

## EVALUATION REPORT

for the project

### **Promotion of Vocational and Practical Postgraduate Training in the Serbian Forestry Sector**

Project Number: W-SRB 17-01

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## List of Abbreviations

BMEL	Federal Ministry of Food and Agriculture
FMP	Forest management planning
GDF	General Directorate of Forestry
GEF	Global Environment Facility
GIZ	Gesellschaft für Internationale Zusammenarbeit (German development organisation)
MoAFWE	Serbian Ministry of Agriculture, Forestry and Water Economy
NC	National co-ordinator
NLTE	National long-term expert
NSTE	National short-term expert
PPM	Project planning matrix
PSC	Project steering committee
PWG	Project working group
SFE	State forest enterprise
SRS	Srbijasume
ToR	Terms of reference
VVS	Vojvodinasume



## Summary

Project objectives of the project Promotion of Vocational and Practical Postgraduate Training in the Serbian Forestry Sector (Project Number W-SRB 17-01) were:

1. Vocational training and practical postgraduate training programs for relevant professional groups are piloted for implementing sustainable forest management
2. The officially approved Improved FMP and Monitoring Methodology as well as the Management Guidelines are used as integrated part in vocational training and practical postgraduate training programs

At the time of project evaluation indicators related to activities within the direct control of the project implementation team have been achieved to a level of 100 %. As regards future sustainability of the implementation of project results, steps regarding legal and or administrative acts to ensure institutionalisation within the Serbian forest sector as well as within the country's education system still await realisation. However, within the project all results required for the preparation of institutionalisation (e.g. documentation of methodology, training programs, etc.) have been achieved.

The project scores at expected levels for the criteria:

- Impact
- Sustainability
- Coherence and coordination

and

- Planning and Steering

and above expected levels for:

- Relevance

and

- Efficiency

Effectiveness has been achieved at slightly below expected levels, which is due to the aforementioned dependency on developments outside the project team's control.

However, if developments within the country's political and administrative framework continue at current levels, the final implementation of required steps can be expected realistically.

In general, all project activities have been welcomed by all relevant actors within the Serbian forest sector. The high level of interest and involvement in all project activities bears witness to this statement.

The fact that national partners were highly involved in all preparatory activities is certainly a key factor contributing to this positive outcome.

Main recommendations for future activities in the field of the BMEL's development co-operation programme are:

- Clear and realistic assessment of national partner's capacities to provide national contributions, which relates not just to the material availability of infrastructure and equipment but also to rules related to the use of such resources by persons and organisations from outside national partner institutions.
- Inclusion of early stage projections for the realistic implementation of project plans in order to allow for an adaptation to any changes that may have occurred between early stages of project conception and initial stages of project implementation.

# **1 INTRODUCTION**

## **1.1 Overview of the evaluation**

Evaluator	Presence in project region
Dr. Andreas Ottitsch	24.06.2019 – 04.07.2019

Within the project region the evaluator was accompanied by the Dr. Axel Weinreich and Dr. Nenad Petrovic.

## **1.2 Background to the evaluation**

W-SRB 17-01

The conceptual framework for the evaluation methodology is based on the five OECD-DAC criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability) and the BMZ's „Evaluation Criteria for German Bilateral Development Cooperation" - 'Coherence and Coordination', and 'Planning and Steering'.

### 1.3 Project overview

Basic project data are presented in the following overview

<b>Project Title</b>	<b>Promotion of Vocational and Practical Postgraduate Training in the Serbian Forestry Sector</b>
Development Goal	Ecological, economic and socially sustainable forest management in Serbia is implemented.
Project Goal	<ol style="list-style-type: none"> <li>1. Vocational training and practical postgraduate training programs for relevant professional groups are piloted for implementing sustainable forest management</li> <li>2. The officially ap-proved Improved FMP and Monitoring Methodology as well as the Management Guidelines are used as integrated part in vocational training and practical postgraduate training programs</li> </ol>
Envisaged Results	<p><b>Result 1:</b> The improved FMP &amp; Monitoring Methodology as well as the new Management Guidelines for the implementation of sustainable forest management are officially adopted and practical post-graduate training at the FCH based on them is implemented in form of pilot training courses.</p> <p><b>Result 2:</b> The forestry chamber is able to fulfil the tasks defined in the forest law and implements vocational training and practical post-graduate training measures for forest engineers based on a licensing system.</p> <p><b>Result 3:</b> The vocational training and postgraduate training of forest technicians improved at a selected training centre for postgraduate trainings.</p> <p><b>Result 4:</b> A concept of vocational training and practical postgraduate training of forest workers is developed including a concept for a training centre. The implementation of practical work in the forest by forester workers is improved by pilot training activities for forest workers.</p> <p><b>Result 5:</b> The prerequisites for starting cooperation and partnership between German and Serbian institutions and associations on the topic of vocational training and practical</p>
Target Groups	<ul style="list-style-type: none"> <li>• Serbian forest engineers, forest technicians and forest workers</li> <li>• Trainers/ employees of the forestry chamber of forest engineers</li> <li>• Trainers/ employees of technical schools</li> <li>• State-forest companies Srbijašume and Vojvodinašume</li> </ul>
Political Partner	Ministry of Agriculture, Forestry and Water Economy (MoAFWE)

	(previously: Ministry of Agriculture and Environmental Protection)
Stakeholders within the partner ministry	<ul style="list-style-type: none"> <li>• General Directory of Forestry</li> </ul>
Timeframe	18 months – end of 2017 to mid of 2019
Budget (BMEL-co-financing) gross:	<p style="text-align: right;">initial budget: € 560.000</p> <p style="text-align: right;">final budget, including project extension: € 659.130</p>

- Description of the project intervention logic based on the project planning matrix

The project structure foresees two objectives:

1. Vocational training and practical postgraduate training programs for relevant professional groups are piloted for implementing sustainable forest management
2. The officially approved Improved FMP and Monitoring Methodology as well as the Management Guidelines are used as integrated part in vocational training and practical postgraduate training programs

For the realisation of these two objectives, five fields of activity and related results have been defined, namely:

**Field of Activity / Result 1:**

The improved FMP & Monitoring Methodology as well as the new Management Guidelines for the implementation of sustainable forest management are officially adopted and practical postgraduate training at the FCH based on them is implemented in form of pilot training courses.

**Field of Activity / Result 2:**

The forestry chamber is able to fulfil the tasks defined in the forest law and implements vocational training and practical postgraduate training measures for forest engineers based on a licensing system.

**Field of Activity / Result 3:**

The vocational training and postgraduate training of forest technicians improved at a selected training centre for postgraduate trainings.

**Field of Activity / Result 4:**

A concept of vocational training and practical postgraduate training of forest workers is developed including a concept for a training centre. The implementation of practical work in the forest by forester workers is improved by pilot training activities for forest workers.

**Field of Activity / Result 5:**

The prerequisites for starting cooperation and partnership between German and Serbian institutions and associations on the topic of vocational training and practical postgraduate training are established.

The linkages between project objectives and fields of activities is presented in the matrix below:

<b>Field of activity Objective</b>	<b>Field of Activ- ity / Result 1:</b>	<b>Field of Ac- tivity / Result 2:</b>	<b>Field of Activ- ity / Result 2:</b>	<b>Field of Ac- tivity / Re- sult 4:</b>	<b>Field of Activity / Result 5:</b>
<b>1. Vocational training and practical post- graduate train- ing imple- mented</b>	+	+	+	+	+
<b>2. Use of improved FMP &amp; Monitor- ing Guidelines used in practi- cal and profes- sional training</b>	+				

As can be seen from the matrix above, objective 1 is realised through all results and related fields of activity, whereas objective 2 is to be realised exclusively by means of result and field of activity 1.

## **2 General Context**

### **2.1 Important changes of the policy framework and their impact on project implementation**

During 2017-2019 the political environment in Serbia remained stable with no major changes in power structures. As a result, there were no major changes to the policy framework relevant to the implementation of the project objectives of W-SRB 17-01 within the Serbian Ministry of Agriculture, Forestry and Water Economy.

As regards the closer context of forest policy in Serbia, it needs to be noted that the adoption of new forest planning and forest management guidelines had already been foreseen as the final objective of W-SRB 15-01. However final legislative acts required for the official adoption have not been implemented. With the of W-SRB 17-01, all documentation and preparations within the sector (e.g. collection of feedback from all stakeholders) will have been concluded.

