant institutions for enforcement of existing legal framework on forests are now in place, but most of the CCA countries face severe budget constraints, and the forest sector is a low priority in some countries. However, countries in the CCA region are ready to develop and implement policies which will allow them to properly and sustainably capture the opportunities in the forest sector, in full respect of existing environmental legislation and international commitments. All of them are signatories to the Rio Conventions—on Biodiversity, Climate Change and Desertification and participate in relevant UN and regional processes which identify forests as a key biome for the mitigation of climate change and the conservation of biodiversity. To address the above mentioned obstacles, the project envisaged strengthening national capacities of participating countries of the CCA.

---

[2] According to the project document Annex B, 1

The focus was to help the CCA countries in responding to key capacity gaps and assist them in overcoming these by providing knowledge, capacity building, training materials and advisory services on:

- Strengthening forest sector policies and institutions to facilitate sustainable forest management's contribution to a green economy and mitigating climate change;
- Developing action plans and implementing sustainable forest management in three pilot countries;
- Promoting sustainable forest products, including for bioenergy production.

To achieve these objectives the following activities were to be implemented:

- Development of training materials on sustainable forest management in a green economy, wood energy and data collection;
- The regional, national and local workshops would be held on: a) Forest-policy formulation, b) Bioenergy generation from wood, c) Data collection on forests and forests products;
- A final regional conference would discuss lessons learned and recommendations from the project participants;
- A web-based knowledge hub on forest related issues would be developed and made available to stakeholders.

Seven countries committed to the project: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. Furthermore, a coaching program in three pilot countries (Georgia, Kazakhstan and Tajikistan) aimed at the development of national action plans to improve the forest sector contribution to a green economy. Target groups of the project were government officials from ministries responsible for forestry and other relevant governmental and institutional stakeholders. The project mainly aimed at the development of capacities at a national level, but also the local level (to ensure that staff from the local forest and forest related administrations are trained and advised on how to request further support).

The UNECE/FAO Forestry and Timber Section was responsible for leading the project. The project was planned to be implemented through partnerships in the region, drawing on the UNECE and FAO existing regional networks[3] and involving the resident coordinator system. The project started in June 2013 and ended on June, 2015.

## 2.2 Objectives of the evaluation

---

[3] These include: responsible ministries for forests; relevant forest policy, markets and resources specialists such as the Heads of the Delegation to the UNECE Timber Committee and the FAO European Forestry Commission, and the UNECE Teams of Specialists on Forest Policy and on Sustainable Forests Products; partnership with FAO Headquarters; the Sub-regional Offices for Eastern Europe and Central Asia; the Forest and Farm Facility (FFF); as well as with the UNEP regional office for Europe, in particular on environment issues.

The objectives of this evaluation are as follows:

- Assessing the relevance of the project as it relates to the implementation of the UNECE-FAO Integrated Program on forests in the CCA region.
- Determining the effectiveness of the project towards enhancing the capacity of the project countries in key areas of sustainable forest management;
- Evaluation of the efficiency and sustainability of the project and its activities, in order to learn how to maintain the beneficial effects of the project after its conclusion;
- Assessment of the project success in contributing to building of national capacity to develop forest policies and implementation of sustainable forest management, taking into consideration the five pillars of the Rovaniemi Action Plan for the forest sector in a green economy: (1) sustainable production and consumption of forest products; (2) a low carbon forest sector; (3) decent green jobs in the forest sector; (4) long term provision of forest ecosystem services; and (5) policy development and monitoring of the forest sector in relation to green economy.

The evaluation also focused on lessons learned from the implementation of the project, issues that need further attention and could lead to revision of future capacity building projects. Practical recommendations were also made on how to improve the efficiency and effectiveness of capacity building work for the UNECE-FAO Forestry and Timber Section, participating countries as well as project partners. The effectiveness of the project in achieving its objectives, its sustainability; the efficiency of the project (in particular evaluating how funds, staff, time were utilized) are reviewed. The evaluation questions are listed in the Terms of Reference (which can be found in Annex B).

## 2.3 Scope

The scope of evaluation as defined in the ToR envisaged all seven project countries to be covered by the evaluation. The evaluation process engaged national consultants, national focal points, international and regional consultants, as well as NGOs involved in the project implementation. Main activities (workshops) and outputs (training package, reports) and their impact and usefulness were assessed.

The evaluation covered the organizational contribution of UNECE only. The evaluation focused on the period spanning from the first regional workshop (April 2014) through the second regional workshop (April 2015) to the last national workshop (September 2015), which is the period of implementation. The thematic scope of the evaluation was forest sector development in relation to the green economy, forest policy development, forest data collection and wood energy.

The evaluation framework covered this project only, and excluded other capacity building or forest reporting work by the UNECE-FAO Forestry and Timber Section. Gender aspects were also covered by the evaluation.

## 2.4 Methodology

Initially, an evaluation specialist carried out an extensive desk review of existing project documents. The desk review was based on project reports and materials including the following:

- Project plan;
- Training package;
- Facilitators manual;
- Project website;
- Project progress reports;
- Reports from workshops;
- Compilation of the evaluation results of national and regional workshops (based on UNECE workshop evaluation forms, including ca 150 responses from workshop participants);
- Other documents that the evaluator deemed necessary for this exercise.

A complete list of reviewed documents is attached in Annex B of this report. The evaluation was also carried out by using a tailored questionnaire (Annex D), which was elaborated together with the UNECE project manager. The questionnaire included open and closed questions and was available in English and Russian languages. The questionnaire was e-mailed to over 130 participants of the project in all CCA countries. It was circulated among participants during the period of December 23, 2015 - January 15, 2016. Fourteen responses from the participants were received by the evaluator.

In addition, interviews were conducted with the project manager and national focal points via phone and Skype. The list of contacts were provided by UNECE project manager and are located in Annex C.
The project logical framework (log frame) and time table were analyzed to evaluate effectiveness. a Initially, planned activities were compared withachieved results using indicators set forth in the log frame and time table of the project.

## 2.5 Evaluation limitations

As noted in the project documentation, Turkmenistan didn't participate in the

implementation of project. In addition, there had been difficulties in implementing project activities in Azerbaijan, although the national consultant for Azerbaijan did participate in some activities. Documentation on Azerbaijan's participation has not been reviewed by the evaluator due to its unavailability.

The questionnaire was shared via e-mail, but many participants couldn't respond back due to limited internet connectivity. It also should be noted that the evaluation was conducted during the holiday season in the CCA region, when employees take extended holidays. From Azerbaijan, the national coordinator, nor other participants responded to the evaluation questionnaire.

It should also be noted that the project documentation wasn't complete and information on certain deliverables wasn't available (i.e. statistical information on the project website), which could have affected the evaluation of the undocumented deliverables.
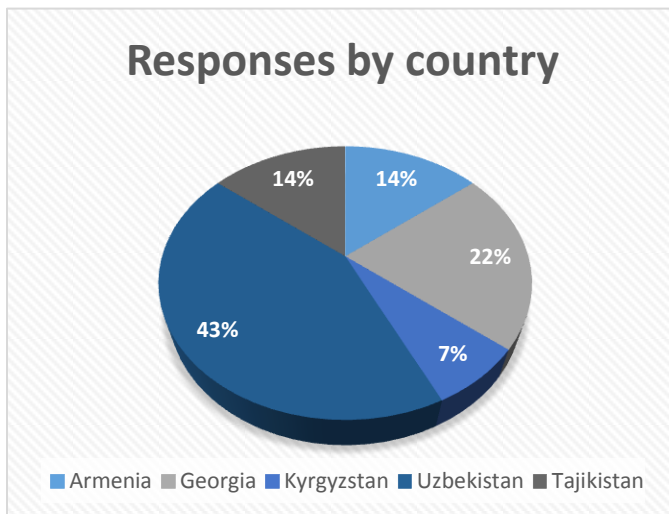
## 3. FINDINGS



**Figure 1. Evaluation questionnaire responses by country (January, 2016)**

The desk research, questionnaire and individual interview evaluation focused on regional and national topics. The findings of the evaluation are structured to measure the indicators of the two main objectives of the project and to answer the key questions on effectiveness, sustainability, efficiency and relevance as outlined in the evaluation ToR. Evaluation findings are a mix of desk research, online questionnaire responses as well as skype and phone interviews with the designated national coordinators, trainers and project coordinator. Figure 1 shows the breakdown of responses by individual country participants on evaluation questionnaire. A list of online or phone interviewees is located in Annex C.

### 3.1    Key Findings:

Key findings are listed in accordance with the project log frame.

*Activity 1. Capacity Development*

*1.1 Development of training modules and materials on sustainable forest management in green economy, wood energy and data collection:*

**Indicators:** *Number of national/local participants that have acknowledged increased knowledge on policy formulation, bioenergy generation and data collection from the training.*

**Means of verification:** *The survey conducted three months after completion of training activities. Training documents. Workshop reports and attendance lists. Website monitoring and statistics (audience overview).*



**Figure 2. Satisfaction with training materials on the scale of 1-5 (January, 2016)**

Training and teaching modules and materials were created and made available for all trainings, workshops and coaching seminars under the project. The evaluation examined training materials located on the project webpage[4]. The facilitator's guide for "Training on Sustainable Forest Management for Greener Economies"[5] uses interactive learning methods consisting of power point presentations and hand-out materials. The facilitator's guide also included training modules on sustainable forest management (page 8), sustainable wood energy development (page 41), forest data gathering and management, rationale, principles and practice (page 48), amongst other things. The evaluation questionnaire specifically asked the participants to express their opinion regarding the training materials (Q7). As Figure 2 demonstrates, on scale of 1-5 "how satisfied are you with training modules and training materials?" majority, 62% is very satisfied (marked 5), 25% is more satisfied (marked 4) and 13% is just satisfied (marked 3).

---

[4] http://www.unece.org/forests/areas-of-work/forestpolicies/forestscapacitybuilding.html

[5] https://docs.google.com/viewer?url=http%3A%2F%2Fwww.unece.org%2Ffileadmin%2FDAM%2Ftimber%2Fworkshops%2F2014%2FSDG_Workshop_Geneva%2F040614_DRAFT_Facilitators_manual_for_training_on_SFM_for_GE.pdf (checked on 1/27/2016)

Individual interviewees expressed their opinion on training materials, all agreeing that materials and methods fostered participation and engagement. The national coordinators noted that the training materials have been used to develop better understanding of thematic areas among participants, potentially leading to a practical application of learned techniques

> …*"The training materials (in combination with the coaching techniques and the accompanying manuals) were easy to be used by the team who conducted the local workshops"…*

and ideas. Based on training materials, participating organizations have elaborated and adopted a training package for the forest sector's contribution to green economy that will be used in combination with other forest related training. Some have used specific information pertaining to the forest data gathering techniques and community information campaign on forest related issues.

