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of the Czech Republic


## **FINAL REPORT OF EVALUATION**

# **EVALUATION OF THE COMPREHENSIVE PROJECT “SUSTAINABLE DEVELOPMENT OF BEEKEEPING IN GEORGIA”**

November 2024

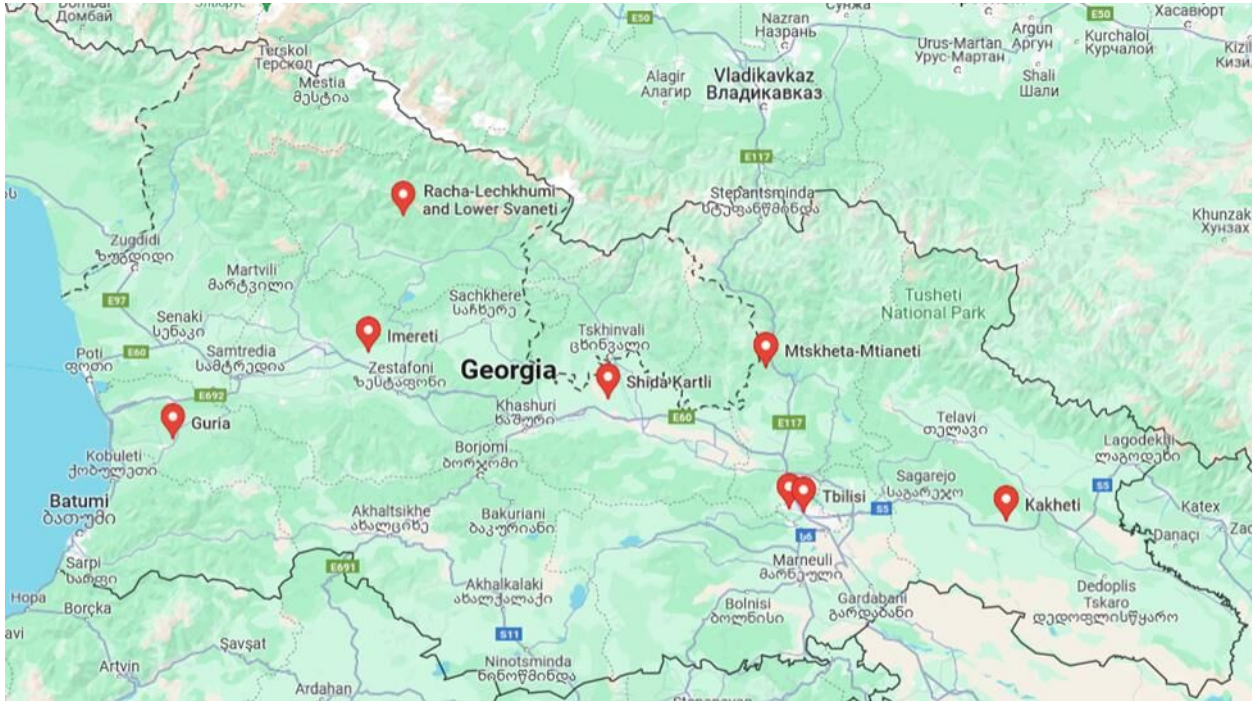


## Identification form

<b>Partner country (country of implementation):</b> Georgia	<b>Project locations:</b> Tbilisi, Mskheta Mtianeti, Racha Lechchumi, Kachetie, Imereti, Guria, Shida Kartli and others
<b>Specialization:</b> Agriculture and rural development	
<b>Title of evaluated interventions in Czech and English:</b> <ol style="list-style-type: none"><li>Zavedení kontroly kvality včelích produktů v Gruzii (Tbilisi) - <i>Introduction of quality control of bee products in Georgia</i> (Tbilisi).</li><li>Odborné vzdělávání pro drobné včelaře v Gruzii (regiony, okolí Tbilisi - Mskheta_Mtianeti, Rača Lečchumi, Kachetie, Imereti, Guria, Shida Kartli a další) - <i>Vocational training for small-scale beekeepers in Georgia</i> (regions around Tbilisi - Mskheta_Mtianeti, Racha Lechchumi, Kachetie, Imereti, Guria, Shida Kartli and others)</li><li>Výstavba regionálního vzdělávacího a poradenského včelařského centra - <i>Construction of the Regional Educational and Consultation Apicultural Centre</i> (Tbilisi - Bagebi)</li></ol>	
<b>Coordinator:</b> Czech Development Agency (CzDA)	<b>Implementers:</b> State Veterinary Institute (SVI) People in Need (PIN) Construction Development Company LLC (CDC)
<b>Project Start Date:</b> 2018	<b>Project End Date:</b> 2021
<b>Total Contribution from CzDA for interventions: 19.5 mil. CZK</b> Breakdown into interventions: <ol style="list-style-type: none"><li><i>Introduction of quality control of bee products in Georgia (Tbilisi) – 2,061,533.98 CZK</i></li><li><i>Vocational training for small-scale beekeepers in Georgia – 11,010,911 CZK (increased and prolonged)</i><ul style="list-style-type: none"><li>2021: 2,715,311 CZK</li><li>2020: 1,500,000 CZK</li><li>2019: 3,795,600 CZK</li><li>2018: 3,000,000 CZK</li></ul></li><li><i>Construction of the Regional Educational and Consultation Apicultural Centre – 6,430,000 CZK</i></li></ol>	<b>Total funds utilized, including co-financing: 20 mil. CZK</b> Breakdown into interventions: <ol style="list-style-type: none"><li><i>Introduction of quality control of bee products in Georgia (Tbilisi) – 2,061,533.98 CZK</i></li><li><i>Vocational training for small-scale beekeepers in Georgia – 11,596,436 CZK (increased and prolonged)</i><ul style="list-style-type: none"><li>2021: 2,858,311 CZK</li><li>2020: 1,581,780 CZK</li><li>2019: 3,996,100 CZK</li><li>2018: 3,160,245 CZK</li></ul></li><li><i>Construction of the Regional Educational and Consultation Apicultural Centre – 6,430,000 CZK</i></li></ol>
<b>Other donors engaged in the Project:</b> none	
<b>Authors of the evaluation report:</b> Main Evaluator: <b>Jiří Hejkrlik</b> ; Project Manager and Quality Assurer: <b>Marie Körner</b> ; Beekeeping Expert: <b>Bruno Sopko</b> ; Local Expert: <b>Mariam Bakhtadze</b> ; Local Beekeeping Expert: <b>Shota Kalandarishvili</b> ; Junior Evaluator: <b>Fillipo De-Faccio</b>	
<b>Period of the evaluation:</b> June – December 2024	
Date, signature(s)  28 <sup>th</sup> of November 2024	

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Figure 1 - Locations of the Project interventions



## EXECUTIVE SUMMARY

### Purpose of the evaluation

The main objective of the evaluation was to map the relevance, partnership, and sustainability of interventions within the Sustainable Development of Beekeeping Project in Georgia. It focused on mapping the coherence of the interventions and the potential for commercial continuity in the beekeeping value chain. Key objectives included obtaining independent findings and recommendations for decision-making by the Ministry of Foreign Affairs (MFA) in cooperation with the Czech Development Agency (CzDA) while also considering the Agenda 2030 for Sustainable Development. The evaluation utilized internationally recognized OECD-DAC criteria, emphasizing sustainability and identifying best practices to enhance cooperation between the Czech Republic and Georgia. The evaluation also formulated recommendations pertaining to the involvement of different types of implementors (private sector, NGO, public institution), addressed the coherence of outputs among different actors, coordination with relevant stakeholders in the beekeeping sector, and the sustainability of Project outcomes, particularly regarding economic opportunities. It also evaluated the visibility of the Project and the application of crosscutting themes defined in the Development Cooperation Strategy of the Czech Republic 2018-2030<sup>1</sup>.

The principal evaluation questions were as follows: **PEQ1** - How is the coherence of outputs and actors ensured between the different parts of the intervention? **PEQ2** - How has coordination with other relevant actors in the beekeeping sector in Georgia been ensured? **PEQ3** - How are the sustainability and further development of outputs ensured, especially in relation to commercial follow-up (economic opportunities)? **PEQ4** - Can good practice or potential for it be identified in terms of partnerships between three implementers of different types?

### The interventions and the context of evaluation

The interventions, coordinated by the Czech Development Agency, were implemented under the Czech Development Cooperation between 2018 – 2021. The evaluation covered the Project “Sustainable Development of Beekeeping in Georgia”, in the priority sector of the *Czech Development Cooperation Program in Georgia (2018-2023)*<sup>2</sup> “II. Agriculture and rural development - Sustainable development of mountainous regions”, reflecting the country’s need to develop agriculture, rural areas, and ecosystems. The priorities aligned with the 2021-2027 *Strategy of Agriculture and Rural Development of Georgia*<sup>3</sup>, and the *2030 Agenda for Sustainable Development*.

The Project was initiated in 2016 and encompassed the following interrelated interventions: *The introduction of quality control of bee products in Georgia* in the State Laboratory of Agriculture (SLA), *Vocational training for small-scale beekeepers in Georgia*, and the *Construction of the Regional Educational and Consultation Apicultural Centre*.

The Project aimed to help increase the production of quality honey and encourage the introduction of efficient and environmentally friendly procedures and practices by addressing the identified impediments to further development of beekeeping in Georgia: Shortage of trained beekeepers who could pass on their experience to others, inadequate conditions for small-scale honey producers (no or old equipment, inefficient procedures, etc.) and insufficient capacity in laboratories to control honey and bee products for the exports to the EU.

### The evaluation team

The evaluation was conducted by the evaluation team of 4G eval s.r.o., an independent consulting company based in Prague, specializing in providing comprehensive services in the areas of monitoring and evaluation, environmental management, social development, water supply and sanitation, gender equality, and good governance. 4G eval operates worldwide and has implemented projects in Africa, East Asia, Europe and Central

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<sup>1</sup> MFA, 2017. *Development Cooperation Strategy of the Czech Republic 2018–2030*. Available: [https://mzv.gov.cz/file/2710363/CZ\\_Development\\_Cooperation\\_Strategy\\_2018\\_2030.pdf](https://mzv.gov.cz/file/2710363/CZ_Development_Cooperation_Strategy_2018_2030.pdf)

<sup>2</sup> MFA, 2018. *Czech Development Cooperation Program in Georgia (2018-2023)*. Available: [https://mzv.gov.cz/file/2966217/program\\_Gruzie\\_2018\\_EN.pdf](https://mzv.gov.cz/file/2966217/program_Gruzie_2018_EN.pdf)

<sup>3</sup> MEPA, 2019. *2021-2027 Strategy of Agriculture and Rural Development of Georgia*. Available: <https://eu4georgia.eu/wp-content/uploads/Agriculture-and-Rural-Development-Strategy-of-Georgia-2021%E2%80%932027.pdf>

Asia, the Middle East, and South Asia regions for a variety of clients, including the Czech Ministry of Foreign Affairs, EU, AFD, UNDP, UNICEF, international finance institutions, Czech and International NGOs and the private sector.

## The most important findings and conclusions

Evaluation criteria		Rate of fulfilment
Relevance		Quite high
Coherence		Quite low
Efficiency		Low
Effectiveness		Quite high
Likelihood of impacts		Quite low
Sustainability		Quite low
Cross-cutting principles	Good governance	Quite high
	Environment and climate	High
	Human rights and gender	High
Visibility of CzDC		High

### Relevance

The component *Vocational training for small-scale beekeepers in Georgia* implemented by PIN focused on direct work in six regions is highly relevant for small and medium beekeepers in Georgia, providing essential support through grants and targeted training that enhance their beekeeping practices. Beneficiaries have reported gaining vital skills in hive management, disease treatment, and product diversification, although some training topics were not addressed, and materials were unavailable during sessions, limiting their immediate impact. The SVI component *Introduction of quality control of bee products in Georgia*, which focused on improving honey testing capacity at the state laboratory, aligns well with government and EU priorities and contributes to the better capacities of Georgia for quality of the honey and its export but is less relevant for primary Project beneficiaries - small beekeepers who serve only local markets. The CDC component of constructing the Regional Educational and Consultation Apicultural Centre BageBee (and BageBee-related support activities of the PIN component) has potential as an educational hub but currently lacks engagement with small beekeepers, who prefer localized training. There are several areas for improvement in its relevance to better serve the broader beekeeping community.

### Coherence

The Project contributed to the Bilateral Cooperation Program by supporting agriculture, rural development, and good governance, aiming to harmonize Georgian regulations with EU standards. However, internal coherence was compromised due to a lack of communication and coordination among the three implementing organizations, leading to fragmented efforts. PIN's focus on small beekeepers did not align with SVI's laboratory development efforts, and the BageBee center failed to unify the Project's outcomes due to a shift in focus to tourism and formal education in schools. External coherence was also challenged by low coordination between the Czech Development Cooperation and other international donors, despite some joint projects facilitating dialogue. While the Project aligned well with Georgian national strategies and involved good cooperation at the activity level, the overall coherence was evaluated as quite low due to these coordination issues.