There are, however, concerns as regards the means by which political stability has been achieved, especially as regards issues related to freedom of press and the continuing high level of corruption in politics and administration. During early 2019, public protests against the governments have stepped up and opposition to the government has increased.

At this stage, it is not possible to make clear predictions, whether the outcome of this upcoming power struggle will have an impact on project implementation. However, based on information obtained from sources during the in-country mission, any major change in the political framework of the government is likely to impact on the role of personnel currently in charge of leading positions in governmental institutions.

### **2.2 Important changes of the socio-economic framework and their impact on project implementation**

The period 2017-2019 was one of constant economic growth in Serbia with fiscal surplus, declining public debt, significantly reduced external imbalances and labour market recovery.

Macroeconomic stabilization and improvements to the business environment contributed to sustained FDI growth (EUR 1.4bn in the five months of 2019), mainly directed to export-oriented sectors. Exports of goods and services retained their growth momentum in early 2019 (11.9 % year on year change in Jan-May), driven by exports of manufactured goods, services and agriculture.

These positive developments can also be confirmed for the forest sector. Due to the high share of broadleaf species, especially beech in national timber harvests, the Serbian forest sector has been less affected by negative market developments, which have hit Central and Eastern European producers, who depend strongly on markets for conifers and especially spruce.

However, the Serbian forest sector continues to be affected by a shortage of qualified labour, particularly at the level of forest workers, due to a lack of formal education and training as well as qualified persons seeking more lucrative jobs in countries such as Austria or Germany. The latter issue has been one of the motivating factors for W-SRB 17-01.

### 3 MANAGEMENT STRUCTURE AND FINANCE

#### 3.1 Organisational integration of the project and the consultant within the partner country

Institution	Role in project	Other information
<b>BMEL</b>	Project partner	Steering committee
<b>GFA Consulting Group</b>	Project manager	
<b>MoAFWE</b>	Project partner	
<b>Forest Chamber</b>	Project partner	
<b>Srbijasume</b>	Subsidiary of project partner	
<b>Vojvodinasume</b>	Subsidiary of project partner	
<b>Chamber Executive Board</b> <b>Institute for Forestry Srbijasume</b> <b>Vojvodinasume</b> <b>MoAFWE (General Directorate of Forestry)</b>		Guest in steering committee
<b>Faculty of Forestry Belgrade</b>	National backstopper	Guest in steering committee
<b>Unique Forestry</b>	Project co-ordinator and project team manager	Project management team

MoAFWE, represented primarily by the General Directorate for Forestry and the Forest Chamber are the national partners. They are involved through their role as members of the project steering committee. In addition, the two state forest enterprises are also represented in the steering committee.

The governance structure of the forest chamber necessitates involvement of the chamber's executive board in project activities, since any impact of project outcomes relevant to the chamber will require the chamber executive board's approval for implementation. Thus, members of the executive board were invited as guests to all steering committee meetings. Through its role within the chamber of forestry's executive board the Institute for Forestry Belgrade, the country's national forest research institute, also had a chance for involvement in project steering committee meetings.

The Faculty for Forestry Belgrade was involved in the project by way of the faculty's dean acting as the national backstopper for the project.

With the project management team's Belgrade offices being located within the facilities of the Faculty of Forestry, in close vicinity to the Institute of Forestry close contact with the national backstopper could be ensured.

Based on prior project experience in Serbia, the project management team had already developed a close personal network within Serbian forest institutions, which could be harnessed for the purpose of W-SRB 17-01.

### 3.2 Budget overview and disbursement status

The status of expenditures vs. budget is presented in the table below.

<b>BUDGET LINE</b>	<b>BUDGET (€)</b>	<b>EXPENDITURE (€)</b>	<b>LEVEL OF PAYMENT (%)</b>
<i>Fees</i>	474.661	367216	77,5 %
<i>Fixed Costs</i>	25.561	20349	79,6 %
<i>Reimbursements</i>	158.908	82709	52,0 %
<b>Σ</b>	<b>659.130</b>	<b>470.274</b>	<b>71,3 %</b>

Budget information available for the report is from March 31<sup>st</sup>, 2019, thus including expenditures for the first quarter of 2019. Budget figures are gross value (i.e. including VAT) and include budget increases granted by way of project amendments approved by BMEL.

Level of payments for fees and fixed costs are at levels to be expected based on the status of project activities at the end of Q1/2019.

Level of payments for reimbursements by end of Q1/2019 are lower than could be expected based on project duration. However, this is because several activities involving reimbursements for STEs (e.g. some of the training events) had to be postponed to Q3/2019.

Overall, it can be stated that expenditures are well within budgeted levels.

## **4 EVALUATION OF THE PROJECT**

### **4.1 Relevance**

The relevance of the project's content and objectives to the Serbian forest sector has been confirmed by the strong interest in licensing schemes and training programmes developed as project outcomes.

The analysis of interviews conducted by the project evaluator in the course of the in country mission during training events organised by the project, held in Goc, has confirmed highly positive reactions of forest sector employees at all levels of qualifications (forest engineers, forest technicians, forest workers) for the training programmes developed by the project.

Planned contributions to strengthen education and training in the realm of sustainable multifunctional forest management can be considered to be achieved at the expected level, as can be the increase in sustainably managed forest area and the application of innovative forest management methods in state and private forest enterprises.

Project approaches can also be considered to be disseminated outside the immediate project context. This refers particularly to the development of licensing schemes for other activities than forest management planning.

The project is consistent and relevant to national forest policies and further sectoral targets at the expected level of outcome, as is the acceptance of the project by the forest sector ministry of the partner country.

In total, the evaluation of relevant indicators has resulted in an average mark of 1.6 for relevance.

### **4.2 Planning and Steering**

#### **4.2.1 Project Design**

The framework for the implementation of the project was adequately analysed at the level expected in project design. As regards targets, all targets, the realisation of which was directly under the project team's control had been set at realistic levels. However, the project plan also included targets not under direct control of the project management team, nor fully influenceable by the national political partner, namely targets requiring change of legislation in parliament and other legislative acts. Setting such acts as project targets must be considered as unrealistic. Project logframe and indicators were formulated meaningful and unambiguous and indicators could be measured meaningful.

#### **4.2.2 Project Management and Steering**

As regards project management, the monitoring and evaluation system had been established in accordance with project needs and was also implemented accordingly. Thus, the system provided meaningful information for the monitoring of the project's progress.

When required, the operational work plan was adapted and changes were made in due time. Approval by the steering committee had been requested in due course to ensure sufficient time for consideration.

Consequently, operational plans can be considered as having been appropriate to guide project implementation.

Generally, the planned implementation time frame was adhered to. Any changes, which had to be made were due to developments outside the project team's control and – as has been mentioned above already – appropriate action was taken to adapt operational plans.

Thus, an average mark of 2.0 has been achieved within the evaluation criterion "Planning and Steering".

## 4.3 Effectiveness

### 4.3.1 Progress evaluation of project objective

Project objectives were:

1. Vocational training and practical postgraduate training programs for relevant professional groups are piloted for implementing sustainable forest management
2. The officially approved Improved FMP and Monitoring Methodology as well as the Management Guidelines are used as integrated part in vocational training and practical postgraduate training programs

The achievement of the project objective is shown in the following table based on the defined indicator:

Indicator (Index value)	Achievement (Actual value)	Degree of achievement
The FMP bylaw is enacted in 30.04.2018 as binding legal document for future FMP, Forest Monitoring, and Forest Management based on the Improved FMP and Monitoring Methodology and the Forest Management Guidelines	FMP guidelines are in final (2nd) feedback round  All documents required for enactment will be ready by August 31 <sup>st</sup> 2019	95 %
Selected existing educational institutions (FCH, technical school etc.) offer postgraduate training programs for different target groups (engineers, technicians, workers) by July 2019. In case of Engineers and Technicians, the Improved FMP and Monitoring Methodology as well as the Management Guidelines are used.	Forest Chamber has been established as "training centre"  Pilot training programmes have been developed and delivered for engineers, technicians and workers – ToT format has ensured availability of personnel for future trainings	100 %
A first group of FCH licensed forest engineers applies improved skills in FMP, Monitoring and forest management by July 2019	First group of engineers has been licensed and new FMP guidelines are used in development of management plans	100 %
A concept for a dual-apprenticeship for forest workers is developed and allows a concrete start of education in line with the newest regulations on dual apprenticeship in Serbia by July 2019	Concept has been developed, Letter of Intent (SRS, FCH, Technical School) is expected for late Summer / early Autumn 2019 – However, as of yet no official written commitment available	90 %