A National coordinator from a Central Asian state noted that most of the training materials "assumed European type of forest management" and didn't consider the specifics of the Central Asian forests. Some were also concerned that Russian translations of training materials were only partially helpful, as young participants speakand understand only the local languages.

> *Evaluator's note on activity 1.1*: A high quality and effective training tools and materials was achieved. The Overwhelming majority of project participants were "very satisfied" with training materials and techniques. An appropriate translation of workshop material and geographically/climatically relevant training content should be emphasized.

*1.2 Capacity building through regional, national and local workshops, following these three themes: policy formulation, bioenergy generation from wood, data collection on forests and forest products*

According to the project documentation, capacity building activities through workshops on the three themes have been conducted in seven countries. As already mentioned in the limitations section, the project couldn't was not carried out in Turkmenistan, and the evaluator was unable to examine project implementation-related documentation from Azerbaijan.

*A1.2.1       One regional inception workshop (3 days). The regional inception workshop will be organized by the international consultant and the 8 national consultants. About 25*

*participants from the 8 countries will be attending.*

*The first Regional Training Workshop, 8-11 April, 2014, Astana, Kazakhstan.* A project launch workshop had 33 participants from seven target countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. The workshop focused on a range of topics including the principles of greener economies and sustainable forest management, stakeholder engagement in forest policy processes, forestry data gathering and management, bioenergy generation from wood, green economy action planning for country contexts and training delivery. According to the workshop report, the overall majority of regional inception workshop participants scored the workshop with 4 and 5 marks on the scale of 0-5.

**A1.2.2** *Eight national workshops (3 days each). About 25 participants from relevant ministries and organizations will be trained on forest policy formulation, bioenergy and data collection. It is expected that they will contribute to the dissemination of the acquired knowledge at all levels.*

Table 3 lists national workshops that took place in individual project countries indicating the corresponding number of participants.

| Country | National workshop | No. of participants |
|---------|-------------------|---------------------|
| Armenia | 10-12 September. 2014 , Geghadir village | 18 |
| Georgia | 9-11 June, 2014, Tbilisi | 29 |
| Kazakhstan | 14-16 April, 2014, Astana | 27 |
| Kyrgyzstan | 30 September -2 October, 2014, Bishkek | 27 |
| Tajikistan | 23-25 June, 2014, Dushanbe | 32 |
| Uzbekistan | 21-23 October, 2014,  Tashkent | 29 |
| Azerbaijan | 23-25 September, 2015,  Baku | 16 |

**Table 3. National workshops conducted**

National workshops provided knowledge and capacity development tools on following topics and issues:
- Preliminaries and Green Economy and Sustainable Forest Management Principles,
- Forestry Context Analysis,

- Policy development and further steps.

With the exception of Azerbaijan, all workshops had sufficient participants representing central and local government officials, NGO representatives and professionals involved in the forest sector. Post-workshop evaluations (UNECE workshop evaluation form) show that participants in all countries are satisfied with the format, quality and presentations of the workshops as well as with the quality of discussions. Workshop evaluations are presented in individual national workshop reports.

*__A1.2.3__ 32 local workshops (4 per country, 1 day each). To reach the local level, four one-day workshops will be conducted in four provinces of each country. About 25 staff of relevant local administrations and organizations will be trained on forest policy formulation, bioenergy and data collection. Purpose of the local training is focused on awareness raising and to provide them with tools to gain further knowledge on related topics.*

According to the project documentation, local workshops took place in Armenia, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. Most of the local workshops had a sufficient number of participants. The average number of participants is less than 25 per workshop in Armenia, however, all relevant local forestry workers participated in local workshops in Armenia.

Local workshops included presentations on forest development programs, critical reviews, gaps analysis against key green economy principles and identification of possible enhancements. Participants had a chance to hold debates on forest development programs that enhanced their knowledge, as well as practical application of green economy principles. Table 4 lists local workshops conducted in each country, including the number of participants per meeting.

| Country | Local workshops | No. of participants | Country | Local workshops | No. of participants |
|---------|-----------------|---------------------|---------|-----------------|---------------------|
| Armenia | Syunik, Oct. 30, 2014 | 13 | Kyrgyzstan | Balykchi, 23 Oct, 2014 | 22 |
| | Lori, Nov. 7, 2014 | 15 | | Batken, Oct. 29, 2014 | 22 |
| | Tavush, Nov. 14, 2014 | 15 | | Jabal-Abad, 31, Oct. 2014 | 25 |
| | Kotyak, Nov. 21, 2014 | 14 | | Talas, Nov.21, 2014 | 19 |
| Georgia | Mtskheta, 19 Sept., 2014 | 22 | Tajikistan | Khujand, 2 Dec., 2014 | 20 |
| | Kutaisi, Sept. 22, 2014 | 28 | | Kurgantube, 4 Dec., 2014 | 19 |
| | Ozurgeti, Sept. 23, 2014 | 22 | | Kulyab, 14 Feb., 2015 | 26 |
| | Batumi, Sept. 24, 2014 | 19 | | Dushanbe, 18 Feb., 2015 | 24 |
| Kazakhstan | Petropavlovsk, Dec. 2014 | 29 | Uzbekistan | Nukus, Jan. 19, 2015 | 23 |

| | Almaty, Dec. 8, 2014 | 30 | | Bukhara, Jan. 23, 2015 | 24 |
|---|---|---|---|---|---|
| | Kokshetau, Dec.22, 2014 | 23 | | Ferghana, Feb. 13, 2015 | 24 |
| | Astana, Nov. 28, 2014 | 21 | | Samarkhand, Feb. 3, 2015 | 23 |

**Table 4. Local workshops per country.**

A total of 28 one-day local workshops were conducted. Individual country reports on local workshops have been produced detailing achievements of the workshops, goals and lessons learned. The evaluation questionnaire asked participants for their impression with the regional, national and local workshops (Q8). As demonstrated in Figure 5, on the scale of 1-5, 77% of those interviewed thought that workshops increased an individual country's capacity in policy or strategy formulation for Sustainable Forest Management; 15% (3) of the participants were only satisfied; and 8% (2) were less than satisfied with the capacity building results.
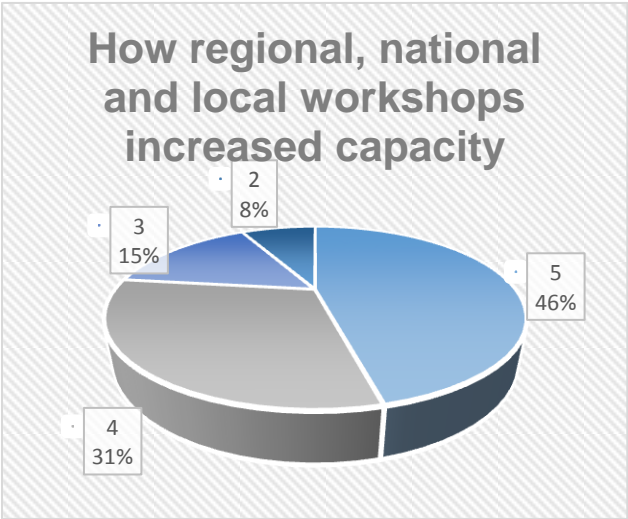


**Figure 5. How regional, national and local workshops increased capacity (scale of 1-5)**

According to the evaluation participants, the workshops have been interesting and engaging. A participant from Central Asia noted "the knowledge acquired during the workshops, as well as training materials have been used for developing a reform concept of the forest management system in Kyrgyzstan".

The least satisfied participants from Tajikistan noted that even though participants have increased their knowledge in forest sector management, the parallel process initiated by GIZ for forest strategy development wasn't synchronized with UNECE/FAO workshops. Several interviewees noted that the workshops helped them to develop innovatory approaches to forest management. As most of the project countries are undergoing reforms in their forest sector, having a qualified pool of professionals with knowledge on green economy principles greatly assists the overall goal of this project. A participant from Uzbekistan felt that training of handful of people is only a complementary part of the capacity development work, it should be followed by an awareness raising campaign, development of a green economy oriented legal and regulatory framework and other initiatives.

Several participants of the evaluation also pointed out that in order to fully implement sustainable development of the forest sector, the issue should be on the agenda at higher-level inter-governmental meetings and exchanges.

The participant least satisfied with the workshops noted that "single project is not enough

to increase the country's capacity in policy or strategy formulation for Sustainable Forest Management". As a result of local, national and regional workshops, 46% of evaluation questionnaire respondents (Q12) noted, that participants of these workshops (representatives of government institutions and forestry sector organizations) contributed to the development of a state strategy, action plan or a national program on development of forests. All evaluation participants noted that the workshops, training sessions and meetings were planned and organized efficiently and on time (Q15). Some of the participants of the evaluation felt that one-day local workshops were strenuous for both organizers and participants, and it is better to have workshops during the winter time.

The workshops also provided valuable tools to individual institutions and increased their knowledge on green economy, wood energy, data collection and participatory methods.

> _Evaluator's note on activity 1.2_ - was achieved, The majority of participants of local, national and regional workshops have acknowledged their country's increased capacity. Additional efforts are needed to demonstrate the benefits of workshops at higher levels and inter-governmental exchanges.

### 1.3 Concluding regional forest policy workshop to share lessons learned from all participating countries, in particular from the three pilot countries that have developed action plans, and to formulate recommendations for follow-up at national and international levels

The concluding regional forest workshop took place on 21-24 April, 2015 in Tbilisi, Georgia. The results of the workshop were reflected in the report on "The regional lessons sharing workshop – Central Asia and the Caucasus on sustainable forest management for a greener economy (21st and 22nd of April 2015) and joint UNECE-FAO/RERAM event on capacity building for sustainable forest management and resource efficiency in the Caucasus and Central Asia (23rd of April 2015)". The regional workshop brought together representatives of all participating countries to share and analyze results, lessons learned and recommendations from the initiative. The objectives of the workshop were to:

- Revisit green economy principles, the purpose and intended outcome and methodology of the project;
- Share both results in terms of analysis outputs, recommendations and policy influence and process lessons from the approach used and;
- Collectively analyze cross-cutting challenges, develop key tactics for ways forward.

The two-day workshop included topics on individual country presentations on sharing the progress and lessons learned. In addition, the challenges were analyzed and discussed.