### Efficiency

The efficiency of the Project was significantly impacted by the COVID-19 pandemic, leading to delays, modifications, and cancellations of various activities, particularly affecting training sessions and the construction of the BageBee center. Budget adjustments were made to accommodate these changes, but the center faced additional technical issues requiring further costs for full functionality. These problems were due to design flaws, construction quality, and coordination issues among the architect, CDC, technical consultants, and local partner Agora. Despite some remedial actions, additional repairs are still needed. The lack of coordination among the three implementers (an NGO, a private company, and a research institute) further affected the Project's efficiency and integration. Each organization brought valuable expertise, with PIN leveraging its extensive network and participatory methods, while SVI and CDC provided specialized knowledge. However, the absence of a cohesive partnership, missing Project documentation, and ongoing issues with the BageBee center's construction and services led to an overall evaluation of low efficiency.

## Effectiveness

Most small and medium-sized beekeepers continue their activities and utilize PIN's training and material support, which helped them expand operations and diversify into new products like royal jelly and wax products. However, the grant amount of 2,000 GEL (approximately 17,000 CZK) was insufficient for substantial economic development, and disease outbreaks offset gains. The State Laboratory of Agriculture enhanced its capacity with new honey testing methods, facilitating exports. Still, smaller beekeepers did not benefit due to limited production and lack of interest in certification. The BageBee center failed to meet expectations, lacking regular activities and a clear vision, thus not fulfilling its potential as a resource for beekeepers. Despite these challenges, the overall effectiveness of the Project is evaluated as quite high.

## Likelihood of impacts

The Project significantly increased the income of small and medium-sized beekeepers by diversifying into more profitable products like royal jelly and wax, despite challenges such as limited processing space and unsold honey. It also promoted environmentally safer beekeeping practices through training sessions, enhancing the general sector's reputation. Improved honey testing at the State Laboratory of Agriculture boosted the sanitary quality of Georgian honey and aligned it with EU standards, contributing to increased exports. However, the impact on smaller beekeepers was limited due to their lower production volumes and export requirements. The BageBee center's intended services are not yet functional, thus having no current impact.

## Sustainability and replicability

The sustainability of the Project varies significantly between its components. The State Laboratory of Agriculture has developed its capacity and aligned with EU standards, ensuring financial sustainability through institutional anchorage, state funding, and service payments. However, trust issues persist among larger beekeepers and exporters. In contrast, the BageBee laboratory has struggled with technical problems, inadequate management, and unresolved land security issues, limiting its sustainability. While new plans are being developed to restart activities, significant improvements are needed. For small and medium-sized beekeepers, the sustainability of their activities has been mixed, with limited impact from small grants and ongoing challenges from bee diseases.

## Crosscutting principles

The Project effectively incorporated cross-cutting principles, particularly gender equality and environmental sustainability. Gender equality was emphasized especially in vocational training for small-scale beekeepers with a 40% share of women participating and receiving grants. The Project also promoted environmental sustainability by introducing safer management practices among beekeepers and also increasing biodiversity through diverse plantings at the BageBee center, which helped prevent local soil erosion. Additionally, Agora considered the needs of internally displaced persons (IDPs), providing employment opportunities at the BageBee construction site. Good governance was demonstrated to some extent through close collaboration with regional administrations and the Tbilisi municipality, ensuring local stakeholder involvement and oversight throughout the Project.

## Visibility

The visibility of the Czech Development Cooperation in the Project was well-established, with beneficiaries clearly recalling the support from the Czech Republic and interactions with Czech representatives. The Project adhered to CzDA visibility rules, ensuring that equipment and facilities were labeled and information was disseminated through various media, including mass media, websites, social media, and printed materials. The honey festival in Kutaisi in 2019 further increased exposure and motivation among beginner beekeepers. The Project's outputs and results were widely recognized, and the Czech Republic was noted as a leading donor in the Guria region, which other donors targeted less.

## Recommendations

Level of seriousness: 1 – the most serious, 2 – serious, 3 – the least serious

#	Recommendation	Specific addressee	Level of seriousness
<b>Project recommendation</b>			
1	Updating the Country review of the beekeeping sector	CzDA	1

2	Continued capacity building of small and medium beekeepers with the development of their marketing capacities through the marketing cooperatives	CzDA	2
3	Finalization of technical works at the BageBee center	Agora	1
4	Development of a sound business plan for the BageBee center and securing its land	Agora	1
5	Improvement of SLA) services within the European Neighborhood Program for Agriculture and Rural Development (ENPARD)	CzDA	2
<b>Systemic recommendations</b>			
6	Fulfillment of the Guidelines on the Methodology for International Development Cooperation	CzDA	1
7	Assessing the capacities of potential implementing partners prior to their selection	CzDA	2
8	Inclusion of a requirement to monitor key assumptions and risks in the project report template	CzDA	1
9	Structure of the complex intervention based on the Program-Project relation and Theory of change as a tool for results-based monitoring and planning	CzDA	3
10	Better coordination of implementing organizations in complex interventions (internal coherence)	CzDA	2

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# 1. INTRODUCTION

## 1.1 Context

The evaluation covered the Project “Sustainable Development of Beekeeping in Georgia”, in the priority sector of the Czech Development Cooperation Program in Georgia (2018-2023)<sup>4</sup> “II. Agriculture and rural development - Sustainable development of mountainous regions”, reflecting the country’s need to develop agriculture, rural areas, and ecosystems. The priorities were consistent with the 2021-2027 *Strategy of Agriculture and Rural Development of Georgia*<sup>5</sup>, as well as with the *2030 Agenda for Sustainable Development*.

The Project was initiated in 2016 and encompassed the following interrelated interventions: *The introduction of quality control of bee products in Georgia* in the State Laboratory of Agriculture, *Vocational training for small-scale beekeepers in Georgia*, and the *Construction of the Regional Educational and Consultation Apicultural Centre*. The interventions, coordinated by the Czech Development Agency (CzDA), were implemented under the Czech Development Cooperation (CzDC) between 2018 – 2021.

The Project aimed to help increase the production of quality honey and encourage the introduction of efficient production procedures and good management practices by addressing the identified impediments to further development of beekeeping in Georgia: Shortage of trained beekeepers who could pass on their experience to others, inadequate conditions for small-scale honey producers (no or old equipment, inefficient procedures, etc.) and insufficient capacity in laboratories to control honey and bee products for the exports. The original Logical Framework and Problem tree of the Project are included in Annex C.

### 1.1.1 Georgian beekeeping sector and export of honey

Georgia is renowned as one of the foremost regions of biodiversity. With its diverse subtropical climate zones and the presence of the unique Caucasian grey mountain honeybee, Georgia offers perfect conditions for producing both mono-floral and poly-floral honey varieties. Acacia honey is highly sought after in Europe. Other types of honey from Georgia include Chestnut, Alpine, Blossom, Linden, Solidago, and Matrobela<sup>6</sup>. Currently, there are approximately 14,000 beekeepers active in Georgia<sup>7</sup>. Most of the honey production is carried out by family-owned holdings, with agricultural enterprises contributing only about 6% to the total production. According to the National Department of Statistics (Geostat), there are around 200 thousand beehives in Georgia in 2022, with most being in Kakheti, Imereti, and Samegrelo-Zemo Svaneti regions.

Beekeeping is a priority for Georgia’s agricultural development. The 2021-2027 *Strategy of Agriculture and Rural Development of Georgia*, approved by Decree No. 2665 on December 20, 2019, outlines national policies and measures to ensure the sustainable development of agriculture<sup>8</sup>. The *Strategy* lays out three strategic goals: 1) increase the competitiveness of agricultural and non-agricultural sectors, 2) sustainable usage of natural resources, retaining the eco-system, adaptation to climate change, and 3) effective systems of food/feed safety, veterinary and plant protection. The *Strategy* emphasizes the importance of aligning Georgia’s sanitary and phytosanitary regulations with EU legislation, enhancing laboratory capacities, and ensuring the quality of agricultural inputs.

The Ministry of Environmental Protection and Agriculture (MEPA) plays a significant role in developing agricultural policy and legislation. Under MEPA, the National Food Agency (NFA) operates as a public law entity with the core responsibility of ensuring the safety and quality of food, including honey. The NFA conducts state oversight to enforce compliance with hygiene, veterinary-sanitary, and phytosanitary regulations and standards, ensuring consumer protection and food safety in Georgia.

Under the EU Association Agreement and the Deep and Comprehensive Free Trade Area Agreements, the EU market opened for Georgian honey exports in 2016. Georgian agricultural products must meet food safety requirements to gain EU market entry. Low-risk foods (e.g., various fruits and groceries) can enter the EU market more easily than high-risk foods (e.g., honey and dairy). For processed and high-risk food exports, Georgia must

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<sup>4</sup> MFA, 2018. Czech Development Cooperation Program in Georgia (2018-2023). Available: [https://mzv.gov.cz/file/2966217/program\\_Gruzie\\_2018\\_EN.pdf](https://mzv.gov.cz/file/2966217/program_Gruzie_2018_EN.pdf)

<sup>5</sup> MEPA, 2019. 2021-2027 Strategy of Agriculture and Rural Development of Georgia. Available: <https://eu4georgia.eu/wp-content/uploads/Agriculture-and-Rural-Development-Strategy-of-Georgia-2021%E2%80%932027.pdf>

<sup>6</sup> <https://honeyofgeorgia.com/>

<sup>7</sup> Beekeepers Union of Georgia; <https://honeyofgeorgia.com/about-us>

<sup>8</sup> <https://www.fao.org/faolex/results/details/en/c/LEX-FAOC198335/>

fulfill three primary requirements: 1. Ensure product ingredients comply with EU standards; 2. Provide information on the full production chain and all relevant laboratory tests to establish product safety; 3. Implement a control system similar to the EU's, including inspection, supervision, and monitoring.

The beekeeping sector in Georgia has also started to receive attention and support from the Georgian Government. From 2014 to 2022, beekeepers benefited from financial assistance from government entities like Enterprise Georgia (EG)<sup>9</sup> and the Rural Development Agency (RDA). Since September 2024, the Government has launched a new program focused on Beekeeping support<sup>10</sup>.

However, many Georgian beekeepers still use the labor-intensive, low-productivity Soviet-era Dadant Blatt beehives and lack information on modern beekeeping techniques. They regularly lose their bee colonies due to their inability to recognize and treat diseases and pests that attack them. They often use unregistered and potentially dangerous medicines that have questionable efficacy and could harm the colonies and/or contaminate the honey.

## 1.2 Purpose of the evaluation

**The purpose of the evaluation** was to map the relevance, partnership, and sustainability of the interventions within the Project. It also assessed the interconnection (coherence) of all the implementations and the potential for commercial continuity (integrated value chain for beekeeping products). The further objectives were:

- To obtain independent, objectively based, and consistent findings, conclusions, and recommendations for use in decision-making by the MFA in cooperation with the CzDA and other actors on the future focus and the way of FDC CZ implementation while taking into account the Agenda 2030 for Sustainable Development within the assessed sector
- To obtain broader recommendations on the involvement and added value of different types of implementers (company, NGO, public institution) in the FDC in the sector

**The assessment of the three interventions** was based on the following criteria:

- a) Internationally recognized **OECD-DAC** (The Organization for Economic Co-operation and Development (OECD) Development Assistance Committee) **evaluation criteria**<sup>11</sup>: Relevance, coherence (including coordination and integrated approach), efficiency, effectiveness, impact, and sustainability (continuation of benefits and replicability without external funding).
- b) **Projects' visibility** – i.e., public awareness of the activities and outcomes of the Project
- c) **CzDC crosscutting themes** application defined in the Development Cooperation Strategy of the Czech Republic 2018–2030
- d) An **assessment/revision of the intervention logic of the evaluated Project**, including key assumptions and risks for achieving the objectives or analysis of methodological obstacles and evaluation limits.

The principal evaluation questions were as follows: **PEQ1** - How is the coherence of outputs and actors ensured between the different parts of the intervention? **PEQ2** - How has coordination with other relevant actors in the beekeeping sector in Georgia been ensured? **PEQ3** - How are the sustainability and further development of outputs ensured, especially in relation to commercial follow-up (economic opportunities)? **PEQ4** - Can good practice or potential for it be identified in terms of partnerships between three implementers of different types?