### 4.3.2 Progress evaluation of Result 1

#### Field of Activity / Result 1:

The improved FMP & Monitoring Methodology as well as the new Management Guidelines for the implementation of sustainable forest management are officially adopted and practical postgraduate training at the FCH based on them is implemented in form of pilot training courses

The progress towards the result indicator is as follows:

Indicator (Index value)	Achievement (Actual value)	Degree of achievement
1.1. A new bylaw on FMP is adopted considering the improved FMP and Monitoring Methodology and all related manuals, technical guidelines, the Management Guidelines and the Manual for Management Practice by April 2018.	1.1: 2 <sup>nd</sup> round of feedback on FMP currently ongoing, formal adoption of bylaw still outstanding → completion 90%	90 %
1.2 A postgraduate training program and training materials to implement the Improved FMP and Monitoring Methodology and Management Guidelines are elaborated and officially adopted by the FCH in June 2018.	1.2: draft for program exists, official adoption by FCH still outstanding → completion 90 %	90 %
1.3 One training course for future trainers regarding the FMP Methodology is implemented by August 2018 and at least 80 % of the participants have rated it positively.	1.3: course has been held and has been positively evaluated by > 80 % of participants	100 %
1.4. One training course for future trainers regarding the Management Guidelines is implemented by August 2018 and at least 80 % of the participants have rated it positively	1.4: as above	100 %
1.5. After the training of trainers the second feedback loop led to updated FMP Manual, related technical guidelines and Management Guidelines. The update is officially adopted by the Directorate of Forest and published by September 2018.	1.5: as above	100 %
1.6. The trainers have been guided to implement a training course for engineers regarding a) the FMP Methodology and b) the Management Guidelines and at least 80 % of the participants rate it positively.	1.6: as above	100 %

#### 4.3.3 Progress evaluation of Result 2

##### Field of Activity / Result 2:

The forestry chamber is able to fulfil the tasks defined in the forest law and implements vocational training and practical postgraduate training measures for forest engineers based on a licensing system.

The progress towards the result indicator is as follows:

Indicator (Index value)	Achievement (Actual value)	Degree of achievement
2.1 The organizational development of the forestry chamber is concluded. It is described in an internal statute including an development program for the work of the chamber by April 2018.	2.1: Completed	100 %
2.2 Standard operational procedures for the work of the forestry chamber exist by May 2018	2.2: Completed	100 %

<b>2.3 Procedures on awarding / retaining of licenses are elaborated by May 2018</b>	2.3: Draft completed	100 %
<b>2.4 Based on the procedures on awarding of licenses more than 80% of the engineers have applied to receive a license by August 2019.</b>	2.4: By July 4 <sup>th</sup> 495 out of 700 → 70 % → degree of completion: 88 %	88 %*)
<b>2.5. The FCH has organized the pilot training prepared under FoA 1 and the related licensing procedure is completed by December 2018.</b>	2.5: For July/August another 75 applications are expected → 81 % will have applied → 100% completion is realistic.	81 %*)
<b>2.6 More than 60% of the engineers trained in FMP Methodology and Management Guidelines (see Indicator 1.6) receive a license after their exam at the FCH.</b>	2.6: Completed	100 %

\*) For these two indicators 100 % completion by end of the project appears realistic

#### 4.3.4 Progress evaluation of Result 3

##### Field of Activity / Result 3:

The vocational training and postgraduate training of forest technicians improved at a selected training centre for postgraduate trainings.

The progress towards the result indicator is as follows:

Indicator (Index value)	Achievement (Actual value)	Degree of achievement
<b>3.1 Organizational and technical proposals on how to setup a training centre for postgraduate training based on the existing facilities (Schools, FCH) exists and changes in legal frame are proposed by June 2018.</b>	3.1: Proposals have been finalized. Legal changes still required.	95 %
<b>3.2 A practical postgraduate training program is developed by September 2018.</b>	3.2: This has been completed	100 %
<b>3.3 An improved curriculum considering more practical training and the dual apprenticeship concept is developed for technicians by September 2018.</b>	3.3: Dual education system for technicians was to be introduced later due to issues related to technical school Kraljevo. However, due to change in directorship, it is now more likely for this to be realized eventually (but probably only from 2021 onwards)	80 %
<b>3.4 Training materials for the pilot postgraduate training courses are developed by October 2018 and used for the pilot training activities.</b>	3.4: Completed	100 %
<b>3.5 One postgraduate training for trainers is implemented organized by the newly selected training centre by December 2018. At least 80% of the participants of each training have rated it positively.</b>	3.5: Completed	100 %
<b>3.6 At least two further training courses are implemented by the newly developed training centre without the support of the</b>	3.6: 2 <sup>nd</sup> course to be delivered in mid July 2019	80 %*)

<b>project and at least 80% of the participants have rated it as positive by July 2019.</b>		

\*) This indicator is highly likely to be achieved 100 % by the end of the project

#### 4.3.5 Progress evaluation of Result 4

##### Field of Activity / Result 4:

A concept of vocational training and practical postgraduate training of forest workers is developed including a concept for a training centre. The implementation of practical work in the forest by forester workers is improved by pilot training activities for forest workers

The progress towards the result indicator is as follows:

Indicator (Index value)	Achievement (Actual value)	Degree of achievement
<b>4.1 Organizational and technical proposal on how to setup a training centre based on the existing facilities (Schools, FCH) exists and changes in the legal frame are proposed by August 2018.</b>	Completed	100 %
<b>4.2 A concept for a dual-apprenticeship for forest workers is developed in line with the newest regulations on vocational training in Serbia by August 2018</b>	Concept is developed, but steps towards official accreditation have not yet been initiated	75 %
<b>4.3 A practical postgraduate training program is developed for forest workers by August 2018</b>	Completed	100 %
<b>4.4 Training materials and sites for the pilot training courses are prepared by the newly defined training center in November 2018.</b>	Completed	100 %
<b>4.5 A training course for trainer is implemented by the newly defined training center and least 80% of the participants have rate it as positive by April 2019.</b>	Completed	100 %
<b>4.6 Two training courses are held by the trainers and least 80% of the participants have rated it as positive by July 2019.</b>	Completed	100 %

#### 4.3.6 Progress evaluation of Result 5

Indicator (Index value)	Achievement (Actual value)	Degree of achievement
<b>5.1 Visits of Serbian delegations of overall at least 10 participants to Germany to prepare partnerships with at least two organizations / institutions by October 2018.</b>	Completed	100 %
<b>5.2 A MoU between the FCH and a German institution on the intended cooperation has been signed by August 2019.</b>	No formal steps beyond first contacts have been taken	20 %

#### **4.3.7 Summary of Effectiveness**

Deliverables within control of project partners and project implementation team can be considered as being 100 % complete by August 31<sup>st</sup>.

Deliverables related to future implementation (guidelines, draft bylaw, training concepts) are essential for likelihood of further implementation of results after the end of the project. However, none of the indicators relevant in this context will have been achieved at 100 % level by the end of the project.

Some elements of the project – while official elements of BMEL2 according to ToRs – could be considered as “tying up of loose ends” after BMEL1 (W-SRB 15-01). Except for legal steps required towards official implementation of guidelines all these elements will be completed within W-SRB 17-01.

There have been some difficulties related to limitations posed for the achievement of project results due to conflicts with relevant legal frameworks in Serbia as well as existing infrastructure and equipment at institutions foreseen to deliver dual education courses.

These are:

- Legal framework for the duration of dual education programmes foresees a longer duration than considered in project design.
- There are also legal concerns as regards the feasibility of dual education programmes. These relate specifically to questions of liability of programme delivering institutions towards students in case of accidents during practical fieldwork.
- Availability of resources for dual education programmes at forest technical schools.

Furthermore, the eventual success of a dual education programme for forest workers will require further legal changes (e.g. change in procurement rules for state forest enterprises).

Finally, the future of FoA5 depends on activities of Serbian and German institutions.

It is due to the remaining uncertainties related to project objectives outside of the project’s immediate control that for effectiveness only a grade of 2.6 has been achieved.