Participants assessed the progress towards green economy principles in Central Asia and the Caucasus. The assessment included issues of forest cover and quality, promotion of sustainable wood products, forest tenure and user rights, forest administration, engagement of the private sector and local communities, promotion of efficiency. all of which was marked as poor[6]. Recommendations, follow-up and tactics were developed during the second-day sessions.

Participants of the final workshop had an opportunity to join a complementary project RERAM (Resource Efficiency and Raw Materials in the forest-based sector of Eastern Europe) that was also running a regional workshop in Tbilisi. A joint workshop day offered a possibility for debate and analysis on a wide range of issues in the forest sector, including sustainable forest management, wood processing and products and forest-based markets. The three-day concluding workshop had 24 participants ( not include RERAM participants). The evaluation questionnaire (Q5) asked the participants how the concluding regional workshop in Tbilisi, Georgia provided a useful platform

> *"All participants are actively involved in exchange of information and a lot of multilateral initiatives have been launched as a result"*

to share lessons learned and formulate recommendations. Participants noted that the final workshop created a platform for further cooperation among the participants from CCA states. An addition, that the interactive participatory decision-making process was the most effective tool for providing practical information on different aspects of sustainable forest development during the final workshop. Participants also had a chance to exchange different opinions on developments in their countries based on the lessons learned and various solutions of common or symptomatic problems.

Based on the evaluation of the final regional workshop for all seven countries and including the six national workshops conducted in Armenia, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan; 89% of the workshop participants (109 out of 122 participants) acknowledged the increased knowledge on policy formulation, bioenergy generation and data collection.

> *Evaluator's note on activity 1.3* was achieved, participants of the concluding workshop had an opportunity to share lessons learned and to formulate further follow-up strategies and recommendations for enhancement of green forest principles.

## 1.4 Establishment of a web-based hub (portal hosted by UNECE/FAO) for knowledge management on forest-related issues in the Caucasus and Central Asia

---

[6] Annex B, 23, page 32.

The web hub was created as a webpage[7] under the regular websites hosted by the UNECE/FAO Forestry and Timber Section, and it has the following contents in English and Russian languages:

- Project description
- Timeframe and documents
- Training materials
- Contact details for the UNECE focal point and national focal points

The downloadable content in English and Russian languages consists of project document, project brochure, documents from the 1st regional workshop, national workshop and the 1st coaching seminar, facilitator's guide, project description, and twelve training Powerpoint presentations. According to the project manager, a designated drop-box was created for uploading the project coaching and training materials, as well as reports from participating countries. However, during the time of evaluation, the drop-box wasn't operational. The evaluation questionnaire (Q6) specifically asked the participants whether they have used the web-hub, and as Figure 6 demonstrates 79% of interviewed participants had used the UNECE webpage. During the in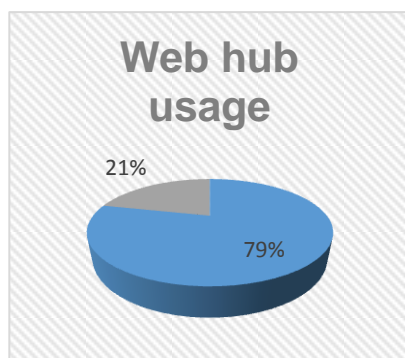terviews it was revealed that the webpage was seen as a useful source of practical knowledge on green technologies in forest sector. Some national coordinators and participants have used forest-related teaching resources on a regular basis to conduct local trainings and workshops. Participants of the evaluation interviews noted that after the end of the project, some training materials on the website were used for elaboration of internal or national training. The fact that all material was still available online made trainings more effective. Some participants used online material for creating informational brochures.

Furthermore, the questionnaire asked participants whether they have replicated training materials (Q10), assuming they also used online resources located on the unece.org site. As demonstrated on Figure 7, the positive response is 43%, which is a significant, considering that not all participants had the need or competency for replicating training materials or training others. One participant noted that she "*replicated the methods during a 3 day multi-stakeholder workshop on country's environmental*



**Figure 6. Web hub usage (January, 2016)**



**Figure 7. Have replicated training materials (January, 2016)**

---

[7] http://www.unece.org/forests/areas-of-work/forestpolicies/forestscapacitybuilding.html

strategy… I have also used selection of methods to revise strategic directions and work plan of my organization."

Training materials were not limited to information on the green economy, but also teaching and learning techniques, specifically targeting the potential participants, considering their knowledge and professional backgrounds. Some national coordinators have pointed out that specific portions of the training manuals were replicated for capacity development of sustainable forest management and data collection methodology.

Even though, the evaluation didn't examine the visitor statistics for the project website, the evaluation interviews demonstrated that project website had been a useful tool for the project participants.

> *Evaluator's note on activity 1.4* was partly achieved, even though a separate web-portal wasn't created, a sustainable way for storing and sharing important project related teaching materials and tools was developed and used by project participants.

**Activity 2. Coaching program in three countries for the development of national action plans for implementing sustainable forest management to enhance the forest sector's contribution to a green economy. This consisted of:**

- *Three coaching sessions per country for a participatory formulation of the action plan;*
- *Two local and one national seminars (2 days each) per country, organized during the coaching missions;*
- *Public awareness campaigns about the action plan;*
- *Stakeholder participation for the formulation of the action plan;*
- *Formulation of the Action Plan and submission for endorsement.*

**Indicators:** *Three national action plans for the implementation of sustainable forest management contributing to a greener economy are approved by the respective national authorities and five other countries have taken steps to prepare action plans.*

**Means of verification:** *National action plans documents Letter of endorsement by national authorities*

Three pilot countries, Georgia, Kazakhstan and Tajikistan, were selected for implementing the coaching program by UNECE/FAO. Representatives of the national forest authorities from three pilot countries participated in the joint UNECE-FAO session in Rovaniemi from 7 to 13 December 2013. Representatives contributed to the endorsement of the Rovaniemi Action Plan for the forest sector in a green economy, which formed the basis of the coaching program for three pilot countries. Georgia, Kazakhstan and Tajikistan were identified, based on the their commitment to the sustainable development of their forest

sector, as well as geographical balance and type of ecosystems. It was expected that coaching workshops would influence and complement national forest strategies/policies, with forest policy revisions ongoing simultaneously. Additional resources were allocated for coaching workshops so that more workshops could be conducted in pilot countries, in the hope of policy influence, as well as the awareness raising, analysis and recommendation/action plan development.

Workshops were designed to target active facilitators and drafters of individual country strategies or action plan. The sessions focused on skills development and advisory support to the process of developing a forestry strategy for the green economy. Coaching sessions were one to two days in duration. .

Although the initial intention of this activity was to develop action plans for three pilot countries, as policy revision processes were ongoing in all three, it was decided to focus on influencing the policy or forest programme itself in Kazakhstan and Tajikistan; only Georgia developed a separate action plan.

| Country | Coaching workshops | No. of Participants |
|---|---|---|
| Georgia | Coaching workshop, Tbilisi, June 13, 2014 | 14 |
| | Coaching workshop, Tbilisi, September 17, 2014 | 15 |
| | Coaching workshop, Tbilisi, February 11, 2015 | 15 |
| Kazakhstan | Coaching workshop Astana, 17-18 April 2014 | 15 |
| | Coaching workshop, Astana, 19 August 2014 | 12 |
| | Coaching workshop, Astana, 28 November 2014 | 21 |
| Tajikistan | Coaching workshop, Dushanbe, 26 June, 2014, | 14 |
| | Coaching workshop, Dushanbe, 27 November 2014, | 12 |
| | Coaching workshop, Dushanbe, 21 February 2015 | 12 |

Table 8. Coaching workshops in pilot countries.

Table 8 lists the coaching workshops conducted in pilot countries with corresponding number of participants. Final results of the local, national, regional and coaching workshops were presented during the April 21-23, 2015 regional workshop in Tbilisi, Georgia. Pilot country representatives presented updates on legislative efforts related to Sustainable Forest Management. Recent developments were discussed during the evaluation with the individual national coordinators during the skype phone interviews.

*Georgia*: The draft forestry concept/policy was largely finalized by the time activities had started (the Georgian forestry concept was adopted in December 2013), so substantive

influence was not possible. As a result, efforts were directed into producing a forestry action plan for the green economy and working with the government to endorse the plan. The latest forestry concept/strategy for Georgia was evaluated under the green economy principles by participants of various project workshops, and important gaps were identified. According to the evaluation interviews the action plan was supported and endorsed by the Ministry of Environment and Natural Resources Protection of Georgia, although it's unclear whether the action plan was technically approved and adopted.

According to the project's national coordinator for Georgia "in the various documents that have been developed to outline what a green economy might look like in Georgia– beyond its environmental functions, forestry, has been ignored…the 'economy' potential of forestry is overlooked, and the compatibility of both use/enterprise development – engaging farmers and the private sector- and sustainable forest management is not fully appreciated in many countries with a legacy of centralized command and control protectionism". During the local and national workshops, participants recognized that there was not enough emphasis on the economic development of forestry, resulting in a lack of motivation from the private sector and farmers who could invest in forestry. The evaluation questionnaire (Q9) asked the participants from three pilot countries to express their opinion regarding the role of coaching workshops in developing a country's capacity in policy or strategy formulation for sustainable forest management. According to Georgian participants, the workshops offered a unique experience and provided practical information on action plan drafting which laid the foundation for the success of the project.


*Kazakhstan:* According to the national coordinator for Kazakhstan, the project commenced with intensive work on a forest sector development concept (some parts of the document were already formulated and drafted before the start of the project). "Concept for transition of Kazakhstan to green economy" was finalized and adopted in 2014 per presidential decree. This green economy concept only incorporates the protective functions of forestry. The focus of the coaching workshops was directed towards provision of necessary skills for drafting the action plan, as well as enhancement of dialogue between forest sector representatives, organizations and the government both at national and local levels.

During the course of project implementation, Kazakhstan officially agreed to review the draft national forest program in order to include green economy principles. The draft program was scheduled to be approved by the national authorities before the end of 2014, but the process was delayed. It is expected that Kazakhstan's forestry development program will: focus on economic and social development in the forestry sector, engage more local and private sector stakeholders, and focus on production and improved processing of forest products.


*Tajikistan:* In Tajikistan the project supported development of a new forest strategy

implemented jointly by FAO and GIZ. The project provided support in the area of private sector development, in particular, by analysing this situation in Tajikistan. The local workshops further focused on participatory review of the draft forest strategy. Existing document "Towards a Green Economy in Tajikistan" referred to forestry in terms of ecology, not mentioning anything on economic, social and renewable energy benefits. As a result of coaching sessions, the Forestry Agency of Tajikistan started planning on a forestry strategy agenda in the National Program on Development of Forests (2016-2025), which outlines how forestry can be developed to more explicitly link with Green Economy principles. By the end of the project it was expected that the draft forestry strategy would be submitted for final approval. Development of an action plan is thought to be the next stage, which will be drafted by some of the coaching session participants.