## 1.3 Evaluation team

The evaluation was conducted by the evaluation team of 4G eval s.r.o., an independent consulting company based in Prague, specialized in providing comprehensive services in the areas of monitoring and evaluation, environmental management, social development, water supply and sanitation, gender equality and good governance. Evaluations and surveys conducted by 4G eval are in accordance with the IDEAS Code of Ethics adopted in November 2014, the United Nations Evaluation Group's (UNEG) Code of Ethics and related evaluation guidelines (2008), the

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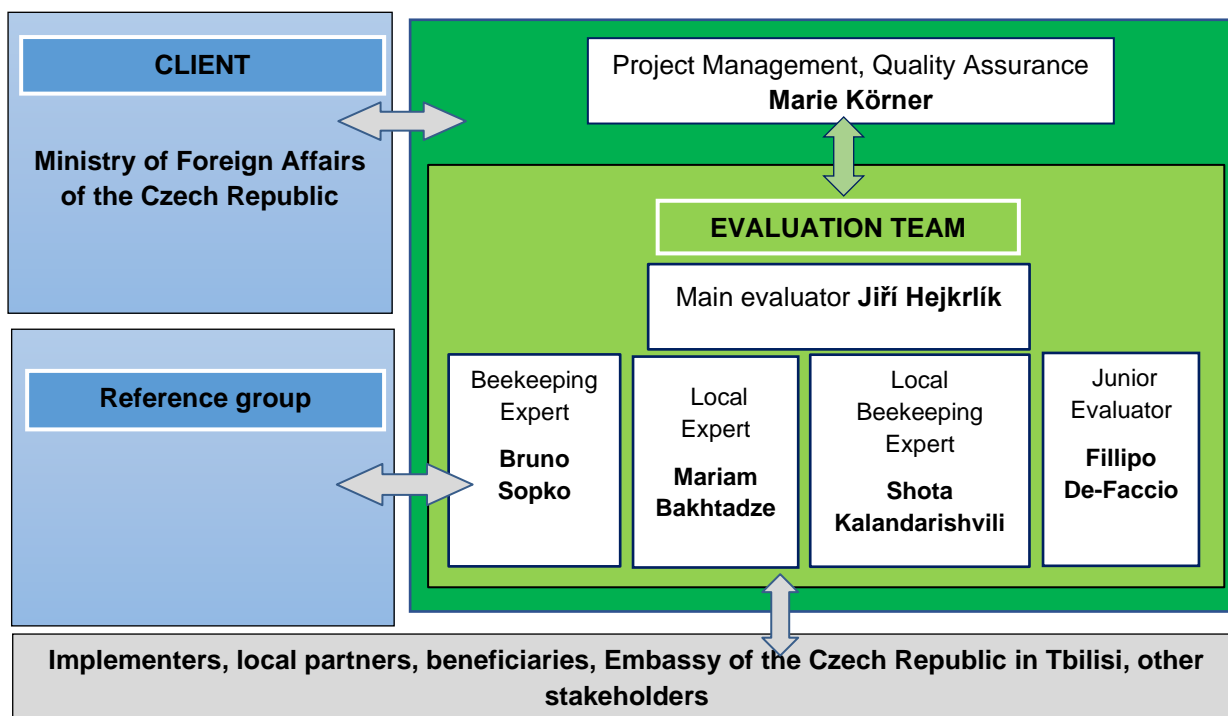
<sup>9</sup> <https://www.enterprisegeorgia.gov.ge>

<sup>10</sup> <https://www.rda.gov.ge/en/programs/beekeeping-support/b134220e-b505-468f-b498-317cf7500d3f>

<sup>11</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Evaluator's Code of Ethics (2011) and the Formal Evaluation Standards (2013) of the Czech Evaluation Society. The management structure of the evaluation is provided in Figure 2.

Figure 2 - Management structure of the evaluation



### 1.3.1 Qualifications and task allocations of the evaluation team

The evaluation was implemented by a team comprising international and national experts.

- The Main Evaluator is an experienced evaluator and team leader with a PhD in Agriculture in International Development. He had an overall responsibility for the evaluation process and deliverables.
- The Beekeeping Expert has a PhD in Plant Biochemistry and RNDr in Biochemistry, with practical experience as a beekeeper. He focused on technical aspects of the laboratory and honey quality.
- The Local Expert has extensive experience of working in the environmental and rural development sectors. She provided support with the organization and implementation of fieldwork and the implementation of the quantitative survey.
- The Local Beekeeping Expert is a seasoned beekeeper - owner of a beekeeping farm, dedicated to providing training on apiculture management. He provided support with the identification and contacting stakeholders, understanding of local beekeeping practices and implementation of the quantitative survey.
- The Junior Evaluator supported the team by assisting in the conducting of the qualitative interviews and related data processing. He also contributed to the design and delivery of the case studies.

## 2. INFORMATION ON THE EVALUATED INTERVENTIONS

### 2.1 Context

The evaluated Project consisted of three interventions coordinated by the CzDA and implemented under the CzDC between 2018 and 2021. The total funds spent in the evaluated period was 20 million CZK. An overview of these three interventions is provided below.

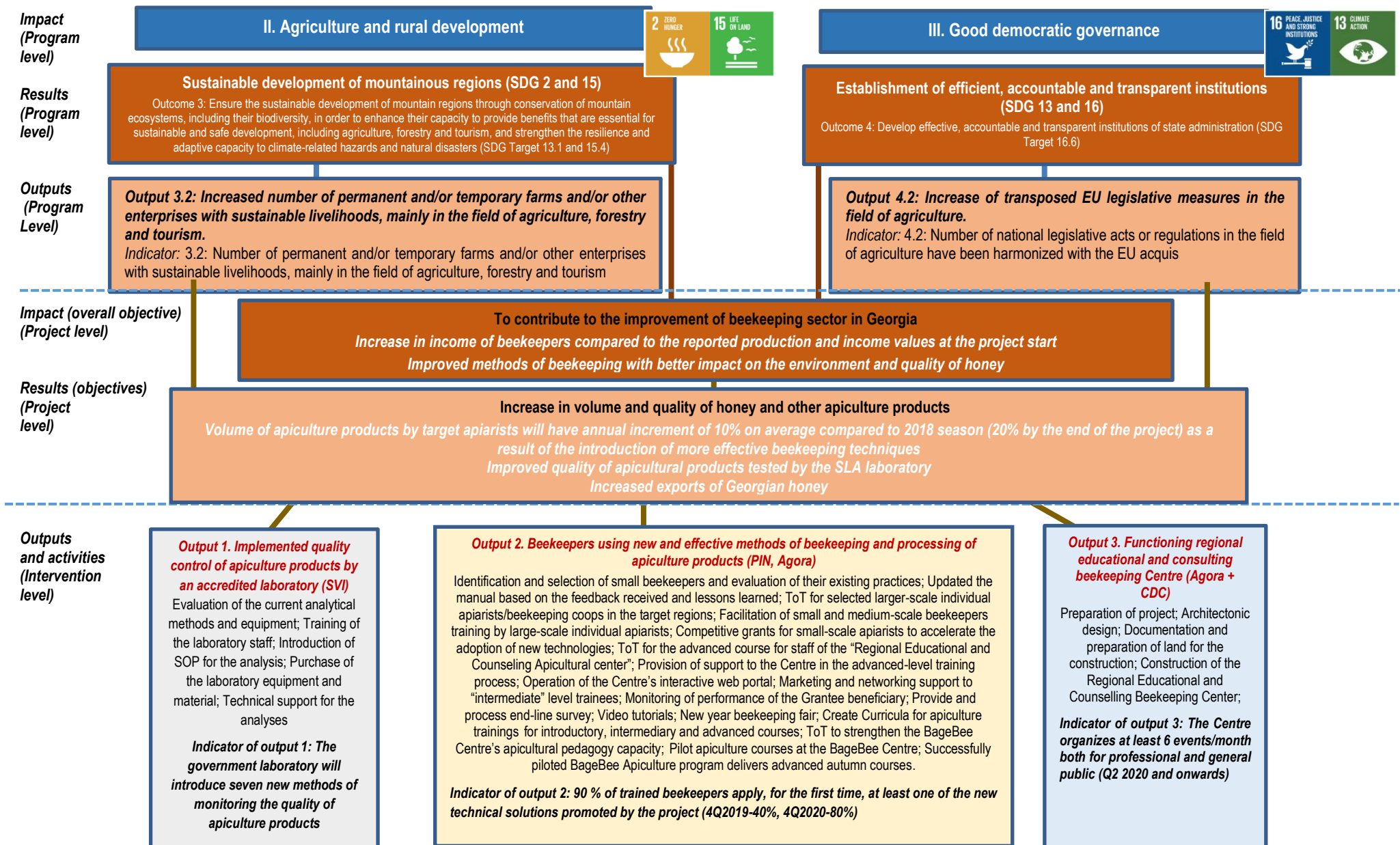
**Output 1) Introduction of quality control of bee products in Georgia (2018-2020). Implemented as a Budgetary measure by the State Veterinary Institute Prague (SVI). The total amount spent from the CzDC budget was 2,061,533.98 CZK** (Based on the project proposal; the final project and financial reports were unavailable). The SVI supported the SLA by introducing new methods for monitoring product quality and training laboratory staff. The laboratory received new equipment for applying the new methods and for performing a more accurate analysis of the quality of bee products. However, the cooperation between SVI and SLA under CzDC started already in 2016 with training and SLA needs assessment.

**2) Vocational training for small-scale beekeepers in Georgia. Implemented as a Grant by People in Need (PIN) and partner organization "Agora, Union-Association" (Agora). The total amount spent from the CzDC budget is 11,596,436 CZK** (increased and prolonged by Addendum in 2018, 2019, and 2020). The project trained small-scale beekeepers on new technologies, business skills, breeding, bee health, and quality control. Training included learning visits to the apiaries of larger-scale beekeepers to transfer know-how. In total, 270 smallholder beekeepers were trained by PIN. Two rounds of grant competition were also implemented within the project. 99 beekeepers received grants (with a maximum of GEL 2,000 / approximately 17,000 CZK) supporting them in developing sustainable production methods. PIN intervention also contributed to the capacity building of the newly constructed BageBee center with the annual training program, various strategic plans development, training curricula, website, and PR materials.

**3) Construction of the Regional Educational and Consultation Apicultural Centre. Implemented as a Small-scale contract by Construction Development Company LLC (CDC) and partner organization Agora. The total amount spent from the CzDC budget is 6,430,000 CZK (262,335 EUR with VAT). An additional contract was awarded to the technical consultant.** The Centre, equipped with a simple laboratory, teaching and training rooms, demonstration hives, and technical equipment, should help Georgian beekeepers learn fundamental honey analysis or new effective practices to increase export profits. The center should also provide a venue for exchanging experiences between local beekeepers and experts and introducing beekeeping to the broader public. The Tbilisi City Hall participated in the implementation of this intervention. The BageBee training center for beekeeping courses was established at the Regional Centre in 2021.

Locations of the evaluated interventions are shown on the map in Figure 1. The linkages between the Project, its three interventions, and the Program are illustrated in the Reconstructed Theory of Change in Figure 3 (The original Logical Framework is in Annex C).

Figure 3 - Theory of Change of the intervention logic between the program, project and its interventions



## 2.2 Implementers and key stakeholders

### 2.2.1 Implementers

**State Veterinary Institute (SVI)** is a state contributory organization of the Ministry of Agriculture under Section 44 of Act No.166/1999 Coll. of 13 July 1999 on veterinary care, as amended. It was established by the Ministry of Agriculture of the Czech Republic to provide veterinary laboratory diagnostics. SVI contributed to Output 1 of the Project.

**People in Need (PIN)** is a non-governmental, non-profit organization established in 1992 and registered with the Foundations Register in Prague, Czech Republic. PIN provides various services, including humanitarian aid and development in the Czech Republic and 25 countries. The primary funding sources are projects funded by the European Union (EU), the Czech Republic, UN agencies, and other donors, and it also includes donations. PIN has been active in Georgia since 2005. PIN was responsible for implementing Output 2 of the Project, which had significant complementarities to Output 3.

**Construction Development Company LLC (CDC)**, in cooperation with **Agora**, constructed the Beekeeping center BageBee. Additional architectural services and preparation for the center's design were provided by an independent architect. An independent consultant provided technical supervision.

### 2.2.2 Key stakeholders

#### Stakeholders of the evaluation

- *The Ministry of Foreign Affairs of the Czech Republic (MFA) conceptualizes the development cooperation, including programming its bilateral part and assessing results (evaluations); Czech Development Agency (CzDA) – gestor of the evaluated Project; The Embassy of the Czech Republic in Georgia represents the Czech Republic in Georgia, including the development cooperation agenda; Reference Group monitors the evaluation and has the right to comment on the reports submitted by the contractor*

#### Stakeholders of the Project

- Three implementing organizations; Regional Educational and Consultation Apicultural Centre (BageBee)
- NGO "Agora, Union-Association" (Agora); State Laboratory of Agriculture of Georgia (SLA); Ministry of Environmental Protection and Agriculture of Georgia (MEPA); NGO 'ELKANA' (bio-farming organization) (ELKANA); The Tbilisi City Hall; Georgian Beekeepers Union (GBU); Small and medium-sized Georgian beekeepers (SMB); Exporters of honey

Details for all listed stakeholders are provided in Annex P.