#### **4.4 Efficiency**

As regards efficiency, it can be stated that all project measures were efficient according to expectations. All measures funded by the project were required to achieve planned objectives.

As regards the use of project results by the target groups, statements collected during the evaluation mission as well as other documented evidence show, that the use of outputs exceeds expectations.

As regards to Result 5, it is stated here that in order to achieve a more definitive outcome – i.e. an institutionalisation of future co-operation between Serbian and German training institutions – it would have been required to dedicated funds not just towards mutual professional exchange between German and Serbian experts, but towards the identification of funding sources for future co-operation. This should be considered in the design of potential future bilateral collaboration initiatives in the field of development co-operation.

It is especially due to the intensive use of project results by target groups that a grade of 1.7 has been achieved for this criterion in this evaluation.

## **4.5 Coherence and Coordination**

As regards coordination with other donor institutions, it can be stated that project activities were well coordinated with other ongoing projects and that there were certainly no duplicities as regards funded activities.

The development of dual education programmes for forest technicians and for forest workers has been supported by the Serbian Ministry of Education, Science and Technological Development with advice on how such a programme would fit best into the structure of Serbian education policies.

Likewise there has been good contact with the GIZ-project Reforming Vocational Education in Serbia and the practical training approach implemented in the project fits well with the general objective of said project to supplement theoretical training with practical elements, resulting in improved Vocational Education programmes with elements of dual training.

The project has also been in good contact with the GEF-project "Contribution of Sustainable Forest Management to a Low Emission and Resilient Development". The project outputs, particularly the use of new guidelines for SMP as well as the improvement of qualifications of forest personnel.

Based on feedback from national partners the activities of W-SRB 17-01 stood out against those of other development co-operation initiatives in so far, as they were perceived to be fully in line with sector requirements and ongoing activities.

Since coherence and coordination was well within expected levels a grade of 2.0 could be given by the evaluator.

## **4.6 Overall developmental policy changes (Impact)**

The new FMP guidelines have been designed with the consideration of relevant forest ecosystem services in mind. If they are fully applied by employees in the Serbian forest sector, the desired positive outcomes can be expected.

Further, these guidelines have been designed with the reduction of logging damages in mind. If they are fully applied by employees in the Serbian forest sector, the desired positive outcomes can be expected.

Graduates of the new dual education programme will have a much wider range of skills and knowledge than is the current standard of Serbian forest workers, who are mostly chain saw operators. This will increase their value for employers, as they will be suited for a wider range of tasks in forest operations especially within the state forest enterprises and large private estates, which are able to offer more secure employment opportunities.

Based on expert assessments insufficient skills and equipment are the most prevalent reasons for work accidents. Since the newly introduced qualifications focus on these issues, improvements are to be the adoption of the new guidelines and their inclusion in future management plans will raise the awareness of sustainable forest management in state forest land in Serbia.

The training of trainer concept has already been successful within the pilot areas. This will ensure a replication of the project approach in the overall project area. With the inclusion of staff from other state forest service estates, wider diffusion is to be expected. However, diffusion to private sector service companies (e.g. harvest contractors) would require additional measures, such as a requirement for contractors to deploy formally trained forest workers when carrying out work for state forest estates.

With all relevant sub-criteria taken into consideration, a grade of 2.0 has been achieved for this criterion.

## 4.7 Sustainability

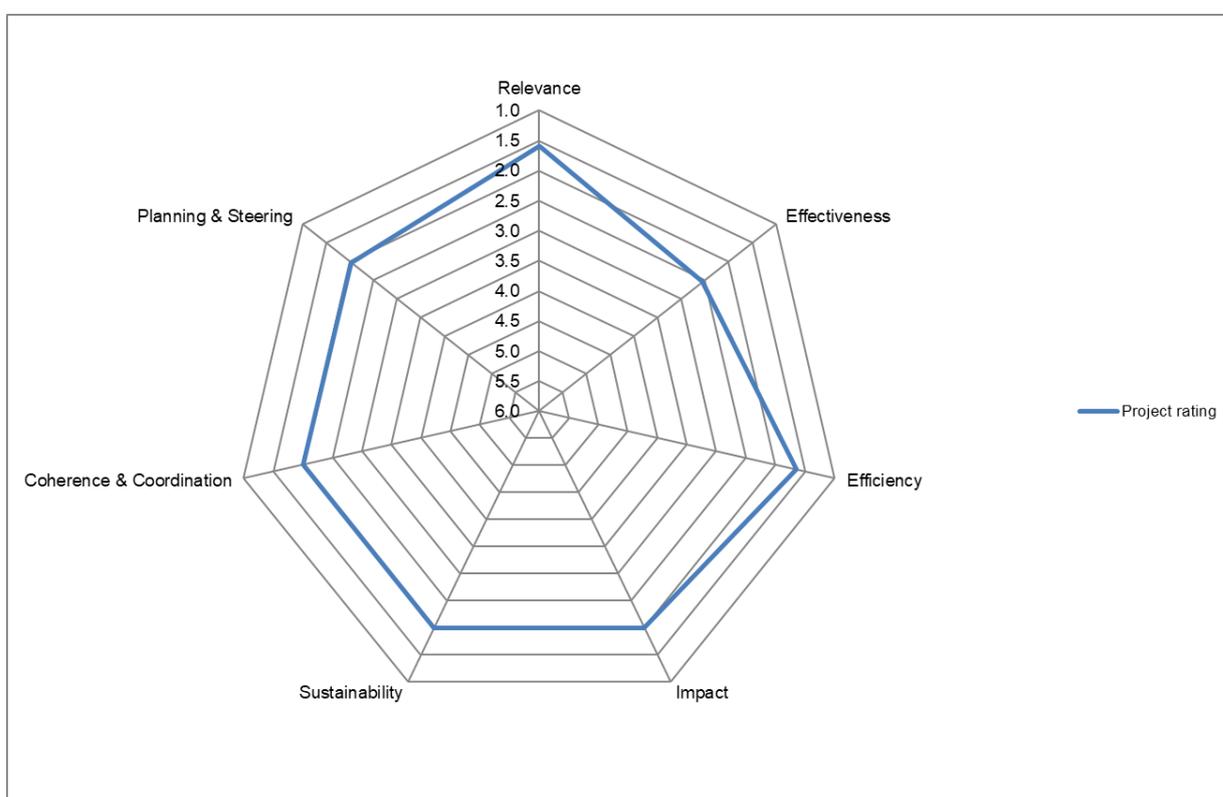
Sustainability of the continuation of project activities is ensured through the impressive support of project objectives by the MoAFWE and particularly the GDF.

Assuming that final steps towards necessary legal acts to implement project results will be implemented as expected based on current political climate in Serbia, continuation of project activities can be considered to be at the expected levels.

Consequently, a mark of 2.0 has been achieved for this criterion.

## 4.8 Overall evaluation

<b>Evaluation criteria</b>	<b>Rating</b>
<i>Relevance</i>	1.6
<i>Effectiveness</i>	2.6
<i>Efficiency</i>	1.7
<i>Impact</i>	2.0
<i>Sustainability</i>	2.0
<i>Coherence and Coordination</i>	2.0
<i>Planning and Steering</i>	2.0



## **5 CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Conclusions**

Based on the results presented thus far, the following conclusions are presented:

- The project is highly relevant, as it fits well with objectives and ongoing activities related to Serbian forest policy objectives.
- Planning and steering activities have been carried out at the expected levels, with the project management team having proven resourceful as regards the adaptation of ongoing activities to any new developments, which occurring over the project life-time.
- As regards effectiveness, it can be stated that all objectives within the direct control of the project management team have been achieved and outputs required for final legal implementation of project outcomes have been prepared.
- Efficiency of the project is above expected levels, which is largely due to the high level of acceptance of project activities within Serbian target groups.
- Coherence and coordination has also been at expected levels. This is also because project activities have been well embedded in overall sector policies. The fact that the current project has evolved out of earlier co-operation activities between BMEL and MoAFWE has been a significant facilitator in this context.
- Overall, developmental policy impact has been at expected levels. This is considered to be due to a high level of involvement of national partners already during the project preparation phase.
- Taken together, developments lined out above will contribute to ensure the sustainability of project outcomes at expected levels.

The only criterion that had to be graded at below expected level, involves the dependency on developments outside the direct control of project activities.