*Public awareness campaigns.* The following awareness campaigns were held in each pilot country:

| Tajikistan | <ul><li>300 copies of booklets on "Green Economy and Forestry in Tajikistan" and "Green Economy – a new vector for sustainable development in Tajikistan" were published in Russian and Tajik languages and distributed with stakeholders together with stickers and t-shirts;</li><li>10 minute video clip on green economy in the forest sector was prepared and aired by the First National Channel and PR agency "Promo";</li><li>Youth EcoCentre website published news and reports on the progress of the project;</li><li>Radio station FM "Sadoi Dushanbe" promoted the project seminars;</li><li>Drawing contests were held in secondary schools;</li><li>An international Earth Day festival was celebrated in Dushanbe (with 300 attendanees), emphasizing the importance of green economy and SFM.</li></ul> |
|---|---|
| Kazakhstan | <ul><li>A drawing competition for children was held on 12 August 2014 in Aktau;</li><li>A roundtable on "Sustainable forest management for green economy" was held on 18 December 2014 in Astana;</li><li>A set of promotional items, including booklets, calendars and notepads, were produced and disseminated among the stakeholders in forest sector.</li></ul> |
| Georgia | <ul><li>Four editions of a newsletter on SFM in Georgian and English</li></ul> |

| | languages were published and disseminated to stakeholders; |
|---|---|
| | • A One minute video clip was produced and broadcasted on First Public TV channel; |
| | • Celebrations and tree planting events were held in Tbilisi on October 10, 2014 in connection with the national forest day in Georgia; |
| | • A National Action Plan for the Georgian Forest Sector in Green Economy was developed published in English and Georgian and disseminated at national and local levels. |

Table 9. Public awareness campaigns in pilot countries

*Non-pilot countries* also participated during local, national and regional workshops by developing gaps analysis for the forest sector, which will be a good foundation for further initiatives on adoption of green economy oriented changes in the forest sector.

*Evaluator's note on Activity 2:* partly achieved. Tajikistan is renewing the forestry strategy document, which would be followed by the development of the Acton Plan. The National Forest Program is undergoing approval process in Kazakhstan, and Georgia adopted the Action Plan for forest development. Coaching sessions greatly enhanced the ability of pilot countries to advance green economy principles and sustainable forest management development.

## 3.2    Cross-cutting: Gender

Traditionally, in the CCA region, forest is considered to be a "men's" place, and the sector (both at national and local levels) is managed mostly by males. However, women are one of the primary users of the forest non-timber resources. Therefore, women empowerment in a greener economy and SFM processes is a priority. For this reason, gender specific issues were outlined in the ToR as one of the important aspects for the present evaluation.

*Coaching workshops*
Women's involvement in information sharing, coaching and awareness raising activities were documented by the project team. However, there was unequal progress towards women's involvement during the project implementation phase (likely a result of the gender makeup of those working in the forest sector of the project target countries).
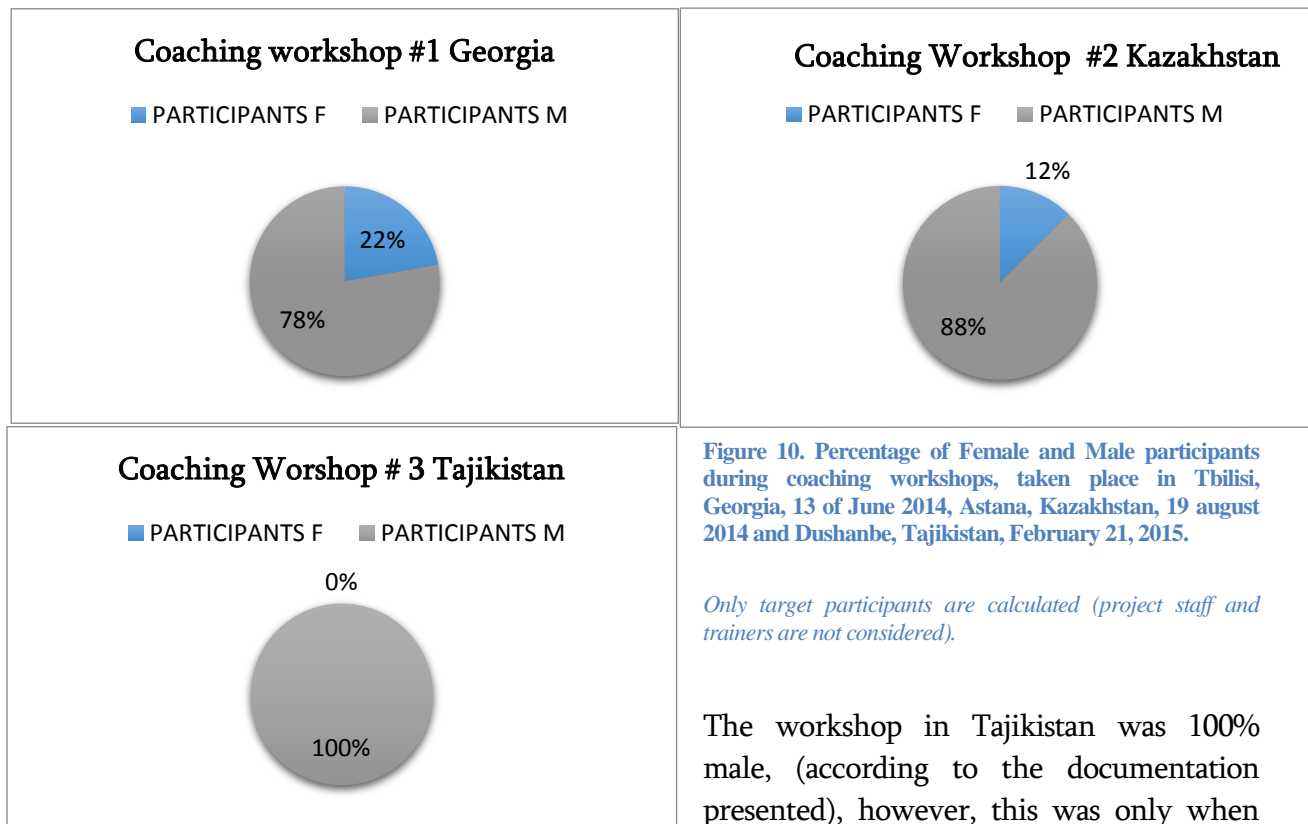
**Figure 10. Percentage of Female and Male participants during coaching workshops, taken place in Tbilisi, Georgia, 13 of June 2014, Astana, Kazakhstan, 19 august 2014 and Dushanbe, Tajikistan, February 21, 2015.**

*Only target participants are calculated (project staff and trainers are not considered).*

The workshop in Tajikistan was 100% male, (according to the documentation presented), however, this was only when gender related issues were separately discussed during the session, and were also included in the future action plan and a dedicated person was appointed for fulfillment of this objective, what undoubtedly shall be assumed as a positive outcome.

*Regional Workshops*

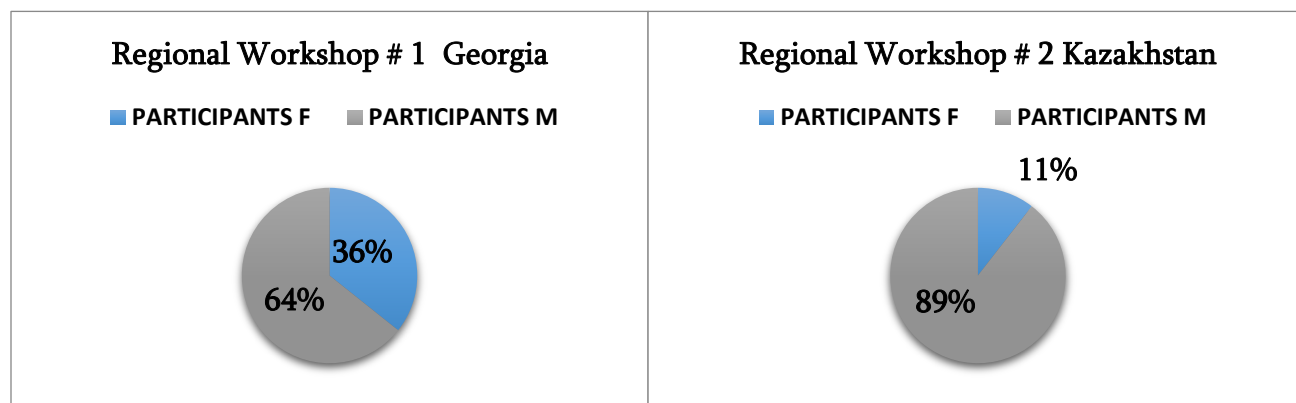Female representation during the Regional workshops was more substantial.





**Figure 11. Percentage of Female and Male participants during Regional Workshops taken place in Astana, Kazakhstan, 8-11April 2014 and Tbilisi, Georgia, 21-24 April 2015.**

> *Based on findings of the project, there was some success achieved towards women involvement. However, in order to ensure effective participation and empowerment of women in decision making in the green economy and SFM in the CCA countries, there has to be more work on local, national and regional levels.*

## 3.3    Effectiveness

As has already discussed, the project had two main objectives and corresponding indicators:

| OBECTIVES | INDICATORS |
|---|---|
| Enhanced knowledge of countries to develop policies for enhancing the forest sector's contribution to greener economies. | **Indicators of the Objective 1- IA 1:** Number of national/local participants of training activities that have acknowledged increased knowledge on policy formulation, bioenergy generation and data collection. |
| Improved capacity of countries to develop policies for enhancing the forest sector's contribution to greener economies. | Three national action plans for the implementation of sustainable forest management contributing to a greener economy are approved by the respective national authorities and five other countries have taken steps to prepare action plans. |

**Table 12. Objectives and indicators.**

**Objective # 1. Enhanced knowledge of countries to develop policies for enhancing the forest sector's contribution to greener economies.**

According to the project proposal document and log frame, detailed activities were prescribed for achieving this objective. Activities would provide the target audience with adequate knowledge, materials, sources and methodology for enhancing sustainable forest management and green forest principles.