## 2.3 Key assumptions and risks

Key assumptions and risks in the original Logical Framework of the Project have been verified; other major external factors that have influenced the implementation or results identified by the evaluation team during the evaluation preparation have been included. A detailed overview is provided in Table 1.

Table 1 - Key assumptions and risks

Identified assumptions and risks in the original Project Logical Framework	Impact	Means of verification	Findings / implemented mitigation measures
<b>Level of Objectives</b>			
Increasing consumer demand for quality honey but also other apiculture products	Medium	KII, GD, secondary	There is a growing demand for Georgian honey among Georgian consumers and abroad. The Project implementation aligned well with this Assumption.
Stable agriculture policy and support to small farmers from the government authorities	Low	KII, secondary	The government prioritized beekeeping and opened a new program for beekeepers' support. The Project implementation aligned well with this Assumption.
<b>Level of Outputs</b>			
Trained staff will stay in the laboratory and will follow introduced procedures	Medium	KII, GD	The laboratory staff turnover is negligible. Trained staff were present in the laboratory. The Project implementation aligned well with this Assumption.

Beekeepers remain capable and interested in learning and applying new methods in production and processing	Medium	KII, GD	Most beekeepers are interested in developing their business. The Project implementation aligned well with this Assumption.
Adequate resources are mobilized/generated for further maintenance and development of the center	High	KII, GD	The BageBee center does not generate sufficient resources for operation and maintenance. Even though several strategic and business plans developed by PIN tried to contribute to the assumption, the BageBee management and the building conditions do not allow for successful Project outcomes.
Agora disposes of its own land to build the center (a municipal office with the tower hall).	High	KII, GD	Agora did not dispose of the land under the BageBee center. It belongs to Tbilisi city, which is unwilling to formally recognize the land, especially when the agreed BageBee activities remain limited. The Memorandum signed at the beginning of the project was not sufficient for the long-term security of the land.
<b>Level of Activities</b>			
Rather satisfactory premises of the existing laboratory	Medium	KII, GD V&O	The laboratory has excellent equipment and technology supported by the national government and several donors. The Project implementation aligned well with this Assumption.
Trained beekeepers are sufficiently interested in learning the Project-promoted apiary operations	Medium	KII, GD	Most beekeepers are interested and motivated. The Project implementation aligned well with this Assumption.
Agora remains interested in following business and marketing plans prepared in cooperation with the implementing agency	Medium	KII, GD	Agora doesn't follow up on the business and advocacy plans prepared within the Project.
<b>Additional assumptions and risks identified by the evaluators</b>	<b>Impact</b>	<b>Means of verification</b>	<b>Findings</b>
<b>Level of Objectives</b>			
The willingness of international buyers to buy Georgian honey	Low	KII, secondary	There is a growing demand, especially from China, Japan, the US, and the Middle East. EU also offers export possibilities.
<b>Level of Outputs</b>			
The SLA laboratory has good timing and general management of its services for beekeepers.	Medium	KII, GD	The SLA services are perceived as slow and unreliable. The assumption was not identified in the design of the Project, and the implementing organizations did not react to it.
The laboratory will promote its certification possibilities among beekeepers	Low	KII, GD	The majority of beekeepers do not know about the laboratory services. The assumption was not identified in the design of the Project, and the implementing organizations did not react to it.
Beekeepers have enough honey to be interested in its testing and certification in the accredited laboratory	Low	KII, GD, secondary	SMBs targeted by the Project do not have a sufficient amount of honey. But they can sell honey through middlemen and larger companies. The assumption was not identified in the design of the Project, and the implementing organizations did not react to it.
The output of apiaries is not affected by major natural disasters, unfavorable climatic conditions, and uncontrollable diseases/pests	Medium	KII, GD, secondary	In the last years, there has been a general decrease in the number of beehives due to diseases. The assumption was not identified in the design of the Project, and the implementing organizations did not react to it.
Agora/BageBee organization has the capacity to manage the center	High	KII, GD	Agora/BageBee at the moment do not have sufficient capacity and skills to manage the BageBee center. The assumption was not identified in the project's design, and the stakeholders did not react to it.
The beekeepers are willing to come to Tbilisi for training and to use the BageBee services	Medium	KII, GD	SMBs are not willing to travel to Tbilisi and use BageBee's services. The assumption was not identified in the design of the Project, and the implementing organizations did not react to it.
The tourists and schools are interested in learning about beekeeping in the center	Medium	KII, GD	Tourists and schools are potential clients of the center
The GBU and other national and international partners are willing to collaborate with the center	Medium	KII	The GBU is willing to collaborate with the BageBee center
<b>Level of Activities</b>			
The land under the center is secured by formal recognition by the Tbilisi Hall	High	KII	The Tbilisi Hall is unwilling to formally recognize the land, especially when the agreed BageBee activities remain limited. The assumption was not identified in the design of the Project, and the stakeholders did not react to it.



## 3. EVALUATION METHODOLOGY

### 3.1 Approach

The evaluation design adheres to international standards, including the Czech Evaluation Society's Formal Standards and OECD/DAC Quality Standards, ensuring a rigorous and ethical approach. It emphasizes a participatory methodology that maximizes stakeholder involvement through consultations and dialogue, including meetings with reference groups and key stakeholders in both the Czech Republic and Georgia. The evaluation team included specific, actionable recommendations aimed at enhancing the sustainability and replicability of the Czech development projects. This focus on "Utilization-Focused Evaluation" ensures that recommendations are practical and tailored to the needs of various stakeholders.

To ensure the validity and reliability of data, the evaluation employed a triangulation approach, verifying information from multiple sources and using various methodological tools. The evaluation also considered the complexities of the apicultural value chains to assess the impact of interventions on beekeeping farmers. The evaluation matrix in Annex O outlines the questions, sources of information, and methods of data collection, ensuring a comprehensive approach. Only data that was used in the evaluation were collected.

### 3.2 Methods for the collection and analysis of information

Mixed methods (qualitative and quantitative) were used for data collection and verification: **Review of secondary data, interviews with key partners, group discussions, meetings with key stakeholders, observations, case studies and quantitative survey.** All qualitative data from KII, GD, KSM, and ICS were recorded and transcribed. The methods, data collection instruments, their limitations, and how they were addressed are described below:

- **Review of secondary data (Review):** Secondary data provided basic information about the current state or the state before and after the Project implementation. The list of secondary sources is included in Annex D. The review also included a comprehensive **assessment of the intervention logic** of the evaluated Project, including an analysis of key assumptions and risks for achieving the results. Since the evaluation team found the intervention logic in the Project documentation incomplete or inaccurately defined, it performed the so-called reconstruction of the intervention logic – which can be found in Annex C.
- **Key informant interviews (KII) and/or Group discussions (GD)** based on semi-structured questionnaires (Annex F) were conducted with selected stakeholders in person, by phone, or online. Interviews with representatives of the reference group provided information on their expectations from the evaluation, comments on the evaluation methodology, and evaluation questions and sub-questions. Interviews with representatives of partner organizations in Georgia served to verify preliminary findings and conclusions from the review of secondary data and interviews with the Reference Group and implementers in the Czech Republic during the inception phase. Information from the interviews, was recorded in digital form and in writing. Digital recording tools and voice-to-text apps were used, provided the interviewees agreed. Summaries of the evaluation of the questionnaires are attached in Annex H.
- **Key stakeholder meetings (KSM):** Introductory and concluding meetings with the reference group, as well as briefing and de-briefing at the Embassy. At the introductory meeting/briefing, the actors had the opportunity to jointly evaluate the successes and failures of the cooperation and formulate questions or hypotheses. The final briefing took the form of a discussion of the findings, preliminary conclusions, and proposed recommendations. This facilitated the ownership of the evaluation outputs and the implementation of agreed recommendations.
- **Visits and observations (V&O)** to inspect the infrastructure, materials, or equipment that were supported under the Project, especially grants to smallholder beekeeping farmers and equipment in the Beekeeping center BageBee in Tbilisi and SLA.
- **Survey (QS):** In total, 270 beekeepers participated in the training, of whom 99 received consequent grants. The evaluators strove to conduct the census with all 99 beekeepers supported by the grant, in person or over the phone. After the pilot visits and personal interviews with 8 beekeepers in four regions, the Georgian team members administered a quantitative survey and recorded results in Google Forms. The team tried to establish the causality by asking retrospective questions (especially about new methods, production, income, and the possibility of export) as much as possible during the non-experimental one-shot type of data collection. From those reached, the enumerators successfully conducted interviews with 60 beekeepers. Despite making

two contact attempts, 15 beekeepers were unreachable due to being outside the coverage area, and additional 25 beekeepers declined to participate. One individual turned out to be a beekeeper but had not participated in the program. Each interview lasted 10-15 minutes. During these phone conversations, beekeepers often also gave detailed responses to open-ended questions, sharing their experiences and challenges.

- **Illustrative Case Studies (ICS)** were selected to gain a deeper understanding of practices regarding the use of grants in the given context from the perspective of those involved. They illustrate the complexity of establishing the impact on Project beneficiaries in the context of the beekeeping product value chains, where any change on the farm level happens due to the interaction of many different actors and the wider context. Purposive and convenience sampling was used to select three different cases from Eastern and Western Georgia. ICS reflect subjective views of the informants and their specific context and are not representative of the whole intervention. The case studies are included in Annex Q.
- **Evaluation of Cross-cutting themes:** In compliance with the Certified Methodology for the Evaluation of Cross-cutting Themes in Development Cooperation (by INESAN), the structure of the Cross-cutting Theme Indicator Matrix was developed (Table 2) involving only the dimensions and subdimensions the evaluation team considers relevant for the evaluated Project.

Table 2 - Structure of Cross-cutting Theme Indicator Matrix

Cross-cutting Theme	Dimension	Subdimension
Good governance	Participation	Stakeholder engagement and participation
	Transparency and Accountability	Transparency and accountability of actors
Environment and sustainable development	Environmental Effects	Biodiversity, land, soils and forests
		Energy efficiency and renewable energy
Human rights	Human Rights	Inclusion of most disadvantaged groups
Gender equality	Decision-making	Institutional capacity and policy change
	Distribution of Development Resources and Benefits	Basic needs, livelihoods, and productive assets

### 3.3 Limitations of the evaluation

The general obstacles and limitations of the applied methodological tools and implemented solutions are provided in Table 3 below.

Table 3 - Overview of limitations and implemented solutions of selected methodological tools

Methods	Limitations	Solutions
<b>Review of secondary data (Review)</b>	Limited availability of Project reports (annual and final Project reports, handover documents, financial reports), especially for the SVI Project component.	Triangulation was conducted to the greatest extent possible to fill in the missing written documentation. Detailed interviews with the implementing organization and recipient were conducted in order to learn about the Project outcomes.
<b>Key informant interviews – KII and/or Group discussions – GD</b>	Staff turnover of key partners (PIN, Embassy, CzDA) and, therefore, insufficient information on the history of the Project; availability of stakeholders during fieldwork; gender bias. Lack of willingness of representatives of the Georgian government (MEPA) to meet.	Appointments were made well in advance, and questionnaires were sent in advance. The evaluators also contacted the former employees of PIN and CzDA with good knowledge of the Project. The information from MEPA had to be substituted with the representatives of SLA that belong to MEPA.
<b>Visit and observation – V&amp;O</b>	Availability of relevant staff and time limitations.	Evaluators focused on informing relevant staff in advance and combining visits with interviews/group discussions where possible.
<b>Illustrative Case Studies (ICS)</b>	Time and availability of informative people. Possible bias towards success on the part of the selected respondents.	The evaluators found support from the local experts and partners. The evaluators explained why information on problems is important for learning. The information from the respondents was triangulated with other sources.

<b>General methodological design</b>	Several Project beneficiaries (SLA and SMBs) received support from other, frequently bigger donors.  There was a strong external influence on the beekeeping sector due to the recent outbreak of bee diseases. Especially the increase in honey volume due to the increased number of beehives was affected by the following reduction of bee colonies.	The research design could not fully control the influence of other projects and external factors, and therefore, the contribution of the evaluated Project cannot be fully isolated. Therefore, the causality between the intervention and the outcomes is weaker.
<b>Timing of the evaluation</b>	The evaluation was conducted four years after the finalization of the Project. There was a problem with the recall of individual activities by beneficiaries.	Extra time was needed during the KII and GD to recall the activities and outputs of the interventions. However, the impact of some isolated activities (beekeepers who participated in 2019 in one or two training sessions) could not be evaluated in detail.

## 4. EVALUATION FINDINGS

### 4.1 Relevance

#### 4.1.1 To what extent do the interventions correspond to beneficiaries' and partners' needs and priorities?

**Findings from KII and QS among beekeepers who received grants and training confirm the benefits of this combination for their businesses.** The beneficiaries confirmed they received relevant new know-how and techniques for their beekeeping practice. The training content was well-defined, and the trainers used practical and participative methods. The beneficiaries can still recall some relevant topics discussed during the training, like multiplying the beehives, management of colonies and queens, treatment against diseases (especially Varroa), general management of the production, and diversification to new products like royal jelly and wax.