### **5.2 Recommendations**

Since at the time of the evaluation mission, all major project activities have already been concluded and objectives achieved, recommendations are made primarily with respect to potential future activities in the field of development co-operation of the BMEL.

#### **5.2.1 Recommendations for future project development**

As regards the definition of national partner contributions, actual resources available to the national partner should be evaluated and assessed in detail. While partner country institutions may have infrastructure and equipment at their disposal, rules regarding administrative procedures may hamper availability of such resources to persons and organisations outside such institutions.

The definition of project results should clearly distinguish between outcomes achievable by the project itself, such as e.g. documents, methods or training programmes and outcomes that rely on legal and administrative procedures in the partner country, such as e.g. laws to be enacted by legislative bodies or ministerial decrees.

Likewise, a distinction should be made between immediate project objectives and more general development objectives, such as e.g. an improvement of the state of forest resources, which by their nature can only be realised at time scales beyond the project lifetime.

Furthermore, it should be ensured that all expected project results are covered by concrete project activities. For example, if an institutionalisation of professional collaboration is an objective, a project should also include activities aimed at mobilising necessary funds (e.g. grant applications). Such activities should also be adequately resourced.

### **5.2.2 Planning and steering**

As has been proved in the project, constant revision of project activities and pre-emptive adaptation of project plans already at initial project stages are appropriate measures to ensure that donor expectations are met.

A chief reason for this is the fact that developments having occurred between project development, project tendering and final signing of contracts between the implementation partner and BMEL may have an influence regarding the achievability of all project outcomes within the time-scale foreseen in the accepted project plan.

## Appendix

### List of Contact Persons

Institution/Person	Role
<b>General Directorate of Forestry (GDF)</b>	
<b>Dr. Sasa Stamatovic</b>	Head of the GDF
<b>Chamber of Forest Engineers</b>	
<b>Alexandar Vorkapic</b>	Director of the Chamber of Forest Engineers
<b>Srbjasume (SRS)</b>	
<b>Radic Nikolic</b>	Forest Engineer (FMP-expert)
<b>Boban Milovanovic</b>	Forest Engineer - Officer of Utilisation in SRS (Trainer for forest workers)
<b>Slavo Ljudjuc</b>	Forest Technician – working in office SRS office for utilisation - course participant
<b>Goran Camagic</b>	Forest Technician (Trainer for forest workers)
<b>Vojvodinasume (VVS)</b>	
<b>Miroslav Jovic</b>	Forest worker (chainsaw operator), participant in forest workers' training course
<b>Boris Bezevsek</b>	Forest engineer (FMP expert)

## Instruction to the use of the evaluation scheme

**Scale for the evaluation of indicators:** Both quantitative and qualitative indicators are evaluated on a six-level scale. This is done to grade the key questions. In principle, grades 1-6 are valid, but it should be noted that **grade 1 is only awarded for "very good results that clearly exceed expectations"**. A **"result that is fully in line with expectations" is rated at grade 2** (exact definition in the next worksheet "Grades of assessment"). **Only full grades should be used, i.e. 1,2,3,4,5,6.** More detailed explanations on the evaluation of the individual indicators are given in the evaluation scheme.

Justifications, explanations, or comments to the assessment (grade), deviation from the planned results and lessons learnt should be provided in the respective column.

**Grades for guiding questions:** If several indicators are used to answer a guiding question, the average of the indicators is used to evaluate the guiding question. Non-relevant indicators fall out of the evaluation.

**Grades for evaluation criteria:** The key questions serve the purpose to evaluate the evaluation criterion. The individual guiding questions are weighted and multiplied by the average of the indicator evaluation. The grades are indicated to the first decimal place. This assessment is repeated for each of the 7 criteria. At the end there is a grade (1.0 - 6.0) for each criterion.

**Possible grades to be assigned to the evaluation criteria**

<b>Grades for Evaluation criteria</b>	<b>Rating</b>
<b>Grade 1</b>	Very good result, exceeding clearly all expectations
<b>Grade 2</b>	Good result, fully fulfilling expectations, no major shortcomings
<b>Grade 3</b>	Satisfying result, below expectations but the positive result dominate
<b>Grade 4</b>	Non-satisfying result, clearly below expectations, negative results clearly dominate despite visible positive results
<b>Grade 5</b>	Clearly inadequate result, clearly below expectations, negative results clearly dominate
<b>Grade 6</b>	The project is to be seen very critically, it is useless and/or changed the situation for the worse

Criterion 1:	Relevance/Adequacy
Explanation:	This criterion assesses the relevance and adequacy of the project concept in view of the institutional and policy framework in the project country and the ambitions of the International Sustainable Forest Management Programme of the BMEL.
Superior evaluation question	EQ1: Are the project objective and the expected results in line with national policy targets and the objectives of the International Sustainable Forest Management Programme of the BMEL?

Average grade	1,6
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Guiding Question	Weight	Indicator catalogue		To be filled by the evaluator		
		Indicator	Evaluation of the Indicator: 1 highest grade (above expectations), 6 lowest grade. Grade levels (1,2,3,4,5,6).	Degree of target achievement (1,2,3,4,5,6)	Justifications, explanations, or comments as to the assessment (grade)	
<b>GQ1.1:</b> To what extent does the project contribute to achieving the programme objectives of BKP-INW?  The BKP-INW target criteria considered here are: - Promotion of sustainable and multi-functional forest management - Education and training, exchange of experts, multiplier trainings and demonstration plots	50%	I1.1.1	Planned contributions to strengthen education and training in the realm of sustainable multifunctional forest management	Thematic assessment of the expected project outcomes. Evaluation from 2 (high level of consistency) to 6 (no consistency)	2	The development of certification programmes for technicians and engineers is a major innovation in the realm of professional postgraduate training and education in the Serbian forest sector. Programmes for the training of forest workers are the first of their kind in Serbia
		I1.1.2	Expected/planned direct and/or indirect increase in sustainably managed forest area with average project success in terms of applying innovative forest management planning methods in state forest enterprises	This indicator concerns the area relevance. An estimate is to be made of the expected project outcome with regard to the expansion of the sustainably managed forest area.	2	The implementation of new forest FMP guidelines by certified personnel will lead to an increase in sustainably managed forest area
		I1.1.3	Planned application of innovative approaches (e. g. new approach, further development of an existing approach, or new approach for the target group/support)	Approaches/models that have pilot character and replication potential. The project tries to develop model approaches that can be disseminated outside the project context. Rating by Yes (1) or No (no rating). <i>Please note that this indicator is a "topping up" as it is only included in the evaluation in a positive case.</i>	1	Approaches developed by the project can be disseminated outside the immediate project context. The concept of professional certification in postgraduate training can be extended to other areas of sustainable forest management.
<b>GQ1.2:</b> To what extent is the project relevant for achieving the forest policy objectives of Serbia as well as further sectoral targets?	50%	I1.2.1	Consistency and relevance of the project outputs with national forest policies and further sectoral targets	Evaluation from 2 (high level of consistency) to 6 (no consistency)	2	Improvement of FMP standards and improvement of professional training of engineers and technicians are core objectives of Serbian forest policy, as is the professionalisation of forest worker training
		I1.2.2	Acceptance of the project by the sector ministry of the partner country	2 = the project has a high acceptance up to 6 = the project has no/nearly no verifiable acceptance	1	Acceptance by the sector ministry is high, which is documented by the mobilisation of own funds for e.g. the development and delivery of training programmes by the Forest Chamber

Criterion 2:	Effectiveness
Explanation:	The criterion examines the current project progress in view of the project indicators as well as the likeliness of achieving the project indicators and objectives.
Superior evaluation question	EQ2: To what extent will the defined project goals be achieved?