As provided by the project document and described in chapter 3.2, planned activities can be considered as **achieved** under Objective # 1.

| Planned activities | Conclusion |
|---|---|
| **1.1** Development of training modules and training material ("train the trainers") on sustainable forest management in a green economy, wood energy and data collection. | **Fully achieved.** The planned topics were effectively and fully incorporated into the training materials. |

| | |
|---|---|
| **1.2** Capacity building through regional, national and local workshops, with each of them covering the three following themes: | **Fully achieved** |
| **1.2.1** One regional inception workshop (3 days). The regional inception workshop will be organized by the international consultant and the eight national consultants. About 25 participants from the eight countries will be attending. The workshop will introduce the project concept and approach and provide basic training for the countries participants that are expected to support project activities in their respective country. Participants will be recruited from senior staff at relevant ministries. | **Fully achieved**. Participant and target stakeholder groups were covered in accordance with the project goals. The workshop introduced the project concept approach and provided participants with coaching. Achievement is evident and documented by corresponding interviews, questionnaires and individual national project reports. |
| **1.2.2** Eight national workshops (3 days each). The national workshops will be organized by the international consultant and the respective national consultant. About 25 participants from relevant ministries and organizations will be trained on forest policy formulation, bioenergy and data collection. It is expected that they will contribute to the dissemination of the acquired knowledge at all levels. | **Fully achieved**. Sufficient number of participants and target stakeholder groups were covered. The expectation, that information and knowledge gained during the national workshops would be disseminated further during national workshops, was met. Achievement is evident and documented through the interviews, questionnaires and project reporting documents. |
| **1.2.3** 32 local workshops (four per country, one-day each) to reach the local level. Four one-day workshops will be **conducted** in four provinces of each country. About 25 staff of relevant local administrations and organizations will be trained on forest policy formulation, bioenergy and data collection. The purpose of the local training is focused on awareness raising and to provide them with tools to gain further knowledge on related topics. | **Almost fully achieved**. 87.5 % (28 workshops held instead of the planned 32). The number of participants and beneficiaries were met. The level of awareness rising cannot be precisely evaluated however, based on the evaluation questionnaires and interviews, participants have gained knowledge, methods and information that was useful, relevant and new. |

| | |
|---|---|
| **1.3** One concluding regional forest policy workshop (3 days + 1-day study tour) to share lessons learned from all participating countries, in particular from the three pilot countries that have developed action plans, and to formulate recommendations for follow-up at national and international level. | <u>**Fully achieved.**</u> Based on the project documentation, interviews and evaluation questionnaires, the concluding regional workshop was interesting and useful. Countries shared their experience, achievements and lessons learned. |
| **1.4** Establishment of a web-based hub (portal hosted by UNECE/FAO) for knowledge management on forest-related issues in the Caucasus and Central Asia. | <u>**Partly achieved.**</u> The web hub was not established, instead a UNECE hosted webpage with comprehensive information and materials was made available and is still operational. |

Table 13. Planned activities and conclusions for the objective 1.

*Based on findings of the project and indicators set forth for the Objective # 1, it can be concluded that the objective was fully met.*

### Objective # 2. Improved capacity of countries to develop policies for enhancing the forest sector's contribution to greener economies.

During the initial stage of the project (at the first regional seminar, conducted in Astana, Kazakhstan in 2014), three countries were identified as 'pilot countries'; Georgia, Kazakhstan and Tajikistan. It was expected that the project would achieve influence over national forest strategies/policies, with forest policy revisions ongoing at the same time as the initiative. More resources were allocated so that more workshops could be conducted in these countries in the hope of policy influence, as well as awareness raising, analysis and recommendation/action plan development. For the remaining countries, a minimum outcome was expected to be the forest policy gaps analysis and recommendations on green economy principles and the forest sector policy and practice.

According to the feedback from the participants of the project, the promotion of the principles of "green economy" and particularly of "sustainable forestry" to the agenda of the state decision makers is a complicated and heavy task for the forestry sector organizations in their countries. It is especially difficult if these countries a) used to share a "common wealth of the planned economy" during the USSR, b) currently have different drivers of economy and unequal economic growth rates, c) are experiencing different state formation processes and therefore do not share the same view of the role of the green economy, d) have different cultures and traditions in terms of usage of natural resourcesi.e. forest use, e) face different socio-economic conditions (therefore need more efforts to make the public aware of the necessity of green economy and sustainable forestry).

Objective #2 could not be fully achived, despite the project's efforts to provide knowledge to the stakeholders through coaching, participatory and "learning by doing". That said, currently there is project related progress in the pilot countries:

- Tajikistan is renewing the forestry strategy document that would be followed by the development of the Acton Plan,
- A National Forest Program is undergoing approval process in Kazakhstan
- Georgia had adopted the Action Plan for forest development.

| Planned activities | Conclusion |
|---|---|
| Three coaching sessions per country for a participatory formulation of the action plan; | **Fully achieved**. According to the evaluation questionnaires and interviews, the coaching workshops have been very useful in giving guidance on the process of drafting the Action Plan, planning, , facilitation, and use of participatory methods. Part of the coaching workshops were reported with full details and the rest of them were included as part of the process description. |
| Public awareness campaigns about the action plan; | **Fully achieved.** Various public awareness campaigns were held in each pilot countries. |
| Stakeholder participation for the formulation of the action plan; | **Fully achieved.** According to the interviews with the national consultants, participants representing relevant government agencies and institutions were involved in policy formulation and the drafting process. |
| Formulation of the Action Plan and submission for endorsement. | **Partly achieved**, Georgia adopted the Action Plan for forest development but ongoing in Kazakhstan and Tajikistan. |

Table 14. Planned activities and conclusions for the objective 2.

Non-pilot countries analyzed the gaps and made appropriate recommendations on green economy principles and forest sector policy and practice. The results were presented during the concluding regional workshop in Tbilisi.

*Based on findings of the project and indicators set forth for the Objective # 2, it can be concluded that the Objective was partially achieved.*

One of the outcomes of the project was the strengthening of CCA counties capacity to enhance the contribution of their forest sector towards greener economies in these countries.

Based on the findings of the project, capacity building was the core activity in the project. The main focus was on developing an information platform and introducing knowledge and methodology for a better understanding of the green economy and forestry principles. As has been mentioned decision maker's involvement, interest and readiness to cooperate with the project stakeholders varied by country, however, based on the project documentation, these were taken into consideration and adequately managed by the project implementation team. Interviewees from all countries mentioned that web-based training materials and information packageswere very useful and easily accessible. These materials have been used and replicated by the project partners for other activities as well.

> *"The project helped my country to enhance the knowledge in the green economy principles, which was and still is a kind of new concept for the countries of the former USSR. The participants have specifically asked to include a descriptive part in the final text of the action plan as they felt it was necessary to share more information on this subject"*

The workshops effectively focused on the rationale, principles and key strategies for linking forestry and green economies, as well as participatory tools that could be used in an inclusive process for the development of the forestry action plan for the green economy. Besides national and local workshops, coaching seminars were considered informative and useful.Tthe road map and methods for the action plan development, and identifying a working group to drive the work forward was s highlighted by one of the interviewees.

According to the project evaluation questions, there was not enough emphasis on the economic development of forestry as a means to stimulate the potential of all forest products, which when combined with stronger and clearer ownership/rights and business friendly policies, could motivate the private sector and farmers to invest in forestry.

Interviewees from the CCA countries have mentioned that bringing examples from countries, with similar ecosystem and socio-economic experience would be more beneficial for their capacity building needs, e.g., to helpthem to adapt to the green economy and sustainable forestry.

## 3.4    Relevance

If current patterns of energy consumption remain unchanged, carbon dioxide ($CO_2$) emissions will increase by 130 per cent by the year 2050, according to the estimations of the International Energy Agency IEA)[8.] The green economy, characterized by substantially increased investment in green sectors, supported by enabling policy reforms, implies the decoupling of resource use and environmental impacts from economic growth. These investments, both public and private,

---

**8** International Energy Agency, "Energy Technology Perspectives – 2008: Scenarios and Strategies to 2050" (2008).

provide the mechanism for the reconfiguration of businesses, infrastructure and institutions, and for the adoption of sustainable consumption and production processes. Such reconfiguration will lead to more green jobs, reduced energy and material use, less waste and pollution, and significantly reduced greenhouse-gas emissions[9]. A forest sector which contributes to the emerging green economy can be defined as a sector that improves human well-being and social equity while significantly reducing environmental risks and ecological scarcities. In every aspect of its activities, it minimizes its carbon emissions, uses its resources efficiently and is socially inclusive[10].

The UNECE and FAO provided support to CCA target countries in aligning forestry with green economy principles, conducted gaps analysis, developed recommendations and supported policy reform[11]. Participants in countries with low forest cover, faced challenges in understanding the rationale for promoting the use of wood from sustainably managed forests when forest resources are so scarce. As shown in table 12, the differences in forest cover percentage in participating countries is significant, however, the amount of forested area in each country is still significant in absolute terms.

| Country | Forest territory % | Forest territory (ha) |
|---------|--------------------|-----------------------|
| Georgia | 39.72 | 2,760,000 |
| Armenia | 11.2 | 459,900 |
| Azerbaijan | 11.33 | 936,000 |
| Kazakhstan | 1.24 | 3,337,000 |
| Tajikistan | 2.93 | 410,000 |
| Uzbekistan | 7.95 | 3,295,000 |
| Kyrgyzstan | 5 | 269,000 |

---

9 UNEP Background Paper for the Ministerial Consultations - Green economy (UNEP/GCSS.XI/10/Add.1), 14 December 2009

10 "Rovaniemi action plan for the forest sector in a green economy" (2014)

11 Report on the Regional Lesson Sharing Workshop – Central Asia and the Caucasus on Sustainable Forest Management for a Greener Economy (21st and 22nd of April 2015)
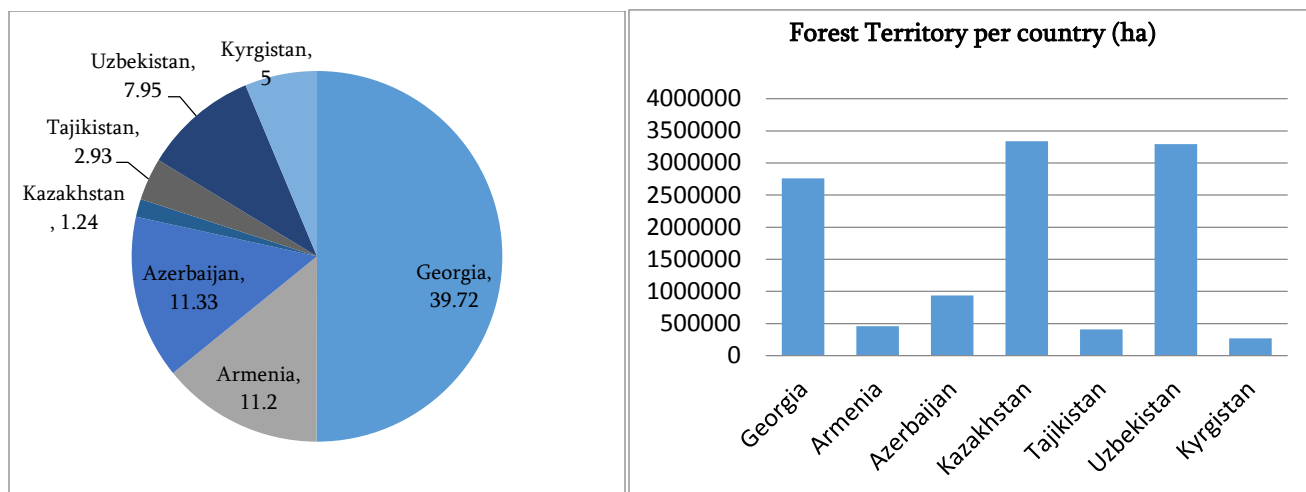
**Table 15. Percentile and hectares of forest per project country (source http://rainforests.mongabay.com)**