●●●

*Beekeeper from Kakheti: "The whole (beekeeping) cycle was discussed, and the training was delivered on each issue. I would give ten points out of ten. At the end of the training, we passed the test".*

*Beekeeper from Kakheti: "Lots of organizations provided the training, and training basically covered the general issues. That one was different because we got practical plus theoretical knowledge".*

●●●

The training materials provided by PIN to the trainers (professional beekeepers) were relevant. Original materials supplied to the trainers were organized by topic and included brief comments, presented in a "Microsoft PowerPoint" format, which was convenient for theoretical training and presentations. During the Project, these materials in Georgian were turned into brochures related to beekeeping activities at three different levels (Basic, Intermediary, and Advanced level). The manuals were written professionally and well-suited for beginner and intermediate beekeepers. The only issue that limits their relevance is that they were available only after training, and several of the interviewed beneficiaries did not receive them.

**The relevance of this approach is confirmed by the QS among beekeepers supported by the grant, where respondents evaluated the quality of training (97%) and usefulness of grants (95%) for beekeeping business development as very good.** The GBU, as the main professional representative of the beekeeping sector, also confirmed the high relevance of the training for developing the Georgian beekeeping sector.

The SMB also received support for writing the business plan by PIN. The typical amount of support was 2,000 GEL (17,000 CZK) per beekeeper. Most typical equipment purchased were new beehives, protective cloth, smokers, small mechanical extractors, new frames, or small tools. Some of the beneficiaries supported by the grant participated in the exchange visits to other regions (between the western and eastern regions of Georgia), and they recalled their usefulness for their own practice and social networks.

**70% of the SMB respondents did not recall any specific topic or activity they missed in the Project.** Only several training participants mentioned that they still needed to know more about beehive management and what to do in case they suddenly lose a number of colonies due to some unpredictable external event (many beekeepers

suffered recently from the reduction of colonies due to the uncontrolled spread of diseases). **The amount of the grant of 2,000 GEL (17,000 CZK) that most of the grant beneficiaries received was also considered by SMBs**

●●●  
*Beekeeper 5: "There was a lack of training and knowledge about the general management of the farm. I lost many colonies due to the fact that after moving some beehives I did not know how to treat the bees in the event of adverse weather conditions. I also don't know how to develop a long-term business plan and how to get other beekeepers to join forces and establish a cooperative together. I lack the communication skills".*  
●●●

**too small for any serious boost in the beekeeping capacity among targeted beekeepers.** Typically, the grant allowed for the expansion of only 6-10 new beehives or the purchase of some essential equipment or tools that facilitated production.

The goal of the SVI component was to introduce seven new methods of honey testing, such as determining antibiotic content, biphenyls, and other compounds in SLA. **These new methods were selected to ease the honey export from**

**Georgia to the EU by complying with EU Council Directive 2001/110/EC and were reported by SLA management as highly relevant for the capacity building of the laboratory.** The methods were successfully implemented and launched and are provided by the laboratory till today. The complete list of current methods for honey testing is included in Annex S. The laboratory, under the coordination of MEPA, also provides information events for beekeepers to disseminate the opportunity to test the honey. The improvement in the capacity of Georgian laboratories for food quality testing for domestic and international markets is the priority of the government, as well as of the current interventions of the EU (ENPARD IV). **The high relevance of the SVI components was also confirmed by the private representatives of the sector (GBU and honey exporters).** The larger beekeepers with the capacity to export honey abroad agreed that functional laboratories are crucial for the success of Georgian honey on the international market. There are several private laboratories that can test honey. Nevertheless, the professional beekeepers agree that SLA should serve as the main national reference laboratory. However, **the companies expressed concerns related to the general quality of services of the SLA.** So far, especially for business negotiations with EU partners, they prefer to use laboratories' services in Germany and other EU countries. Also, **for SMBs supported by other Project components, the relevance of SLA services is relatively low.** Most of the small beekeepers targeted by PIN, with less than 40 beehives, do not aim to sell their honey outside their villages or regions. Only a few of them have the potential ambition to supply retail at the domestic market or sell honey to some larger companies for export. Only if their value chain is more developed, they would consider using the services of SLA for honey testing.

●●●  
*Beekeeper 2: "I tested the same sample twice at the same lab (SLA), and the results were completely different – it is not reliable or trustworthy."*  
●●●

**CDC component (and activities related to the BageBee center under the PIN support) have the potential to be relevant for the development of the beekeeping sector in Georgia.** It was confirmed, especially by representatives of GBU and ELKANA, that the center has the potential to become the visible representation of the Georgian beekeeping sector, especially for the general public, international partners, and, to some extent, larger professional beekeepers. It can also serve as an educational place for school kids, students, and tourists in the capital city of Tbilisi. **The representatives of BageBee and Agora, who are now in charge of the BageBee center, highly appreciate the support they received from the CzDC through the PIN Project (soft components of the center) and CDC construction activities (hard components).** **The architectural design of the center is however not satisfactory from BageBee/Agora's perspective,** though Agora was involved in the initial general Project design (contract with CzDA from 2017 of 8,470 EUR, including the geological survey). The training room in the "L-shape" is too small for larger training, there is only one toilet located on the first floor where two training rooms are located, the corridors and the central hall with staircase are too wide while there is not enough space in rooms. There is no storage area. The linoleum installed in the laboratory is inadequate for the laboratory environment and must be replaced by ceramic tiles. Agora also complained that the architectural design, developed by the Czech architect, was not adequately discussed with them. The other issues are related to the quality of construction and are described in Chapter 4.3. Efficiency. **The relevance for the main beneficiaries of the Project – small and medium beekeepers – is relatively low.** Only a few SMBs heard about the center. Most SMBs did not confirm any relevant outcomes of the BageBee center, which would catch their attention and make them travel to Tbilisi to visit the center. They prefer to have meetings and training closer to their farms or regional training centers in each regional capital.

## 4.2 Coherence (internal and external)

### 4.2.1 How is the coherence of outputs and actors ensured among the different parts of the Project? (PEQ 1)

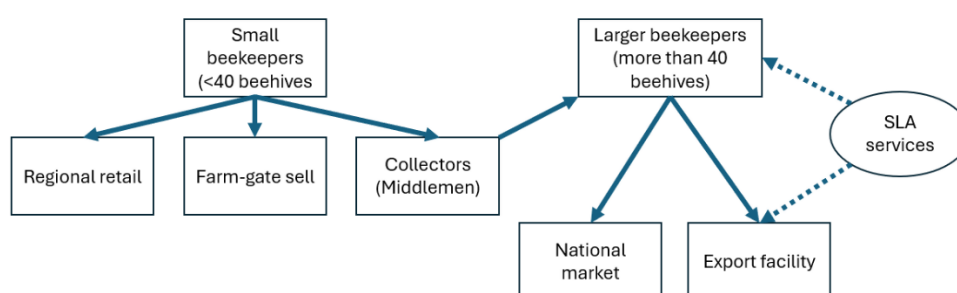
The Project contributed to the Bilateral Cooperation Program in several directions, especially to the priority sector of “II. Agriculture and rural development - Sustainable development of mountainous regions”, reflecting the country’s need to develop agriculture, rural areas, and ecosystems. Even though the supported beekeepers were not only located in the mountainous regions of Georgia (a number of beneficiaries were from the lowlands of Imereti and Shida Kartli, among others), beekeeping has a significant potential contribution, especially in mountainous regions. The contribution is significant for the program indicator “3.2: Number of permanent and/or temporary farms and/ or other enterprises with sustainable livelihoods, mainly in agriculture, forestry, and tourism”.

The second supported priority sector of the program is “III. Good democratic governance - Establishment of efficient, accountable and transparent institutions,” where the aim was “...to promote Georgia’s inclusive social development and successful transition, including mainly the fulfillment of commitments under the Association Agreement and full implementation of the DCFTA.”. The evaluated Project contributed to the program indicator “4.2: Number of national legislative acts or regulations in the field of agriculture have been harmonized with the EU acquis” due to its partial focus on harmonizing food safety standards with the EU norms. The coherence is also documented in the Theory of Change in this report in Figure 3.

Although the Project was initially identified as a coherent set of three outputs and their interlinked activities, **the three individual components of the Project were not formulated and implemented coherently. There was neither communication nor coordination among the three implementing organizations.** No meetings were organized during the implementation. The only link between PIN and CDC during the construction and capacity building of the BageBee center in Tbilisi was through the joint partner – local NGO Agora.

**The lack of internal coherency in the three Project interventions (in the original terminology of the Project outputs) is visible during the detailed planning of each component, where each organization focused on different types of honey value chains and different beneficiaries** (two major honey value chains are pictured in Figure 4). PIN decided to primarily focus on small beekeepers with a threshold of a maximum of 40 beehives. These are small producers with low quantities of honey that can be sold relatively easily at the farm gate or local market. Their intention is not to export honey or supply higher quality national value chains, so the accreditation of SLA by the component implemented by SVI is not relevant for them at the moment. In the longer run, even these small beekeepers can be incorporated into the higher-value or export-value chains through some intermediaries working for larger honey companies. However, the evaluation team could not yet confirm this link.

Figure 4 - Two different value chains supported by two components of the Project



The BageBee center could potentially serve as a unifying outcome supporting both types of value chains – small local production of honey by smaller beekeepers and export by large beekeeping companies. However, since the **center's activities were not implemented according to the developed strategic plans prepared by PIN**, and **because the center's management has now decided to develop activities more in formal school education and tourism**, this link with the other two Project components cannot be established. The representatives of **Agora/BageBee also reported a lack of coordination throughout the design and construction** of the BageBee center among the Czech and Georgian architects, CDC, CzDA, technical supervisor, Tbilisi City Hall, and Agora. **Coordination between Agora and PIN during the soft components like strategic and business plan development of the center was confirmed as relatively low by both sides.**

**The Project builds on the results of several previous and parallel projects supporting agriculture in Georgia.** Especially PIN had considerable experience in this sector, working in the development of various agricultural producer groups and cooperatives funded by CzDC and EU (ENPARD). Some of the farmers belonging to the cooperatives were also targeted under the evaluated Project. The follow-up project, “Beekeeping under the Sustainable Development of the Area of Aragvi Protected Landscape and the Local Communities (2018-2024),” continues to develop also the beekeeping sector using the PIN experience. However, this project is located in a specific geographical area and beekeeping is only one of several value chains for development.

#### **4.2.2 How has coordination with other relevant actors in the beekeeping sector in Georgia been ensured? (PEQ 2)**

Georgia’s official main coordinating platform is the Unit for Coordination with Donors of the Georgian Government Administration. The unit coordinates donors in six sectors, including Agriculture and rural development. In addition, there are regular coordination meetings organized by some Georgian ministries (MEPA). Several international donors supported the Georgian beekeeping sector during the evaluated period. **However, their reported coordination with the CzDC in the beekeeping sector was rather low.**

Perhaps **the strongest and the most significant support to the beekeeping sector came from Swiss Aid (SDC)** through the Swiss Cooperation Office for the South Caucasus (SCO). Their main implementing partner has been Mercy Corps Georgia, which established and developed the capacity of GBU as the main professional sectoral organization, including 5,000 Georgian beekeepers<sup>12</sup>. SDC implemented several related projects, such as the Alliances Caucasus 2, a market systems development program targeting rural producers in Georgia co-funded by the Austrian Development Cooperation (ADC) and the Swedish International Development Cooperation SIDA, implemented by Mercy Corps Georgia<sup>13</sup>. **Information from KIIs confirmed that there was no direct coordination between SDC, CzDC and the implementing organizations of the Project.**

**Austrian Development Cooperation (ADC)** has not targeted the beekeeping sector directly, but beekeepers have been supported by various projects focused on agricultural development. The main support form was training and equipment provision (mainly extractors, beehives, and small tools). Several beekeepers supported by the evaluated program received support from ADC simultaneously (electrical extractors for honey and other small equipment). **There has not been a coordinated approach to the development activities between ADC and CzDC.** However, the two donors collaborate through ENPARD IV and individual projects like “Sustainable development of the area of Aragvi Protected Landscape and the local communities (2018-2024)”<sup>14</sup>, where ADC is co-funding the project supported by the CzDA. The program consists of several interlinked projects implemented by Czech and local experts from public and non-governmental institutions.

**The EU**, as the largest donor, is accompanied by support for the implementation of the Association Agreement and the DCFTA through the Comprehensive Institution Building (CIB) program and the European Neighborhood Instrument (ENI). The Czech Republic takes an active part in general EU Joint Programming. **The most related EU-funded intervention currently comes through ENPARD IV. The program is coordinated by FAO, and the support of the SLA continues in terms of building its capacity for agricultural product testing and harmonizing with EU standards.** There is the continued support of the CzDA for the capacity building of SLA in terms of new methods and international standards in the framework of this project.