Average Grade	2,6
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Guiding Question	Weight	Indicator catalogue		To be filled by the evaluator		
		Indicator	Evaluation of the Indicator: 1 highest grade (above expectations), 6 lowest grade. Grade levels (1,2,3,4,5,6).	Degree of target achievement (1,2,3,4,5,6)	Justifications, explanations, or comments as to the assessment (grade)	
GQ2.1: To what extent is it likely that the project objective will be achieved?	22,5%	I2.1.1	<b>FoA 1:</b> The improved FMP & Monitoring Methodology as well as the new Management Guidelines for the implementation of sustainable forest management are officially adopted and practical postgraduate training at the FCH based on them is implemented in form of pilot training courses.	Rating of 2 (target values achieved or it is likely that the target will be reached) to 6 (target value will not be achieved).	3	There have been some delays in the finalisation of the improved FMP & Monitoring Methodology - At the time of the evaluation the last feedback round is still ongoing. Consequently it is not likely that the official adoption of the guidelines will be finalised before the end of the project lifetime. However, training based on these guidelines has already been implemented
GQ2.1: To what extent is it likely that the project objective will be achieved?	22,5%	I2.1.2	<b>FoA2:</b> The forestry chamber is able to fulfil the tasks defined in the forest law and implements vocational training and practical postgraduate training measures for forest engineers based on a licensing system.	Rating of 2 (target values achieved or it is likely that the target will be reached) to 6 (target value will not be achieved).	2	The FCH has successfully applied for a budget for trainings implemented in spring and summer 2019. Further applications will be submitted in autumn 2019. With the instalment of an executive director envisaged for late 2019 there will also be an improvement in personnell resources. The FCH has proven that it is capable of the tasks defined in the forest law.
GQ2.1: To what extent is it likely that the project objective will be achieved?	22,5%	I2.1.3	<b>FoA 3:</b> The vocational training and postgraduate training of forest technicians improved at a selected training center for postgraduate trainings.	Rating of 2 (target values achieved or it is likely that the target will be reached) to 6 (target value will not be achieved).	3	Postgraduate training for forest technicians has been implemented. Vocational training for forest technicians has for now been deprioritised by actors in the Serbian forest sector (i.e. forest technical schools and state forest enterprises).
GQ2.1: To what extent is it likely that the project objective will be achieved?	22,5%	I2.1.4	<b>FoA 4:</b> A concept of vocational training and practical postgraduate training of forest workers is developed including a concept for a training center. The implementation of practical work in the forest by forester workers is improved by pilot training activities for forest workers	Rating of 2 (target values achieved or it is likely that the target will be reached) to 6 (target value will not be achieved).	2	A concept for vocational training has been implemented and while there letter of inent required for its official development has not been written yet, this is expected to happen before or shortly after the project' end. Practical posgraduate courses for forest workes have been developed and implemented.
GQ2.1: To what extent is it likely that the project objective will be achieved?	10,0%	I2.1.5	<b>FoA5:</b> The prerequisites for starting cooperation and partnership between German and Serbian institutions and associations on the topic of vocational training and practical postgraduate training are established	Rating of 2 (target values achieved or it is likely that the target will be reached) to 6 (target value will not be achieved).	3	While mutual visits and the active involvement of staff from the Weilburg training center in the project implementation have set a good basis for further co-operation, there have been no activities, which could have led to an institutionalisation of such further co-operation.

Criterion 3:	Efficiency
Explanation:	This criterion examines the economic viability of the project. Are the activities of the project necessary to achieve the objectives?
Superior evaluation question	EQ3: How is the project result be assessed taking into account the means used?

Average Grade	1,7
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Guiding Question	Weight	Indicator catalogue			To be filled by the evaluator	
		Indicator	Evaluation of the Indicator: 1 highest grade (above expectations), 6 lowest grade. Grade levels (1,2,3,4,5,6).	Degree of target achievement (1,2,3,4,5,6)	Justifications, explanations, or comments as to the assessment (grade)	
<b>GQ3.1:</b> Is the level of expenditure reasonable in view of the project results and/or in comparison with similar projects.	40%	I3.1.1	Cost efficiency of the project measures	Evaluation of individual measures; Rating from: 1 (the measures are cheaper than expected); 2 (all measures cost efficient) up to 6 (no measure cost-effective)	2	Measures have been cost-effective and according to the budget plan
<b>GQ3.2:</b> Are the efforts of the project necessary to achieve the project goals?	25%	I3.2.1	Need of individual activities for the achievement of the project objective	Evaluation of the individual measures; Rating from 2 = all measures required, 6= no measure required	2	All measures were required for the achievement of the project objective
<b>GQ3.3:</b> Are the project's outputs (e. g. capacities, knowledge, equipment) actually used?	35%	I3.3.1	Degree of utilization of the project's outputs by the target group	Rating from: 1 = use of outputs exceeds expectations; 2 = target group uses the project outputs; 6 = project outputs are not used or not practically implemented	1	Use of project output exceeds expectations

Criterion 4:	Impact
Explanation:	This criterion examines the direct effects of the project that go beyond the achievement of the objectives of the project. It focusses on the project outcome level in analysing how project outputs and results are used by the target group and project stakeholders.
Superior evaluation question	EQ4: What changes have been initiated in the sector/country through the effects of the results of the project?

Average Grade	2,0	Please check the formula!
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Guiding Question	Weight	Indicator catalogue		To be filled by the evaluator		
		Indicator	Evaluation of the Indicator: 1 highest grade (above expectations), 6 lowest grade. Grade levels (1,2,3,4,5,6).	Degree of target achievement (1,2,3,4,5,6)	Justifications, explanations, or comments as to the assessment (grade)	
<b>GQ4.1:</b> Which qualitative and quantitative effects have been achieved in view of sustainable state forest management beyond the achievements of the objectives of the project?  Development goal of the project: "The project will contribute to an "ecological, economic and socially sustainable forest management in Serbia."	75%	I4.1.1	The applicoain of improved forest management techniques by employees in the Serbian forest sector consider relevant forest ecosystem services, such as climate, water, soil protection and biodiversity, in forest utilization.	Rating from 2 (high probability) to 6 (no probability)	2	The new FMP guidelines have been designed with the consideration of relevant forest ecosystem services in mind. If they are fully applied by employees in the Serbian forest sector the desired positive outcomes can be expected.
		I4.1.2	The application of improved forest management techniques by employees in the Serbian forest sector reduce logging damages in the harvested forest stands.	Rating from 2 (high probability) to 6 (no probability)	2	The new FMP guidelines have been designed with the reduction of logging damages in mind. If they are fully applied by employees in the Serbian forest sector the desired positive outcomes can be expected.
		I4.1.3	The improved vocational and postgraduate training of employees in the Serbian forest sector improves the economic attractiveness of working in forestry.	Rating from 2 (high probability) to 6 (no probability)	2	Graduates of the new dual education programme will have a much wider range of skills and knowledge than forest current forest workers, who are mostly chain saw operators. This will increase their value for employers, as they will be suited for a wider range of tasks in forest operations especially within the state forest enterprises and large private estates, which are able to offer more secure employment opportunities
		I4.1.4	The application of improved forest work techniques by employees in the Serbian forest sector improve work safety and reduce accidents.	Rating from 2 (high probability) to 6 (no probability)	2	Based on expert assessment, lack of training is a main cause for accidents in forest work (ILO, 2019, p. 20-21). Since the newly to introduced qualifications focus on these issues, improvements are to be expected.
		I4.1.5	Degree of awareness for sustainable forest management on state forest land in Serbia.	Rating from: 1 - target group serves as a multiplier for sensitisation; 2 - high sensitisation to 6 - no sensitisation	2	The adoption of the new guidelines and there inclusion in future management plans will raise the awareness fof sustainable forest management in state forest land in Serbia
<b>GQ4.2:</b> To what extent has the project achieved multiplier effects with regard to the diffusion of results?	25%	I4.2.1	Potential for replication of the project approach in the project area	Rating by Yes/No, Yes = 1 (very good), No = 6 (useless)	1	The training of trainer concept has already been successful within the pilot areas
		I4.2.2	Potential for replication of the project approach outside the project area	Rating by Yes/No, Yes = 1 (very good, results are replicated in other areas), No = 6 (no interest or no attempts to replicate)	3	With the inclusion of staff from other state forest service estates, wider diffusion is to be expected. However, diffusion to private sector service companies (e.g. harvest contractors) would require additional measures

Criterion 5:	Sustainability
Explanation:	This criterion evaluates the sustainability of the project outputs and the further use of the contributions by the project partners beyond the duration of the project.
Superior evaluation question	EQ5: Are the outputs of the project sustainable?