All the participating countries were part of the USSR and its "planned economy", but are now countries in transition, facing obligations under Rio +20 and the Rovianemi Action Plan. None of these countries had a strategy for green forestry principles, therefore the starting point was quite similar in all seven countries.

| COUNTRY | Strategy documents available, concerning green economy | Forest sector covered sufficiently by the strategy |
|---|---|---|
| Georgia | Despite the fact that "green attitude" was declared in recent economic, social, agricultural strategies released by Georgian governmental agencies, the state's strategic vision towards promoting green economy principles was vague and unclear. | no |
| Armenia | UNEP has worked closely with the government of Armenia in the field of policy development of its green economy and despite the fact that there are problems with illegal logging and deforestation in Armenia, the forest sector was not included in the formulation of a green strategy in the country. | no |
| Azerbaijan | The International organization GIZ, with the help of Union Of Black Sea and Caspian Confederation Of Enterprises (UBCCE), have developed a strategy for the green economy and green business development in Azerbaijan. Despite Economic growth in Azerbaijan, its generation of carbon emissions, and the state of its environment, the green economy was not considered as a priority in the Azerbaijan National agenda. | no |
| Kazakhstan | Kazakhstan has adopted a national green economy strategy, however, forestry is barely mentioned in the document. | no |

| Tajikistan | There are national documents in Tajikistan on the role of the green economy for sustainable economic, social and environmental development in Tajikistan, however, the strategy document on green economy was not released by the government and a green forest sector was not declared a priority. | no |
|---|---|---|
| Uzbekistan | The "Welfare Improvement" strategy of Uzbekistan (2013-2015) does not incorporate forestry objectives from the viewpoint of green economy. | no |
| Kyrgyzstan | The National Strategy for Sustainable Development 2013-2017, and Government's Program for Transition to Sustainable Development 2013-2017 have been released, however, the forest sector was not adequately covered by the documents. | no |

Table 16. Availability of Green Economy Strategic documents and Green sector per project country at the moment of project initiation[12]

The project undertook a wide approach to the forest sector, including social, environmental and economic aspects, especially creation of livelihood opportunities for the local populations. The green economy concept is new for most of the project countries, and acceptance of new/ different concepts take time in the CCA region. The project countries became pilot countries in the whole UNECE region that initiated green economy action plan development. Significant interest was expressed by non-pilot countries and UNECE received several requests to continue green economy training as well as other forest-related capacity building activities within the target group. Thus, it can be concluded that the project responded well to the needs and priorities of the participant countries.

The project was aligned with the policies and strategies of the recipient pilot countries (Kazakhstan, Georgia and Tajikistan). It supported the forest development program in Kazakhstan and was able to include private sector opinions in the draft forest program along with the idea that the green economy includes: social, environmental and economic aspects of forest sector development. Kazakhstan has a national green economy policy and well-funded action plan to invest in different fields of green economy. However, the current green economy action plan does not include a sustainable forest sector. The economic importance of forests is minor in CCA countries, but in order to further deforestation or degradation it is important to take forests into. The forest sector needs to actively engage in the ongoing activities of other sectors, which would stimulate forest sector development in all project countries and make forests more visible on the political agenda and the engagement of local populations. Without long term policies, , the future of the forest sector is not clear.

In Georgia, the Ministry of Natural Resources and Environment Protection was actively engaged from the beginning of the project, which ensured acceptance on the political level and support for

---

[12] https://sustainabledevelopment.un.org; http://www.cer.uz ; http://greengeorgia.ge/ ; http://www.cawater-info.net/green-growth/files/rio20-national-position-eng.pdf; https://www.giz.de/en/worldwide/15474.html; http://www.economy.ge/

the forest sector green economy action plan development. The head of the Forest Policy Service at the ministry declared during the last coaching workshop that the project results will be incorporated with the on-going forest sector development work in Georgia. Public participation in the policy processes in Georgia was initiated in 2013, and this project engaged about 100 participants through local workshops for the action plan development. This is a great example of a participatory approach in a country, which is taking its first steps with this type of participation.

In Tajikistan, the project contributed to a new forest strategy development, focusing on the private sector. This was agreed jointly with GIZ and the FAO office in Tajikistan, who were operating in the country to initiate the forest strategy development work with the working group of the national forest agency. Efforts to coordinate and streamline different donors' activities in Tajikistan were done with the approval of the forest agency, in support of the on-going national policy process as much as possible. Nevertheless, Tajikistan faced challenges in incorporating the local workshop results into their forest strategy.

In general, the project objectives are relevant for the target countries of the CCA region. Forestry as a sector is undeveloped in the target region. Even in countries, where forests are considered to be important natural resource and there is sound potential for developing a forest industry (creating jobs, generating income and improving socio-economic conditions of the population), the sector is not properly established and managed. These countries still rely on imported wood products from countries, such as the Russian Federation. Furthermore, the environmental benefits of using wood as a renewable material is not assessed and thus acknowledged in most of the project countries.

The project is in line with the internationally Agreed Development Goals (IADGs), including the Millennium Development Goals
- The United Nations Millennium Declaration (A/Res/55/2)
- The Millennium Development Goal 1 – Eradicate extreme poverty and hunger
- The Millennium Development Goal 7 – Ensure environmental sustainability – and more specifically Target 7A: "Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources".

The project directly supports the implementation of the Rovaniemi Action plan for the forest sector in a Green Economy at the national level. Capacity building is an area of work of the joint UNECE-FAO program. The UNECE-FAO Forestry and Timber section was able to implement a significant amount of capacity building work within the Caucasus and Central Asia with the UNDA project funds. Good working relations with the project countries have been established, which will support forest sector reporting in the future (regular reporting to international processes).

The United Nations Forum on Forests (UNFF) Secretariat is working on similar capacity building projects in developing countries outside the UNECE region and the UNFF representative participated in the final regional workshop of the project. The project results, including the national green economy action plan of Georgia was shared with the UNFF and will be used as an example for the other countries worldwide.

The project objectives are still valid and the training material can be used to replicate the workshops or exercises at national or regional level elsewhere and at a later date. Georgia and Kyrgyzstan are reportedly using the project participatory exercises in other workshops.

*According to the evaluation findings, the project is fully in line with the needs of participating CCA country and local beneficiaries, and follows global environmental priorities.*

## 3.5    Efficiency

The financial resources were sufficient to implement the project. However, the project relied a lot on volunteer work and the time of national forestry officers and NGO representatives. Timing was one of the most challenging aspects of the project implementation. Seven project country activities were managed by a single UNECE-FAO staff member, while multiple workshops required additional time for support and preparation. Also, from the individual country perspective, allocation of additional time for local activities would be more effective. More preparation would allow a better information flow in the country and also better involvement of all relevant levels (forest agency, ministries etc.). The implementation of this project required extra time and the commitment of the organizers.

In terms of deadlines: Several countries postponed their workshops while waiting for official permission. In Azerbaijan, the national workshop was postponed for one year because the NGO which was contracted to prepare the practical work and logistics there, was not allowed to operate. In the end, UNDP in Azerbaijan agreed to facilitate the workshop, however, no reports were received from Azerbaijan despite numerous efforts and reminders. The preparatory work for Azerbaijan required a large amount of time and included letters to the ministerial level to seek approval. As a result, it may be more prudent to focus the limited resources on countries that are in a good position to cooperate with the UNECE-FAO.

The timetable of the project had to be changed several times. The main challenge for the UNECE-FAO was that the staff member who planned all activities left in the middle of its implementation. The project was managed by one person.

The project expenditures were carried out economically and effectivelly. Based on the information provided by the project staff, Tajikistan did not use the full grant reserved for their activities. The

NGO would have needed more support on implementation of the activities (but did not seek advice). This may be related to the political challenges and changes in Tajikistan, but the plans could have been modified.

Cooperation worked well and within budget with NGOs in the pilot countries of Kazakhstan and Georgia (who received grants to implement project activities), with good outreach and implementation of all activities.

The NGO in Armenia was only involved with logistics and did not use the opportunity to involve their members in workshop preparation and training, which would have been free of charge to their staff. The NGO in Kyrgyzstan, however, involved several staff members in the national workshop, and received additional training for their staff in the evenings of the national workshop. This demonstrated a true interest in the topics of the project training and participatory methods, and ensured skills development of their staff.

As this is the first joint capacity building project of the UNECE/FAO, there is no data available to compare findings and efficiency of this project with other similar projects within UNECE/FAO.

There was no major difference in planned and actual expenses. Most project funds were used, with only some remaining unused funds (to support travel of participants). This occurred  because countries did not nominate participants to workshops at all or until it was too late to prepare the travel and visa(this was the case for Azerbaijan and Tajikistan). In addition, some participants were blocked from traveling by their own countries (Uzbekistan). Furthermore, the UNECE changed the administrative system to UMOJA during the fall of 2015, which blocked the use of the remaining funds for funded participants for several months.

*Provided data is fully based on information provided by the project staff. Detailed financial or technical reports were not provided. According to the available information, the project planned vs actual spending and resource allocation can be considered appropriate and efficient.*

## 3.6    Sustainability

The major outcomes of the project were planned to be: a) enhanced knowledge of countries for development of effective forest related policies in future and b) improved capacities of the target countries to be reflected in establishment of sustainable forest management action plans. Both of these objectives are designed in a sustainable manner with long term effects and benefits for participating countries.

As already mentioned, the project capacity building activities were implemented at local, national and regional levels, involving relevant stakeholders, using information materials and methods adequate for reaching this objective. Training materials and methodology  were made available on

the project webpage and proved to be useful and replicable (Georgia and Kyrgyzstan are examples of where training materials and modules were successfully used by partner NGOs during other training session). The webpage is maintained by the UNECE-FAO Forestry and Timber section staff.