Another active donor in the beekeeping sector was **USAID**. Within the beekeeping support project, the local beekeeping experts provided year-round technical assistance to 34 Georgian beekeepers. The project also granted 500 locally produced Langstroth beehives to 34 beekeepers in four target regions. The beekeepers could also receive direct support of 4,000 GEL for their beehives. **There was no active cooperation between USAID and CzDC.**

**The SLA laboratory was also recently supported by the US Defense Threat Reduction Agency (DTRA)**<sup>15</sup>. DTRA programs in Georgia include the Biological Threat Reduction Program (BTRP)-Georgia and other similar programs; The SLA received new equipment and procedures under this cooperation.

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<sup>12</sup> <https://www.honeyofgeorgia.com>

<sup>13</sup> <https://www.alcp.ge>

<sup>14</sup> [https://mzv.gov.cz/tbilisi/en/the\\_eastern\\_partnership/projekt\\_udrzitelny\\_rozvoj\\_chko\\_aragvi\\_a.html](https://mzv.gov.cz/tbilisi/en/the_eastern_partnership/projekt_udrzitelny_rozvoj_chko_aragvi_a.html)

<sup>15</sup> <https://ge.usembassy.gov/defense-threat-reduction-agency>

Several evaluated Project beneficiaries, including the SLA, received support from the above-described donors, along with support from the Czech Project. The financial support from other donors was usually larger and allowed for more expensive equipment, like electric extractors or equipment for constructing new frames or sophisticated laboratory equipment. Some beneficiaries were also members of honey-producing cooperatives established under the ENPARD or other international projects. They benefited significantly from the collective activities and equipment sharing. **There was no systematic coordination between the Project implementation organizations and other international donors or the government.** The implementing organization also did not coordinate its activities with GBU, which was in the first phase of becoming the national platform for beekeeping development at the time of Project implementation. Only joint implementation of some particular projects like ENPARD IV or “Sustainable development of the area of Aragvi Protected Landscape and the local communities (2018-2024)” ensured there was a deeper dialog between Czech and other partners. On the other hand, **there was intensive coordination between PIN, ELKANA, and local municipalities for the training of trainers and the training of small-scale beekeepers.**

**Overall, the CzDC is perceived as a small donor but relevant and effective by all interviewed local partners and other donors. The evaluated Project also targeted beneficiaries in regions that are not covered so intensively by other donors, like Guria (many donors are active in Kakheti, for instance).**

**The Project is fully in line with the Georgian national strategies,** especially the 2021-2027 Strategy of Agriculture and Rural Development of Georgia, approved by Decree No. 2665 on December 20, 2019. The strategy emphasizes the importance of aligning Georgia’s sanitary and phytosanitary regulations with EU legislation, enhancing laboratory capacities, and ensuring the quality of agricultural inputs. **A new Governmental policy for supporting the beekeeping sector, launched in September 2024,** will bring significant investment into the beekeeping sector. Under the program, the beekeeper will receive up to 50% of the equipment provided by the program but not more than 5,000 GEL per beneficiary.

**The evaluated interventions helped to develop further Czech cooperation in Georgia.** There are new projects in the field of agriculture, like *Cattle breeding in Georgia: Towards increased productivity, competitiveness and sustainability by Charita CR; Development of an impact study: EGSIA (Environmental Gender Social Impact Assessment) and RMPS (Risk Management and Sustainability Plan) for the Aragvi Program in Georgia by Integra Consulting s.r.o.; Sustainable development of communities in Aragvi People in Need, o.p.s.* PIN’s current priority has moved from beekeeping to tourism, but beekeeping remains a strong component of their current rural development projects as well. SVI continues to participate in the EMPARD IV program and SLA capacity building.

## 4.3 Efficiency

### 4.3.1 To what extent were the Project's outputs achieved efficiently?

**There were several minor changes in the implementation activities and schedule in all three components.** The main reason was the COVID-19 pandemic during the final years of implementation, which resulted in the postponement, modification, or cancellation of several activities. This mainly affected training activities planned under the PIN vocational training component for SMBs, SVI intended training for the SLA laboratory staff, and the construction of the BageBee center, negatively affecting other Project components and synergy between the Project outcomes. In PIN components, there was also a delay in the preparation and distribution of the training materials, which were finalized only after several rounds of training for the SMBs. Final training and activities in the SVI component also had to be modified or canceled. There were also several changes in the planned budgets, especially due to the changes in implementation caused by COVID-19. All changes were supported by CzDA’s related decisions. However, since no final Project report from the SVI component is available, it was impossible to establish precisely what happened in the last years of the implementation.

**The component construction of the BageBee center and support of the center from PIN activities suffer significantly from the low level of efficiency, and it is not possible to achieve its full functionality without additional costs.** Besides the lower relevance of the general design of the center, which is described in Chapter 4.1, due to neglect during construction, the Center faces several interconnected challenges of efficient implementation that further affect the current limited impact and sustainability. From the construction perspective, the most severe problem are technical defects in the construction that lead to the current high humidity on the ground floor, which causes mold on the

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*The representative of BageBee center: “The construction of the nearby building was not planned at the time when the center was created, so this factor couldn’t be considered in the planning of the center. The construction of the nearby building started in 2020 and caused humidity problems in the building”.*  
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floor and walls. This, consequently, serves as a reason for the Agora/BageBee management for minimal activity on the ground floor of the center where laboratory and demonstration equipment are located. The complex possible reasons for the unsatisfactory construction quality of the building are shared among the architects that provided the design and documentation, CDC as the main construction company, the technical consultant hired by CzDA from the additional budget, and Agora as the main coordinator. There are also some external factors that could not be considered during the preparation of the technical design at the time when it was prepared. The identified technical problems and possible solutions are described in Annex T. Besides, the whole building is also settling down, and some doors need to be repaired since it is impossible to close them anymore. Finally, there are leakages in the roof during the heavy rain that are already visible in the training room on the 2<sup>nd</sup> floor. **Some of the improvements have already been identified and implemented by Agora/BageBee management** - by the end of October 2024, the drainage has been arranged around the building, and pipes have been laid in the yard to prevent rainwater from flowing into the structure.

**The funds were utilized in accordance with the approved budgets.** The achieved results have been sufficiently documented by PIN and CDC. PIN has a robust results-based monitoring system with SMART indicators and its own internal evaluation of the impact of grants. CDC construction is also well documented; It contains the construction documentation and the documentation related to the funding by CzDA. **However, the annual (except for the first year, 2018) and final reports (including the financial and handover reports) from the SVI were not available to the evaluation team.**

#### **4.3.2 Can good practice or potential for it be identified in terms of partnerships between three implementers of different types? (PEQ 4)**

**There is no evidence of a partnership between the three implementers (an NGO, a private company, and a research institute).** The Embassy or CzDA also did not provide any platform for such coordination. Even though PIN and CDC contributed to establishing one outcome – the center BageBee – with soft and hard components, the coordination was provided only through the local NGO Agora, which was involved in the Project by the decision of CzDA in the original call for proposals.

**On the other hand, each organization was introduced into the Project with specific know-how connected with different modes of operation.** As a large NGO with long-term experience in Georgia, PIN relied on a vast network of partners in the country, contracted local experts from the beekeeping sector, direct work with beneficiaries, active involvement of government officials on the regional level, and effective participatory methods. SVI and CDC brought to the Project narrow, specific, and long-term experience and know-how from their sectors without the need to contract other experts. With the support of interpreters, SVI managed to provide the necessary transfer of advanced know-how to local partner SLA, which already had sufficient reception capacity and experience working with international partners and donors. CDC contributed a good knowledge of the local construction sector.

The three organizations were funded by three different funding modalities that the CzDC allows – grant for the NGO, tender for the construction company and budgetary measure for the public research institute. Based on the discussion with the implementers, the evaluation team did not find any difficulties or specific benefits of their specific funding tools.



## 4.4 Effectiveness

### 4.4.1 To what extent are the beneficiaries of the Project able to make use of it for their beekeeping business development?

The quantitative survey among beekeepers supported by the grant shows that **89% of SMB respondents continue with beekeeping activities and still use the material support they receive from PIN. The combination of training and grants helped most beekeepers increase the quantity of honey by expanding 6-10 new beehives.** In several cases, this expansion was canceled out by the reduction of bee colonies in the last two years due to the rapid spread of diseases. The grant amount of 2,000 GEL (ca 17,000 CZK) was insufficient for any substantial qualitative transformation and economic development. Only beekeepers supported by other donors advanced their practice substantially by reducing production costs or labor or finding new markets with new beekeeping products.

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*Beekeeper from Kakheti: "From the Polish project we started a cooperative and we share all the equipment received, so that we can benefit from the grants to a larger extent by sharing and collectivizing. I can now produce handicrafts made of wax like cups, candles, bowls, etc. I manage the marketing with logos".*

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*Beekeeper from Kakheti: "With new beehives from PIN and the truck from FAO, we now do transhumance, so we maximize the harvest opportunities. Up to 3 times per year thanks to a truck that we can use to transport the hives)".*

**with beekeeping activities and still use the material support they receive from PIN. The combination of training and grants helped most beekeepers increase the quantity of honey by expanding 6-10 new beehives.** In several cases, this expansion was canceled out by the reduction of bee colonies in the last two years due to the rapid spread of diseases. The grant amount of 2,000 GEL (ca 17,000 CZK) was insufficient for any substantial qualitative transformation and economic development. Only beekeepers supported by other donors advanced their practice substantially by reducing production costs or labor or finding new markets with new beekeeping products.

**The advantages of introducing SLA improved services in honey testing are perceived positively only by bigger honey producers.** As confirmed by QS, none of the grant beneficiaries use the SLA services. Big EU clients require a supply of 20 tons at once. Small beekeepers can't meet this requirement and are not interested in the certificate. **A common problem for larger honey exporters is the quality of SLA service.** Even though the SLA services are cheaper than the private Georgian or international laboratories (one set of tests is about 1,300 GEL), the exporters complain about general management, timing, and quality of the testing service. As reported by two exporters, the same sample can obtain different results, and they always ask for confirmation from another international laboratory.

**The BageBee center doesn't meet the expectations of the Project and the beneficiaries.** Most of the interviewed SMBs have not heard about the center, and they don't see any purpose in traveling to Tbilisi and visiting it. The web page, which was developed by PIN and was supposed to contain training programs and videos designed during the Project, is not active. The center has been using only Facebook. Since 2022, the BageBee center's Facebook page has featured 33 active posts, but the interviewed SMBs consider them irrelevant.

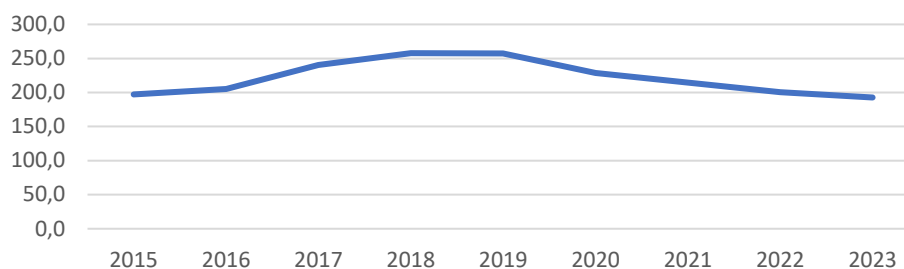
### 4.4.2 To what extent did the interventions and the Project achieve their respective objectives?

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*Beekeeper from Guria managed to get 10 beehives from the grant and added 10 more from the family's own co-financing. Right now, they have around 60 beehives (although they also lost some), but the limit is the space for processing. Several rooms of their house are full of processing equipment and storage. In the last 5 years they increased the production from 1 ton to 3 tons of honey.*

**30% of SMB respondents agree that the production volume has significantly increased due to the Vocational training component** as a result of the purchase of 5-10 new beehives from the grant in combination with better management techniques of the colonies and more efficient treatment against diseases (especially by introducing the varroa controlling measures such as monitoring and subsequent use of natural organic acids as acaricide agents). 55% report some increase in the volume. However, during the years 2022-2023, many beekeepers lost some colonies due to the uncontrolled spread of the diseases, especially

Varroa. Between 2019 – 2022, the number of beehives in the country decreased by 22,1% (Figure 5). **Due to this negative external influence, it is impossible to confirm a 10% average annual increment in volume by target apiarists compared to the 2018 season (20% by the end of the Project) as originally planned.** The interviewed beekeepers reported that they plan to multiply the colonies and restart their production.