Average Grade	2,0	Please check the formula!
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Guiding Question	Weight	Indicator catalogue		To be filled by the evaluator		
		Indicator	Evaluation of the Indicator: 1 highest grade (above expectations), 6 lowest grade. Grade levels (1,2,3,4,5,6).	Degree of target achievement (1,2,3,4,5,6)	Justifications, explanations, or comments as to the assessment (grade)	
<b>GQ5.1:</b> To what extent are the project outputs persisting after the end of the project (or can be expected for projects that have not yet been completed)?	35%	I5.1.1	Verifiable or expected project outputs/outcomes after the end of the project	Rating from 2 (high impact after the end of the project or very likely to be expected) to 6 (no effect after the end of the project).	2	Outcome after the end of the project will be at expected levels
<b>GQ5.2:</b> Do the project partners have the capacities (technical, economic, political) to maintain and continue the positive project results after the end of the project?	30%	I5.2.1	Capacities of the partner to continue the project results/outputs, e.g. maintain the work of the forestry chamber	2 = Capacities certainly existing; 6 = Capacities not existing	2	The forest chamber has been established as the main actor in the field of post-graduate education and related certification
<b>GQ5.3:</b> Do the project partners continue the outputs/results of the project after the end of the project with their own funds?	35%	I5.3.1	Degree of continuation of the project results/outputs by partners with their own resources	1 = the project has initiated activities beyond the original project approach; 2 = high use or continuation of project results/outputs 6 = no use or continuation of project results/outputs	2	A mechanism has been established to ensure sustainable funding of the Forest Chamber's activities beyond the project lifetime.

<b>Criterion 6:</b>	<b>Coherence &amp; Coordination</b>
<b>Explanation:</b>	This criterion refers to coordination with other bilateral and multilateral donors.
<b>Superior evaluation question</b>	<b>EQ6: Is the project complementary to projects/initiatives/activities of other donors?</b>

<b>Average Grade</b>	<b>2,0</b>	Please check the formula!
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Guiding Question	Weight	Indicator catalogue		To be filled by the evaluator		
		Indicator	Evaluation of the Indicator: 1 highest grade (above expectations), 6 lowest grade. Grade levels (1,2,3,4,5,6).	Degree of target achievement	Justifications, explanations, or comments as to the assessment (grade)	
<b>GQ6.1:</b> Is the project complementary / additive to the projects of other donors (including other federal ministries)?	50%	16.1.1	Coordination of the project concept with other donors, including other federal ministries with regard to complementarity, additivity and avoidance of duplicity	Rating from 2 = common planning framework existing or planning coordinated with other donors to 6 = no coordination during project conception	2	Project activities are complementary to the GEF/FAO project "Contribution of Sustainable Forest Management to a Low Emission and Resilient Development", the DKTl project „Promotion of a Sustainable Bio Energy Market in Serbia" and activities of the GIZ Open Regional Fund for South East Europe – Biodiversity, which also co-operate with the forest directorate
<b>GQ6.2:</b> Are the means of cooperation used during project implementation sufficient to ensure appropriate coordination with other donors?	50%	16.2.1	Permanent coordination during project implementation	Rating from 2 (the forms of cooperation ensure appropriate coordination with other donors) to 6 (coordination insufficient).	2	The project has been in permanent contact with activities of other donors.

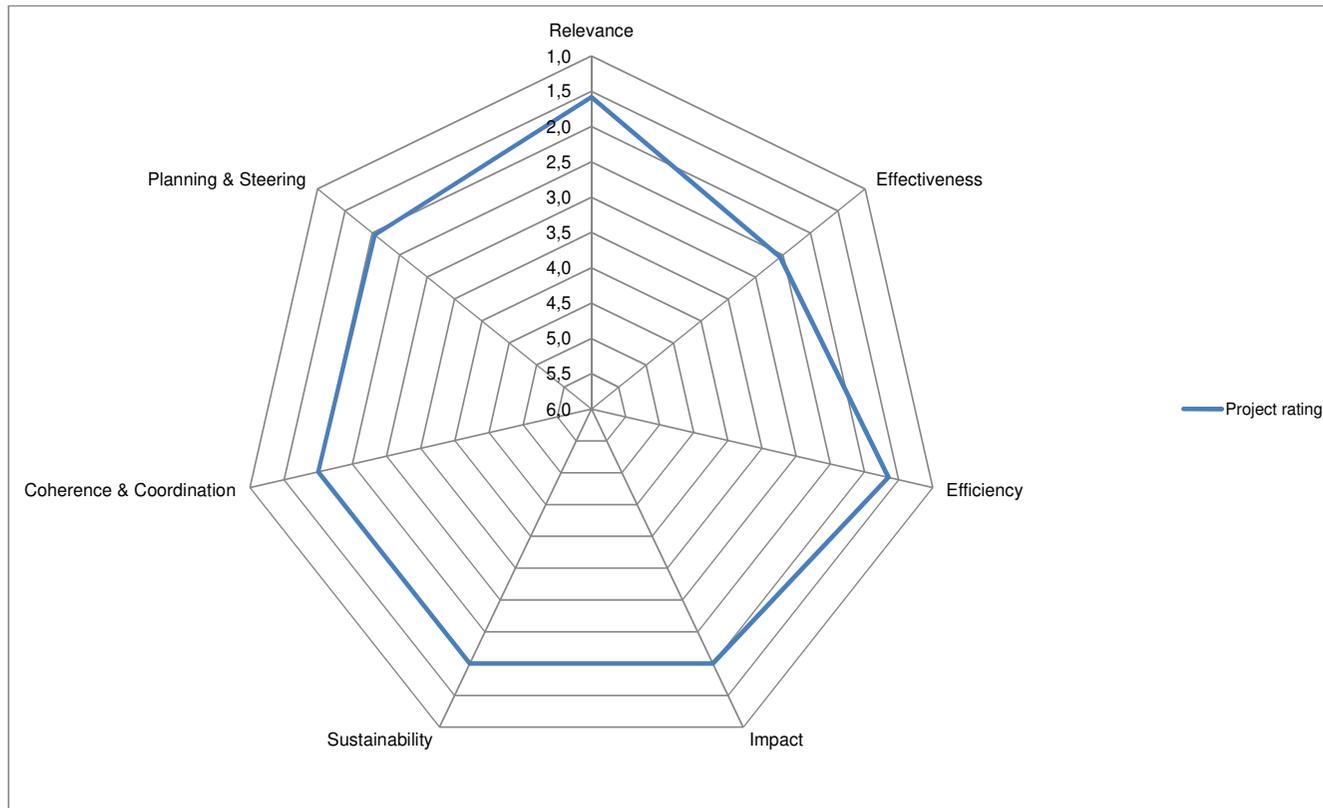
Criterion 7:	Planning & Steering
Explanation:	This criterion examines the quality of the project planning and management?
Superior evaluation question	EQ7: Was the project concept and the management framework appropriate to achieve the project objective?

Average Grade	2,0	Please check the formula!
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Guiding Question	Weight	Indicator catalogue			To be filled by the evaluator	
		Indicator	Evaluation of the Indicator: 1 highest grade (above expectations), 6 lowest grade. Grade levels (1,2,3,4,5,6).	Degree of target achievement (1,2,3,4,5,6)	Justifications, explanations, or comments as to the assessment (grade)	
GQ7.1: Was the quality of the project planning through the partner and GFA appropriate?	50%	I7.1.1	The framework for the implementation of the project was adequately analysed	Rating from 2 (adequately analysed) to 6 (not adequately analysed)	2	The framework was analysed adequately and the actions required for the implementation of the project were appropriate
		I7.1.2	The project targets are realistic	Rating from 2 (realistic) to 6 (not realistic) Is the project objective linked to result areas and activities of the project?	3	Some of the targets involve administrative procedures outside the project's control. Some targets require change of legislation in parliament and/or other legislative acts. It was not realistic to formulate targets which are outside the project's control
		I7.1.3	The logframe is consistent and conclusive, and the project indicators are formulated in a meaningful way	Rating from 2 (conclusive) to 6 (not conclusive)	2	Structure of the logframe is consistent and indicators fit well with targets. Furthermore indicators build on each other and there are no duplicities or gaps
		I7.1.4	The project indicators can be measured with justifiable efforts	Rating from 2 (effort reasonable) to 6 (effort not reasonable)	2	Indicators can be clearly measured and are linked up to project deliverables
GQ7.2: Was the quality of the management of the project through the implementation consultant appropriate?	50%	I7.2.1	An M&E system has been established in accordance with the project needs	Rating from 2 (existing) to 6 (not existing)	1	The PIM used a consistent M&E approach which ensured that any deviations from projected timeline could be identified well in time to adapt the project plan. The early adaptations carried out in late 2017 are an excellent example for this
		I7.2.2	The M&E system was used	Rating from 2 (used) to 6 (not used)	2	From the outset the status of all activities was logged
		I7.2.3	The M&E System provides meaningful information for monitoring of project progress	Rating from 2 (meaningful information) to 6 (no meaningful information)	2	The M&E system allowed for early identification of any deviations and compensating measures were implemented in due course.
		I7.2.4	The operational work plan was continuously/ annually updated	Rating from 2 (continuously/regularly updated) to 6 (no update)	2	If necessary, adaptations were made to the PPM
		I7.2.5	The quality of the operational plans was appropriate to guide the implementation of the project on an annual basis	Rating from 2 (appropriate) to 6 (not appropriate)	2	The quality of the operational plan was fully appropriate to this end
		I7.2.6	Adherence to the planned implementation time frame	Rating from 2 (all activities have been implemented as planned) to 6 (nothing was achieved as planned)	2	All activities were implemented as planned - if necessary, changes to the initial plan were implemented early on and communicated well to the project donor