It is notable that the methodology provided to the participants during the capacity building component could become integral for the development of the NGOs involved in the seminars and workshops. For instance, in Kyrgyzstan, the NGO contracted to organize practical arrangements for the workshops supported the national workshop participating and co-facilitation of the exercises. They supported the local workshops of the project and plan to organize additional workshops related to green economy, outside the project funding.

It is obvious that in the project pilot countries, where the sustainable forest management action plan has either been adopted or is in the process of developing, the project outcomes shall be sustained in terms of policy formation and national level outcomes.

> *Project yielded the tangible results achieved through informed and trained groups, information consolidated on the webpage, developed and/or adopted (in Georgia) action plans, that will remain sustainable after completion of the project. However, in order to achieve sustainable outcome towards policy adoption it is important to combine the capacity building with lobbying activities.*

## 4. CONCLUSIONS AND RECOMMENDATIONS

### 4.1 Conclusions

The External Evaluation of the UNECE-FAO United Nations Development Account (UNDA) project: 12/13AW Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia has shown that awareness raising and capacity building activities combined with active multi-stakeholder cooperation is vital for the introduction of a green economy and SFM principles in the countries of the CCA region.

Objective # 1 on "enhanced knowledge of countries to develop policies for enhancing the forest sector's contribution to greener economies" was fully met, as a number of capacity building activities were effectively implemented at the local, national and regional levels through trainings, seminars and coaching sessions. High quality and effective training tools and materials were developed. Participants of the concluding workshop had an opportunity to share lessons learned

and to formulate further follow-up strategies and recommendations for enhancement of green forest principles. The separate web-portal wasn't created as initially planned, however, a sustainable way for storing and sharing important project related teaching materials and tools was developed and used by project participants.

Objective # 2 on conducting of coaching program in three countries for the development of national action plans for implementing sustainable forest management, was partially achieved. Despite the fact that participatory planning methodology and tools were considered to be effectively transmitted to the stakeholders, the process of adoption of the action plans proceeded differently in the pilot counties. For instance, Tajikistan is renewing the forestry strategy document, which would be followed by the development of the Acton Plan, National Forest Program is undergoing approval process in Kazakhstan, while Georgia had already adopted the Action Plan for forest development. Coaching sessions greatly contributed to green economy principles and sustainable forest management capacity development of the stakeholders from pilot countries.

There are tangible results achieved: informed and trained groups, information consolidated on the webpage, developed and/or adopted country action plans or strategy document that will be sustained after completion of the project. However, in order to achieve a long-term sustainable outcome towards policy adoption in the CCA countries, it is critical to promote these activities and keep the effort going into the future.

## 4.2   Recommendations

1) Tthe key objectives of the project was the implementation of national capacity building and provision of knowledge to the key actors towards principles of a greener economy and sustainable forest management. The project methodology included trainings, information materials, , implementation of local, national and regional workshops and active stakeholder involvement. Capacity building of NGOs and other civic groups involved in the project is evident from the project results. However, mainstreaming the greener economy and SFM with decision makers needs more efforts. Multi-stakeholder cooperation (which was proposed by the project participants) should be considered as one of the effective tools for building the capacity of the state agency employees, however, this results mainly in the capacity development of individual employees rather than institutions. <u>Recommendation: - closer cooperation with state agencies, focusing on creating ownership from the ir side, including (but not limited to) developmentof a memorandum of cooperation</u>.

2) Another tool to lead decision-makers to implement inclusive policy development processes could be advocacy processes from civic groups. The project provided NGOs, non-governmental partners and other stakeholders with extensive methodology for the development of a modern SFM strategy and action plans, however, **it might be useful to provide them with the knowledge and skills for advocating their vision from the bottom-up.**

3) The project documentation showed that information placed on the webpage is widely visited and used by different stakeholders. **It is very important that the webpage is maintained and/or expanded into an information portal (web-hub**) as it was initially planned by the project. **It would be beneficial to expend the webpage, uploading more results oriented documents – action plans, programmes and strategies on the webpage**.

4) Information available in English and Russian and placed online is not always the best solution for dissemination of knowledge in the remote areas of the CCA, where some areas don't have reliable internet connections. As a result, it is important to a**) develop information packages in local languages, b) develop printed information packages and disseminate them on the local level c) develop national awareness raising campaigns with involvement of local youth and women groups, and active local leadership groups.**

5) For effective adoption of the information it is important to consider an individual country's perspective and **set separate, country specific targets and indicators of success.**

6) It was mentioned during the interviews that **introduction of case studies similar to individual CCA countries** would be more effective for better understanding of the issues during the training;

7) In order to evaluate the effectiveness of awareness raising or capacity building trainings, workshops and seminars; it would be suitable to **have applied instruments for evaluation of training success (e.g. pre-post testing)**.

8) Traditionally, in the CCA region, the forest is considered to be a "men's" place, and the sector (both at national and local levels) is managed mostly by males. However, women are one of the primary users of the forest non-timber resources. Therefore, **female involvement in decision-making process, inclusion in the forestry sector management and empowerment of female groups, can have substantial effect for the promotion of SFM principles.**

9) As the participants of the evaluation have expressed; as a result of this project, they have developed multilateral initiatives and cooperation mechanisms, therefore, **the cooperation among participants should be encouraged and enhanced.**

# ANNEX A: Terms of Reference

**Terms of Reference for the External Evaluation of the UNECE-FAO United Nations Development Account (UNDA) project: 12/13AW Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia**

## I. Background

The UNECE-FAO UNDA project "Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia", implemented 2013-2015, covered the following countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. It provided training and advisory services to government officials working in forestry, as well as other stakeholders who are impacted by forest policies and forest work.

The project included the following products and activities:

- Training materials on sustainable forest management in a green economy, on wood energy and on data collection (English/Russian).

- Regional (2), national (7), coaching (9) and local (28) training workshops (total 56) on forest-policy formulation, bioenergy generation from wood, data collection on forests and forests products including Green Economy principles.

- Web-based hub for knowledge management on forests related issues in the Caucasus and Central Asia (project website).

- A coaching programme for each of three pilot countries (Georgia, Kazakhstan and Tajikistan) targeted at the development of national action plans to improve the forest's sector contribution to a green economy.

More background information can be found at the dedicated project website.
http://www.unece.org/forests/areas-of-work/forestpolicies/forestscapacitybuilding.html

All relevant documentation will be provided to the evaluation consultant.

## II. Purpose

The purpose of this evaluation is to assess the relevance of the project for the implementation of the UNECE-FAO Integrated Programme of on forests in the UNECE region and the effectiveness of the project in enhancing the capacity of the project countries (see above) in key areas of sustainable forest management. The evaluation will also address the efficiency and sustainability of the project and its activity, in order to learn how to maintain the beneficial effects of the project after its conclusion.

The evaluation will assess whether the project succeeded in contributing to build national capacity to develop forest policies and implement sustainable forest management, taking into consideration the five pillars of the Rovaniemi Action Plan for the forest sector in a green economy: (1) sustainable production and consumption of forest products; (2) a low carbon forest sector; (3) decent green jobs in the forest sector; (4) long term provision of forest ecosystem services; and (5) policy development and monitoring of the forest sector in relation to green economy.

# ANNEX B: List of documents reviewed

During the course of the evaluation the following documents and online resources were examined:

1. 12/13AW Sustainable forest management for greener economies in the Caucasus and Central Asia Project document for additional funding from the 8th tranche of the Development Account United Nations Economic Commission for Europe Trade and Sustainable Land Management Division, June 2013
2. Annual development account progress report covering July 2013-January 2014
3. Annual progress report covering January 2014 – December 2014
4. Armenia local workshops report
5. Armenia national workshops report
6. Compilation of evaluation questionnaires from Georgia training on Sustainable Forest Management for Greener Economies (9-11th June 2014)
7. Evaluation compilation for the National Workshop on "Sustainable Forest Management for a Greener Economy in Armenia"
8. Evaluation compilation for the National Workshop on "Sustainable Forest Management for a Greener Economy in Kyrgyzstan"
9. Evaluation compilation for the National Workshop on "Sustainable Forest Management for a Greener Economy in Tajikistan"
10. Evaluation compilation for the National Workshop on "Sustainable Forest Management for a Greener Economy in Uzbekistan"
11. Evaluation compilation for the National Workshop on "Sustainable Forest Management for a Greener Economy in the Caucasus and Central Asia"
12. Evaluation compilation for the National Workshop on 'Sustainable Forest Management for a Greener Economy in Kazakhstan'
13. Lessons and recommendations report on the national workshop on Sustainable Forest Management for Greener Economies in Kazakhstan. Astana, Kazakhstan, 14th to the 16th of April 2014
14. Lessons and recommendations report on the regional workshop on Sustainable Forest Management for Greener Economies in the Caucuses and Central Asian Region. Astana, Kazakhstan, 8th to the 10th of April 2014
15. Lessons report from the coaching workshop on the process for sustainable forest management strategy development for a greener economy in Kazakhstan, Kazhydromet building, 7th floor, conference-room, Astana, Kazakhstan, 17-18 April 2014
16. National Action Plan for the Georgian Forest Sector in a Green Economy, within the framework of the UNECE / FAO Project A Greener Economy in Central Asia and the Caucasus with Sustainable Forests, Tbilisi, 2015
17. National workshop and Coaching on Sustainable Forest Management for Greener Economies in Tajikistan, Dushanbe, Tajikistan, 23rd to the 25th of June 2014 (National Workshop) and 27th June (coaching workshop). Draft training report by the Lead Facilitator, Peter O'Hara