Figure 5 - Number of beehives (ths. hives) (source: Geostat, 2024)



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*Beekeeper from Guria: "I wanted to sell my honey in bulk, but the price is too low (12 GEL). Several times, I tried through the middleman, but he did not pay on time. Now I try to continue to sell in jars (20-25/liter/1,5kg)."*  
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**Honey prices vary among the SMB between 10 and 25 GEL/kg.** The price is based on several factors, like type (acacia, chestnut, linden, alpine honey...), color, flavor, origin (honey from mountainous areas), quantity (small retail purchase may cost up to 200% more than the wholesale transaction), history of supplier-buyer relation, number of intermediaries, packaging, product appearance (the crystalized or "cloudy" honey costs less than the transparent liquid one) and time of sale. At the farm gate, where most supported SMBs sell their honey, the prices can reach 17 – 22 GEL per kg. As confirmed by the interviewed beekeepers, the price of their honey has increased only in line with inflation; no significant changes in inflation-

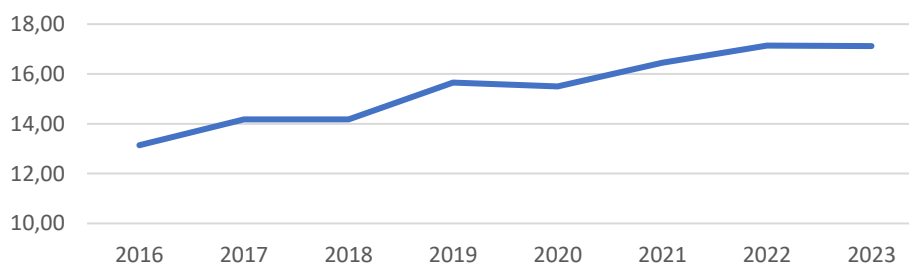
adjusted prices occurred over the last five years. This trend is confirmed by the official statistics of Geostat in Figure 6.

**17% of SMB respondents reported a significant increase in the price of beekeeping products, while 238% reported an increase. 33% of SMBs did not manage to increase their prices or even reported small decrease.**

However, **the price has increased due to the diversification and sale of new honey-based products based on honey – royal jelly, propolis, vodka, raw vax, or even vax-based handicrafts among several SMBs.** Royal jelly has become especially popular due to the training, and several SMBs have established new value chains for their new products. Organizing festivals by PIN to promote supported SMBs was reported as an effective tool for marketing new products.

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*Beekeeper from Kakheti that started to sell royal jelly and vax products: "I sell my vax and honey products for a couple of locations. I'm selling in tourist shops in Telavi and one in Tbilisi. Also, I cooperate with the winery company, and they use my product for promo to their vine. And based on demand she supplies this equipment. I do the design inspired by Facebook or somewhere on the Internet. Candles are very popular."*  
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Figure 6 - Price of honey 2016-2023 (GEL/kg) (Source Geostat, 2024)



**27% of SMB respondents reported a significant increase in quality, and 30% a small increase. 32% of SMBs did not manage to increase their quality or reported a small decrease. The quality increase was mainly caused by improvements in additional products from beekeeping, not an increase in the quality of honey.** Several beekeepers also introduced new packaging and labeling techniques or focused on better promoting specific types of honey of certain origin. Only a few larger SMBs reported interest in improving the quality of honey, especially in obtaining certifications like HACCP (Hazard Analysis and Critical Control Points). The quality also improved because some of the beneficiaries started to use transportation for transhumance beekeeping in the mountains.

**The majority of SMB respondents have started to use new methods as a result of the training by PIN.** The most typical reported methods by QS are basic principles of organic beekeeping production, improved treatment against diseases, improved extraction of honey, new types of beehives, development of new beekeeping products, and improved organization and management of the farm.

The goal of SVI was to introduce seven new methods, such as determining antibiotic content, biphenyls, and other compounds. These new methods were originally supposed to ease the honey export from Georgia to the EU by complying with EU standards. EU Requirements for honey imports are stipulated in the EU Directive 2001/110 – Honey. And must comply with General Food Law (Regulation (EC) No 178/2002). **As a result of the Project, the SLA laboratory regularly provides the following services necessary for exporting honey to the EU: 1) Amylase activity; 2) HMF concentration; 3) Water content; 4) Saccharide composition; 5) Presence of antibiotics or other forbidden substances.** The only method which is not covered is pollen analysis.

The introduction of these methods also led to an increase in honey exports to the US, Japan, China, and Arabic countries (Yemen, Saudi Arabia, etc.). The EU regulations still appear difficult to meet for interviewed honey exporters who also do not find the EU market lucrative and target mainly other buyers.

**The laboratory is now accredited by the international standard 17025:2017/2018 and has a quality management system that complies with ISO 9001:2015. The laboratory has permission from NFA to conduct honey research, including exportable goods.** At present, laboratory tests in the fields of food safety, veterinary, and plant protection are carried out using 520 methods. According to the monitoring report of the *2021-2023 Action plan of the Rural Development Strategy 2021-2027*, in 2022, within the scope of the ISO 17025 standard, on the basis of the ISO 9001:2015 certificate, a total of 53 new methods and 15 new parameters on food testing, including water, plant, and animal diseases, were developed in SLA, of which 44 methods and 15 parameters passed through the ISO accreditation process. Considering the requirements specified in paragraph (3.2) of the "*Food Safety Strategic Document 2020-2023*", by *Decree N2-137 of the Minister of Environment Protection and Agriculture of Georgia dated 15.03.2023*, the SLA was assigned the status of a national reference laboratory<sup>16</sup>. In 2022, the laboratory tested 223 samples of honey; in 2023, there were 213 samples, and in 2024 (Jan-Sep), there were 154 samples.

**The combination of hard (CDC construction of the building) and soft (capacity building by PIN) activities did not lead satisfactorily to the main expected outcome – a functioning BageBee center.** At the moment, the center does not fulfill the intended purpose specified in several strategic and business plans, lacks any activity in the laboratory or as a center for demonstration of new beekeeping procedures, and only passively serves as a place for sporadic meetings.

There were six training sessions organized since 2022. These training events were typically organized with the support of various local and international institutions, including the Ministry of Environment and Agriculture of Georgia, Tbilisi City Hall, and the Czech Embassy in Georgia. Additionally, the BageBee center provided space for various formal events. Notably, the third meeting of the Advisory Board was conducted in collaboration with the Ministry of Environment and Agriculture of Georgia, Tbilisi City Hall, and the Czech Embassy in Georgia. The center also hosted several formal visits of the Czech representatives. However, **there are no regular training sessions or events for beekeepers.** Some of the posts on the BageBee Facebook page are not directly related to the activities in the center. The indicator established in the original Project - *The Centre organizes at least six events/month both for the professional and general public* – is far from being fulfilled.

During the Project and in the following years, there were several written proposals with plans for BageBee development and sustainability. Namely: *Assessment of Organizational Development of Agora*, September-October 2018. *Regional Educational and Consultation Apicultural Centre (RECAC) Business Plan* prepared in 2018 by AG Consulting under the PIN Project component. *Business and Marketing Plan for the Multifunctional Regional Beekeeping Center/ BageBee Center 2021-2025*. *BageBee advocacy strategy*. *BageBee communication strategy*. *The BageBee Centre - VISION AND FUTURE* - April 2021, which provides additional general plans in three Phases but without any specific concrete steps. The original business plans established the following main activities and sources of revenue for the center: Bee Product sales through an established shop & museum center; Apiculture Lab & Consultation Services; Training Services; Space Rent Services; Fair & Exhibition events; Honey processing workshop; Thematic Honey Café. The revenues from selling bee products were planned for around 110 000 GEL/year; The revenues from testing services in the laboratory were around 30 000 GEL/year; Paid training services were around 40 000 – 80 000 GEL/year; The other revenue was around 40 000 GEL/Year; The center was designed to employ ten staff. Even though the PIN provided several capacity development activities for the management of

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<sup>16</sup> *Georgian Food/Agri Laboratory Development Concept*" developed with the support of the Czech Development Agency (CzDA), in the framework of the project "Support to the Food Safety and SPS Sector in Georgia under ENPARD IV", GCP/GEO/022/EC funded by the European Union

Agora/BageBee, the center has not been able to initiate any serious activity based on these plans. The management lacks a clear and consistent vision (no current written plan exists). The argumentation of the Agora/BageBee is that they cannot run the activities because of the unhygienic conditions of the building. They also complained about the lack of participation in the activities of designing the various business plans, which were developed as Project outputs by PIN and other external consultants.

## 4.5 Likelihood of impacts

### 4.5.1 To what extent have the training, SME grants, and possibilities of honey testing contributed to the sustainable development of the beekeeping sector?

The profit margins from beekeeping can exceed 150%, thanks to the high demand in the domestic market and abroad<sup>17</sup>. **65% of responding recipients of grants among SMBs confirmed that the training and grants contributed to some increase in their income, while 17% confirmed a high increase.** 10% reported decreased no change or decreased income. Nevertheless, most of the additional income is generated by diversification, mainly to royal jelly and wax products, which are currently more profitable than honey. Some grant beneficiaries with transportation of the beehives also started to provide paid pollination services to other farmers. For SMBs, beekeeping typically represents only 20-40% of household income, which is complemented by sales of vegetables, nuts, fruits, livestock products, and paid jobs. While beekeepers from Eastern Georgia manage to receive three honey harvests, in Western Georgia, there are only two. The typical reported problem of further expansion is limited space for processing and storing in their houses. Some beneficiaries are not able to sell all their honey every year, and their plan is to have honey as an additional small revenue source.

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*Beekeeper from Kakheti: "I plan to expand my opportunities into agrotourism and traditional cereals. I have a big house from my father and it goes well together with honey production in the mountainous areas".*

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The beekeepers also started to learn new methods and good practices from each other due to the organized visits and exchanges during the Project. 96% of SMB respondents reported that they found new local buyers. The increased number of buyers gives the SMBs more marketing security. However, all new buyers are only local, with no national or international buyers. Some of them started to combine beekeeping with other income-generating activities, such as

agrotourism. The complex impact of the Project on three different beekeepers is described in Annex Q as a case study.

**The training sessions organized by PIN especially contributed to environmentally safe beekeeping practices.** Majority of SMB respondents have started replacing hazardous chemical and antibiotic treatments with more environmentally friendly practices, safer treatment substances, and better disease monitoring and management of their farms. Therefore, the Project contributed to the better reputation of the Georgian beekeeping sector.

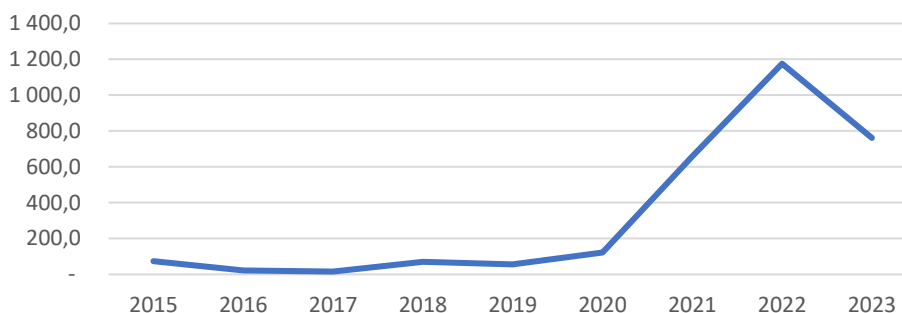
**The improved possibilities of honey testing contributed to improving the sanitary and phytosanitary quality of Georgian products through the improved possibility of testing honey in SLA** either for export or domestic market. Their impact on the SMBs was, however, limited, mainly due to distance and the requirements for export that smaller beekeepers could not meet. Issues related to Sanitary and Phytosanitary measures, one of the areas designated as a priority by the European Commission for Georgia, are also reflected in the 2021-2027 Strategy and Action Plan for Agriculture and Rural Development of Georgia, which was approved by the Decree of the Government of Georgia on December 20, 2019, N2665. The strategy was developed by the Ministry of Environment Protection and Agriculture of Georgia (MEPA) with the support of the European Neighborhood Program for Agriculture and Rural Development (ENPARD). The strategy defines goal 3. – "Effective systems of food/feed safety, veterinary and plant protection", one of the important tasks for achieving which, among other tasks, is defined as strengthening of laboratory capacities. This contributes to the total number of national legislative acts or regulations in the field of agriculture that are harmonized with the EU acquis. The newly introduced methods (imidazole, organophosphates, PCBs, and subsequently connected antibiotics concentration estimation) were necessary for any food import in the EU, including honey.

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<sup>17</sup> EU, 2023. *Baseline Assessment of the Beekeeping Sector in Georgia. Prepared by the Export Development Association (EDA)*

**The volume of honey exported has recently substantially increased** (see Figure 7). In 2023, Georgia generated an income of 762,000 USD from honey exports, with a total of 110.4 tons exported. In comparison, in 2022, the country exported 258.1 tons of honey, valued at 1.1 million USD. The export of honey has started to significantly only in the last four years. Georgia has been a net exporter of honey only since 2019. Before 2019, the export volumes remained low until recent years due to stringent quality regulations in the EU. Due to inadequate product testing capabilities, Georgian beekeeping companies faced challenges meeting these standards. Nowadays, the improvement of SLA services and general improvements in the beekeeping sector contribute to higher exports, including the EU. However, this export is realized by larger honey producers, which the Project did not directly target as its main beneficiaries. The contribution of the Project is also marginal since the Project involved 99 beekeepers as grant recipients and 270 in total, while according to the Agricultural Census 2014, the number of agricultural holdings with beehives in Georgia is 14,074.