### Overall rating of the project

Criterion	To be completed by the evaluator
Relevance	1,6
Effectiveness	2,6
Efficiency	1,7
Impact	2,0
Sustainability	2,0
Coherence & Coordination	2,0
Planning & Steering	2,0



Date		Notes	WD Nr.
<b>Friday, June 7<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD1</b>
<b>09:00</b> – <b>17:00</b>	<ul style="list-style-type: none"> <li>Pre-mission preparation work</li> </ul>	<ul style="list-style-type: none"> <li>Logistic preparations</li> <li>Study of project documents</li> </ul>	<b>09:00</b> – <b>17:00</b>
<b>Friday, June 7<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD 2</b>
09:00 – 17.00	<ul style="list-style-type: none"> <li>Document study</li> </ul>	<ul style="list-style-type: none"> <li>Checking of indicator status based on project planning documents and available reports</li> </ul>	
<b>Monday, June 24<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD3</b>
<b>09:45</b> – <b>11:05</b>	<ul style="list-style-type: none"> <li>Flight to Belgrade</li> </ul>		
<b>13:00</b> – <b>16:00</b>	<ul style="list-style-type: none"> <li>Meeting with Project Management team – briefing on project status (indicators/deliverables)</li> </ul>	<ul style="list-style-type: none"> <li>Axel Weinreich</li> <li>Nenad Petrovic</li> <li>Andreas Ottitsch</li> </ul>	
<b>16:00</b> – <b>18:00</b>	<ul style="list-style-type: none"> <li>Preparation for Interviews on June 25<sup>th</sup> -June 27<sup>th</sup></li> </ul>		
<b>Tuesday, June 25<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD4</b>
<b>08:00</b> – <b>11:00</b>	<ul style="list-style-type: none"> <li>Meeting at Chamber of Forest Engineers</li> <li>Departure to Goc (workshop site)</li> <li>Meetings with trainers and representatives forest engineers, forest technicians and forest workers</li> </ul>	<ul style="list-style-type: none"> <li>Aleksandar Vorkapic</li> </ul>	
<b>12.00</b> – <b>15:00</b>		<ul style="list-style-type: none"> <li>Axel Weinreich</li> <li>Nenad Petrovic</li> <li>Andreas Ottitsch</li> <li>Radic Nikolic (Forest Engineer, Srbijasume)</li> <li>Interviews with trainers and trainees in ongoing training course</li> <li>Radic Nikolic</li> <li>Boban Milovanovic</li> <li>Slavo Ljudjuc</li> <li>Goran Camagic</li> <li>Miroslav Jovic</li> <li>Boris Bezevsek</li> </ul>	
<b>Wednesday, June 26<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD5</b>

09:00-15:00	<ul style="list-style-type: none"> <li>Final PWG meeting</li> </ul>	<ul style="list-style-type: none"> <li>Final PWG meeting</li> <li>Interviews with PWG members</li> <li>Radivoje Kaurin</li> <li>Branko Kanjevac</li> <li>Stevo Sekulic</li> <li>Vladimir Vasic</li> </ul>	
	<ul style="list-style-type: none"> <li>Project Steering Group Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Participation in PSG-meeting</li> </ul>	
<b>Thursday, June 27<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD6</b>
09:00 – 12:00	<ul style="list-style-type: none"> <li>Field trip to training sites</li> </ul>	<ul style="list-style-type: none"> <li>„Improved harvest operations“ integrating Forest Technicians and Forest Worker</li> <li>„Forest Management Guidelines“ using growth &amp; yield re-search and demonstration plots</li> </ul>	
15:00 – 18:00	<ul style="list-style-type: none"> <li>Return to Belgrade</li> </ul>	<ul style="list-style-type: none"> <li>Axel Weinreich</li> <li>Nenad Petrovic</li> <li>Andreas Ottitsch</li> </ul>	
<b>Friday, June 28<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD7</b>
09:00 – 13:00	<ul style="list-style-type: none"> <li>Meeting with project coordination team</li> <li>Detailed discussion of project results, including financial performance</li> </ul>	<ul style="list-style-type: none"> <li>Nenad Petrovic</li> <li>Andreas Ottitsch</li> </ul>	
15:00 – 17:00	<ul style="list-style-type: none"> <li>Meeting with Sasa Stamatovic</li> </ul>	<ul style="list-style-type: none"> <li>Discussion of issues related to continuation of project activities after the project end</li> </ul>	
<b>Saturday, June 29<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD8</b>
09:00 – 16:00	<ul style="list-style-type: none"> <li>Report drafting</li> </ul>	<ul style="list-style-type: none"> <li>Identification of any issues in need for clarification</li> </ul>	
<b>Sunday, June 30<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD9</b>
09:00 – 16:00	<ul style="list-style-type: none"> <li>Report drafting</li> </ul>	<ul style="list-style-type: none"> <li>Identification of any issues in need for clarification</li> </ul>	
<b>Monday, July 1<sup>st</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD10</b>
09:00 – 17:00	<ul style="list-style-type: none"> <li>Report drafting</li> </ul>		

<b>Tuesday, July 2<sup>nd</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD11</b>
<b>8:00 – 17:00</b>	<ul style="list-style-type: none"> <li>Fieldtrip to FMP training course in Srmska Mitrovica</li> </ul>	<ul style="list-style-type: none"> <li>Andreas Ottitsch</li> <li>Nenad Petrovic</li> <li>Axel Weinreich</li> <li>Trainers and trainees of training course</li> </ul>	
<b>Wednesday, July 3<sup>rd</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD12</b>
<b>9:00 – 16:00</b>	<ul style="list-style-type: none"> <li>Report drafting</li> <li>Preparation of debriefing presentation</li> </ul>		
<b>Thursday, July 4<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD3</b>
<b>09:00- 16:00</b>	<ul style="list-style-type: none"> <li>Debriefing meeting and presentation</li> </ul>	<ul style="list-style-type: none"> <li>Sasa Stamatovic</li> <li>Aleksandar Vorkapic</li> <li>Axel Weinreich (via Skype)</li> <li>Nenad Petrovic</li> </ul>	
<b>18:50 – 20:00</b>	<ul style="list-style-type: none"> <li>Flight to Vienna</li> </ul>		
<b>Friday July 5<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD14</b>
<b>09:00 – 16:00</b>	<ul style="list-style-type: none"> <li>Preparation of summary of evaluation mission</li> </ul>	<ul style="list-style-type: none"> <li>Submission to GFA by July 5<sup>th</sup></li> </ul>	
<b>Monday July 8<sup>th</sup> – Tuesday July 29<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD15- WD17</b>
<b>09:00 – 16:00</b>	<ul style="list-style-type: none"> <li>Work on final report (date of submission postponed in accordance with time schedule of Mr. Neitzel at GFA)</li> </ul>	<ul style="list-style-type: none"> <li>Submission to GFA on July 29<sup>th</sup></li> </ul>	
<b>August 19<sup>th</sup></b>		<b>Explanations/Remarks/Contacts</b>	<b>WD18</b>
<b>09:00 – 16:00</b>	<ul style="list-style-type: none"> <li>Final amendments to report based on comments received from GFA</li> </ul>	<ul style="list-style-type: none"> <li>Submission of amended version of report within one week after receipt of comments/requests by GFA</li> </ul>	