18. Report from the coaching workshop on the process for sustainable forest management strategy development for greener economy in Tajikistan , Dushanbe, Tajikistan, June 26, 2014
19. Report from the coaching workshops on the process for sustainable forest management strategy development for greener economy in Tajikistan, Dushanbe, Tajikistan, February 21, 2015
20. Report from the coaching workshops on the process for sustainable forest management strategy development for greener economy in Tajikistan, Dushanbe, Tajikistan, November 27, 2014
21. Report from the national workshop on the process for sustainable forest management strategy development for Greener Economies in Tajikistan, Dushanbe, Tajikistan, 23-25 June 2014
22. Report from the regional workshops on the process for sustainable forest management strategy development for Greener Economies in Tajikistan - Khujand, Tajikistan, 2 December 2014, Kurgantube, Tajikistan, 4 December 2014, Kulyab Tajikistan, 14 February 2015, Dushanbe, Tajikistan, 18 February 2015
23. Report on the Regional Lesson Sharing Workshop – Central Asia and the Caucasus on Sustainable Forest Management for a Greener Economy (21st and 22nd of April 2015) and Joint UNECE-FAO/RERAM Event Capacity Building for Sustainable Forest Management and Resource Efficiency in the Caucasus and Central Asia (23rd of April 2015)
24. Report on the workshops on Sustainable Forest Management for Greener Economies in Kyrgyz Republic
25. Report, On conducting of the National Workshop, (Tashkent, Uzbekistan, 21 – 23 October 2014)
26. Report, Regional workshop on review of the draft Program for Development of Forest Sector of Kazakhstan till 2020 with a focus on green economy principles, 5 December 2014, Petropavlovsk, Kazakhstan
27. Report, Regional workshop on review of the draft Program for Development of Forest Sector of Kazakhstan till 2020 with a focus on green economy principles, 8 December 2014, Almaty, Kazakhstan
28. Report, Regional workshop on review of the draft Program for Development of Forest Sector of Kazakhstan till 2020 with a focus on green economy principles, 22 December 2014, Kokshetau, Kazakhstan
29. Report, Workshop on review of the draft Program for Development of Forest Sector of Kazakhstan till 2020, 28 November 2014, Astana, Kazakhstan
30. Sustainable forest management for green economy in Kazakhstan, Process Description
31. Terms of Reference for the External Evaluation of the UNECE-FAO United Nations Development Account (UNDA) project: 12/13AW Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia
32. UNDA 8th tranche – Forestry and Timber, Sustainable forest management for greener economies in the Caucasus and Central Asia. United Nations Economic Commission for Europe
33. Uzbekistan local workshops report
34. Workshop report from National workshop on Sustainable Forest Management for Greener Economies in Georgia, Tbilisi, Georgia, 9th to the 11th of June 2014

# ANNEX C: List of interviewees

Following project personnel were interviewed on skype/phone:

- Ms. Elina Warsta, Associate Economic Affairs Officer, UNECE
- Mr. Peter O'Hara, International consultant
- Armenia - Mr. Vardan Melikyan, Program Manager, Armenia Tree Project, Social, Economic and Environmental Development for Sustainability (SEEDS) Program
- Georgia - Ms. Nato Kirvalidze, Executive Director, Environmental Information and Sustainable Development Centre RIO
- Kazakhstan - Ms. Zhanar Mautanova, Program Coordinator, Water Initiatives Center
- Uzbekistan - Mr. Said Inogamov, Free Agent, RENOCHEM s.r.o.(Czech Republic) in Uzbekistan
- Tajikistan - Mr. Ibrohim Ahmadov, National Institutional Specialist, Food and Agricultural Organization UN (FAO UN) – Dushanbe, Tajikistan

# ANNEX D: Evaluation questionnaire (English and Russian versions)

**Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia, evaluation questionnaire**

This questionnaire is created for the purpose of evaluating a project by UNECE-FAO on Sustainable Forest Management for Greener Economies in the Caucasus and Central Asia during 2013-2015.

We are interested to know your honest opinion regarding this project. You are free to decline answers to any/ all questions. However, your active participation is encouraged, and your replies will be used to improve the capacity building work of UNECE-FAO in the future.

1. How did the project strengthen the capacity of your country to enhance the contribution of the forest sector in a green economy?

2. How did the project contribute to increase the knowledge to develop policies for enhancing the forest sector contribution to greener economies in your country?

3. How did the project contribute to increasing the capacity of countries to develop policies for enhancing the forest sector's contribution to greener economies?

4. How did you use the training modules and the training materials covering thematic areas of the project (i.e. green economy, wood energy and data collection, policy formulation)?

5. How did the final regional workshop, organized in Tbilisi, Georgia, in April 2015, provide a useful platform to share lessons learned and formulate recommendations for a follow up at national and international level?

6. Have you used the web hub (project website)?

☐Yes
If yes, how often and for what purpose?
☐No
☐N/A
Please explain

7. How satisfied are you with training modules and training materials?

☐ 5 very satisfied
☐ 4
☐ 3
☐ 2
☐ 1 unsatisfied
☐ N/A
Please explain

8. How were the regional, national and local workshops helpful in increasing your country's capacity in policy or strategy formulation for sustainable forest management?

☐ 5 Very helpful
☐ 4
☐ 3
☐ 2
☐ 1 Not helpful
☐ N/A
Please explain

9. Were the coaching workshops helpful in increasing your country's capacity in policy or strategy formulation for sustainable forest management (pilot countries Georgia, Kazakhstan and Tajikistan only)

10. Have you replicated the training sessions or conducted training using the training materials/ techniques in your country since the project workshop(s) you participated in?

☐ Yes
☐ No
☐ N/A
Please explain

11. Have you or the organization that you represent contributed to the creation of sustainable forest management strategy, national action plan, national forest programme or other regulation with help of the project workshops and training materials, networks or other means that you have gained through the project?

☐Yes

☐No

☐N/A

Please explain

12. How was your or your organization's knowledge enhanced through workshops on following topics: a) green economy, b) wood energy and c) data collection d) participatory methods?

Please explain

13. Did you experience any challenges/obstacles/ problems in enhancing the capacity of your country in key areas of sustainable forest management?

☐Yes

☐No

☐N/A

Please explain

14. How are you or the organization you represent able to sustain, scale-up and institutionalize the knowledge you received through workshops and training materials?

☐N/A

Please explain

15. Were the workshops, training sessions and meetings planned and organized efficiently and on time?

☐Yes

☐No

☐N/A

Please explain

16. Was the project relevant and how did it respond to the priorities and needs of your country?

☐Yes

☐No

☐N/A

Please explain

17. Do you have experience of similar trainings offered to your country and how does this one compare to others?

**УСТОЙЧИВОЕ УПРАВЛЕНИЕ ЛЕСАМИ ДЛЯ БОЛЕЕ ЭКОЛОГИЧЕСКИ-ОРИЕНТИРОВАННОЙ (ЗЕЛЕНОЙ) ЭКОНОМИКИ В СТРАНАХ КАВКАЗА И ЦЕНТРАЛЬНОЙ АЗИИ**

Оценочный опросник

Данный вопросник создан с целью оценки проекта UNECE-FAO по устойчивому управлению лесными ресурсами для более экологически-ориентированной экономики в странах Кавказа в 2013-2015 гг.

Мы заинтересованы узнать ваше мнение относительно данного проекта. Вы можете не ответить на любые или все из поставленных вопросов. Тем не менее, ваше участие поощряется, и Ваши ответы будут использованы для улучшения работы по укреплению потенциала проекта в будущем.

1. Как проект поспособствовал укреплению потенциала по направлению повышения вклада лесного сектора в укреплении зеленой экономики в Вашей стране?

☐ Да

☐ Нет

☐ N / A

Пожалуйста, объясните

2. Каким образом поспособствовал данный проект повышению знаний по разработке политики по направлению укрепления вклада лесного сектора в зеленой экономике вашей страны?

☐ Да

☐ Нет

☐ N / A

Пожалуйста, объясните

3. Каким образом поспособствовал данный проект повышению потенциала стран в области разработки политики для укрепления вклада лесного сектора в зеленой экономике?

☐ Да

☐ Нет

☐ N / A

Пожалуйста, объясните

4. Как вы использовали учебные модули и учебные материалы, покрывающие тематические области проекта (т.е. зеленой экономики, энергии на базе древесины и сбор данных)?

☐ Да

☐ Нет

☐ N / A

Пожалуйста, объясните

5. Был ли окончательный региональный семинар, организованный в Тбилиси, Грузия, в апреле 2015 года, полезной платформой для обмена накопленного опыта и формулирования рекомендаций для последующих действий на национальном и международном уровне?

☐ Да

☐ Нет

☐ N / A

Пожалуйста, объясните


6. Был ли вами использован веб-хаб (веб-сайт проекта)?

Если да, то как часто и с какой целью?


Пожалуйста, объясните


7. Считаете ли вы, что учебные модули и материалы являются удовлетворительными?

☐5 очень

☐4

☐3

☐2

☐1 неудовлетворенные

☐N / A

Пожалуйста, объясните


8. Являлись ли семинары, проведение на региональном, национальном и местном уровне полезными для разработки политики и стратегии по устойчивому управлению лесными ресурсами в вашей стране?

☐5 Очень полезные

☐4

☐3

☐2

☐1 Не полезные

☐N / A

Пожалуйста, объясните


9. Являлись ли подготовительные (coaching) семинары полезными для разработки политики и стратегии по устойчивому использованию лесных ресурсов в вашей стране (пилотные страны Грузия, Казахстан и Таджикистан только)?

☐ Да

☐ Нет

☐ N / A

Пожалуйста, объясните


10. Были ли вами проведены повторные тренинги или обучения в вашей стране с использованием

учебных материалов / методик с семинара (ов) проекта, в которых вы принимали участие?

☐ Да

☐ Нет

☐N / A

Пожалуйста, объясните

11. Принимали ли Вы (или организация, которую вы представляете) участие в создании стратегии устойчивого управления лесами, национального плана действий, национальной лесной программы или другого документа с помощью тех знаний, контактов или материалов, которые вы получили с помощью данного проекта?

☐ Да

☐ Нет

☐N / A

Пожалуйста, объясните

12. Каким образом были укреплены ваши знания или знания организации, которую вы представляете путем семинаров предоставленных данным проектом на следующие темы: а) зеленая экономика, б) энергии на базе древесины и с) сбор данных г) методы совместного планирования?

Пожалуйста, объясните

13. Встречали ли вы ли Вы какие либо вызовы / препятствия / проблемы по отношению повышения потенциала вашей страны в ключевых областях устойчивого лесопользования?

☐ Да

☐ Нет

☐N / A

Пожалуйста, объясните

14. Насколько вы или организация, которую вы представляете в состоянии воспроизвести в жизнь, расширить масштабы или институционализировать знания, получившие с помощью семинаров и учебных материалов данного проекта?

☐N / A

Пожалуйста, объясните

15. Были ли семинары, тренинги и встречи спланированы и организованы эффективно и вовремя?

☐ Да

☐ Нет

☐N / A

Пожалуйста, объясните

16. Был ли проект актуальный/релевантный и настолько он отвечал приоритетам и потребностям вашей страны?
☐ Да
☐ Нет
☐N / A
Пожалуйста, объясните

17. Есть ли у вас опыт подобных тренингов, предлагаемых в рамках данного проекта? Если да, ка вы бы оценили данные обучения по сравнению по сравнению с другими?

Пожалуйста, объясните