Figure 7 - Export of Georgian honey (Thsd. USD) (Source: Geostat, 2024)



**The intended services of the BageBee center are not functional at the moment, and therefore, it is not possible to evaluate the impact of this component of the Project.**

## 4.6 Sustainability and replicability

### 4.6.1 How are the sustainability and further development of outputs ensured, especially in relation to commercial follow-up (economic opportunities)? (PEQ 3)

From the perspective of the **sustainability of both laboratories developed during the Project, only the SLA laboratory is operational** and still developing its capacity and harmonization with the EU standards with the support of other donors and ENPARD IV under the CzDA delegated cooperation activities. It is fully under institutional anchorage, supervision, and state funding, which, in a combination of systems of payments for its services, ensures its financial sustainability. It has become the main national reference laboratory under the direct supervision of MEPA/NFA. Though there are issues with the trust of beekeepers/exporters to use the services of the laboratory for the testing of their honey for exports due to the lower quality of the SLA service, the laboratory contributes to the general statute of Georgia as a country with sufficient phytosanitary control capacity for exports of agricultural products to other countries, including the EU.

The **BageBee laboratory has never been properly used** due to the combination of technical problems in the building and the lack of management skills of the Agora/BageBee representatives. The current plan of the management is to change the floor in the laboratory room and to use it not as a laboratory for testing beekeeping products as was intended by the Project but as a workshop for the production of new and experimental beekeeping products, like dry pollen.

**The exit strategy was clearly formulated using several strategic and business plans that were developed by PIN and Agora during the Project. However, they are not fulfilled by Agora/BageBee management at the moment, since the BageBee center lacks the managerial capacity and resources to implement them. Besides the general lack of any planned activity in the BageBee center described in the previous sections, the center faces long-term unresolved problems over the security of its land, which limits its institutional anchorage.** The Memorandum of Understanding signed between Agora, Tbilisi Hall, and CzDA in 2017 allocates the land under the building to the BageBee center activities and “ensure solution of the legal status and property rights to the plot...” by Tbilisi municipality. The steering group that involves the representative of Tbilisi Hall has been formed and has been meeting yearly since then. However, as confirmed by the Tbilisi Municipality during the interview, the municipality retains the right to take the land back if the BageBee center does not fulfill its aims agreed upon in the

Memorandum. The threat is even more serious since the center is located in a very lucrative part of Tbilisi. There was an official letter from CzDA to Tbilisi City in 2023 with the request to transfer and extend the free use of the land by Agora for ten additional years. However, Georgian authorities did not officially approve this request.

The BageBee management is still working on new plans to restart the activities in the center and improve its sustainability. A new memorandum was signed in 2024 with GBU, which plans to organize some of its events in the center. BageBee signed a memorandum of cooperation with Armenia Bee Honey Farm, fostering regional collaboration in the field of beekeeping. According to the agreement, the two organizations will initiate an exchange program focused on enhancing beekeeping knowledge and practices. The Center also plans to develop a similar cooperation memorandum with Azerbaijan. BageBee Center also started to collaborate with the sectoral skills organization "Agro Duo" to promote vocational education in beekeeping. Agro Duo was established in 2019 with the support of the Swiss Agency for Development and Cooperation (SDC), the United Nations Development Program (UNDP), the Ministry of Education and Science of Georgia, and coordinated by the Georgian Farmers' Association (GFA), to advance skills and knowledge in the agricultural sector. This partnership will involve revising and updating existing training modules. Additionally, the collaboration aims to establish a certification process for beekeepers, providing formal recognition of their skills and qualifications.

**The management is also actively working on solving the technical problems that the building faces.** Additional hydro isolation in the form of a small water drainage canal along the building was constructed in September/October 2024. It was fully funded by the BageBee center. The plan of the management is also to insulate the building with completely new mineral insulation since the wooden tiles that provide an outside layer of the building are not sufficient to keep the temperature constant inside the building. After the insulation, the management also plans to install the A/C with the dehumidifier. Linoleum, which was installed in the laboratory, will be replaced by ceramic tiles. The center now negotiates with the Ministry of Education and Science over the possible accreditation of its training modules for school kids and university students. Management plans to restart other activities like bee treatment, massages, cafés, and tourist centers once the building is technically sound.

**Most of the SMB grant beneficiaries reported sustainable use of the equipment and tools received from the PIN grant. However, due to the small size of grants, the Project contributed only a relatively small stabilization of their income without any serious development of new commercial opportunities.** Only a few of the beneficiaries managed to diversify the product portfolio to other products like royal jelly or wax products and started to generate more income from this. The risk of bee diseases could not be mitigated, leading to an actual decrease in the number of hives. Many of the beehives acquired with Project funding are empty.

## 4.7 Cross-cutting principles

### 4.7.1 How do the Project's activities (training, grant provisions, operation of the BageBee center and the laboratory) ensure fulfillment of the Cross-cutting principles of the CzDC?

From the selected Cross-cutting principles, Gender equality and Environment and Sustainable Development were the principles with the highest positive impact. **Gender equality** was considered especially in the component Vocational training for small-scale beekeepers SMB, where around 30 % of women were involved in the training, and 40% were grant beneficiaries. Female grant applicants could receive five extra points during the business plan evaluation. Around 10% of beneficiaries were single women heading households or caring about older parents. However, all training was carried out by male trainers from ELKANA or by male professional beekeepers. There is no evidence of women's discrimination,

The Project contributed to **Environmental sustainability** by replacing hazardous chemicals with the introduction of environmentally safer methods of bee management with less hazardous treatment chemicals for bee treatment among 270 beekeepers. Diverse orchards and plants planted in the garden of the BageBee center increased biodiversity and prevented soil erosion and landslides in the area located on a hill where the slope is steep and prone to erosion. The building material waste was disposed of properly. The certificate for disposal is available.

Agora has a long-time experience with **internally displaced persons** (IDPs), and their situation has been considered to some extent. For example, IPDs were working at the BageBee CDC construction site (4 persons). The center has a facility for accessibility that, however, was not functional during the evaluation visit.

Regarding Good governance, PIN collaborated more closely with regional administrations, and there is evidence of the **involvement of the various local stakeholders** in the identification, implementation, and finalization of the

vocational training Project component. The training sessions were organized on the premises of the regional administration. In a similar way, the BageBee was constructed in close collaboration with the Tbilisi municipality, and the joint Steering committee has been actively overseeing the center until now.

## 4.8 Visibility

### 4.8.1 What is the visibility of CzDC in terms of both the intensity of communication activities and the awareness of the target group of the Project outputs and impacts?

All the contacted SMBs recall the PIN as a Czech implementer of the Project's component. They know that it was supported by the Czech Republic, and most of them met with some Czechs during the Project. As per PIN's standard internal procedures, the Project outputs were clearly marketed using the necessary logos and CzDC promotion. In addition, with spare money from the Project, a honey festival was arranged in Kutaisi in 2019 to support beginner beekeepers and help them become familiar with the audience. The event was also used to promote CzDC.

SVI's contribution to SLA development and construction and events organized by the BageBee center also carried the necessary visual identification of the CzDC, using a logo and additional information about the donor where possible. Therefore, the **presentation of the Czech Development Cooperation** was carried out in line with CZDA visibility rules (Metodický pokyn České rozvojové agentury k vnější prezentaci zahraniční rozvojové spolupráce ČR) and Graphic standard manual (Grafický manuál ZRS ČR) by all evaluated components. Equipment and facilities are labeled, and information has been disseminated via mass media (articles and press releases), websites, social media, printed materials, posters, and banners. The Project was also known to interviewed donors.

## 5. EVALUATION CONCLUSIONS

### 5.1 Relevance

**The component *Vocational training for small-scale beekeepers in Georgia* implemented by PIN has been highly relevant** for small and medium beekeepers in Georgia, providing essential support through grants and targeted training that significantly enhanced their beekeeping practices. Beneficiaries reported that the combination of financial assistance and well-structured training sessions equipped them with vital skills and knowledge, particularly in areas such as hive management, disease treatment, and beekeeping product diversification. The training materials were well-organized and beneficial, although some were not available during the sessions, which limited their immediate impact. Additionally, the Project facilitated the writing of business plans and provided the necessary equipment, although the typical grant amount of 2,000 GEL was often insufficient for the substantial expansion of the beekeeping business.

**The component *Introduction of quality control of bee products in Georgia*, implemented by SVI, focused on developing the capacity of the state laboratory for honey testing, is highly relevant** to the overall development of the beekeeping sector in Georgia. Improving the capacity of Georgian laboratories for food quality testing aligns with government priorities and EU interventions, confirming its importance among sector representatives. However, **the relevance of this component is somewhat limited for small and medium beekeepers**, particularly those with fewer than 40 hives, who primarily serve local markets and have less need for advanced testing services. Only a few SMBs expressed interest in utilizing laboratory services to further develop their value chains.

**The component *Construction of the Regional Educational and Consultation Apicultural Centre - BageBee*, implemented by CDC in combination with the *Vocational training for small-scale beekeepers in Georgia* component, holds the potential to enhance the visibility of the Georgian beekeeping sector.** It aimed to serve as a service and educational hub for the public, international partners, and Georgian beekeepers. However, **its relevance for small and medium beekeepers is relatively low**, as many are unaware of the center and prefer localized training opportunities closer to their farms. The center currently does not offer activities that directly benefit these beekeepers, highlighting an engagement gap. Overall, while the component has its strengths, there are areas for improvement to better serve the needs of the broader beekeeping community.

**Based on the above, Relevance is evaluated as quite high.**

## 5.2 Coherence

**The Project contributed to the Bilateral Cooperation Program**, particularly in the priority sectors of agriculture, rural development, and good governance. It supported sustainable development in mountainous regions and aimed to harmonize national agricultural and environmental regulations with EU standards. Despite these overarching goals, **internal coherence was compromised by a lack of communication and coordination among the three implementing organizations.**

The internal coherence issues were evident already in the planning stages, where **each component operated independently, focusing on distinct value chains and beneficiaries**, leading to fragmented efforts. PIN's focus on small and medium beekeepers with a maximum of 40 hives did not align with the SVI component's laboratory accreditation efforts, which were irrelevant to small producers. The BageBee center, intended to unify the Project's outcomes, failed to link effectively with the other components due to a shift in its focus towards education and tourism. Additionally, the lack of coordination during the center's design and construction further exemplified the Project's fragmented implementation. Despite building on previous successful projects, **the Project struggled with internal coherence, impacting its overall effectiveness and integration.**

The Project also faced **significant external coherence challenges due to the absence of an effective coordination mechanism and low coordination between the Czech Development Cooperation and other international donors.** Major donors like Swiss Aid, Austrian Development Cooperation, and USAID provided substantial support to the beekeeping sector, but there was no direct coordination with CzDC, leading to fragmented efforts. While some joint programs like ENPARD IV or cooperation between CzDC and Austrian Development Cooperation in Aragvi Protected Landscape facilitated deeper dialogue and complementarity, overall coordination remained limited. The Project did align well with Georgian national strategies. It also involved good cooperation at the level of activities, including intensive collaboration between PIN, ELKANA, and local municipalities for training activities. It also contributed to the development of further Czech cooperation in Georgia.

**Due to the lack of systematic coordination among the three implementing organizations involved, with other donors and government bodies, the overall coherence is evaluated as quite low.**

## 5.3 Efficiency

The efficiency of the Project was significantly impacted by the COVID-19 pandemic, leading to delays, modifications, and cancellations of various activities across all components. This particularly affected training sessions and the delay in constructing the BageBee center. Budget adjustments were made to accommodate these changes, supported by decisions from the CzDA. Besides this, **the construction of BageBee center faced numerous other technical issues and requires additional costs to achieve full functionality** for its functionality and sustainability. These problems were attributed to various factors, including design flaws, construction quality, and coordination issues among the architects, CDC, technical consultants, and Agora. Some remedial actions have been taken, such as improving drainage around the building, but additional repairs are still needed.

Additionally, **there was a lack of coordination among the three implementers (an NGO, a private company, and a research institute), which affected the overall efficiency and integration of the Project.** Despite these setbacks, each organization brought valuable expertise to the Project, with PIN leveraging its long-term expertise, extensive network, and participatory methods, while SVI and CDC provided specialized knowledge in their respective fields. PIN and CDC components documented their results effectively, with PIN employing a robust internal monitoring system. The SVI component's final reports were unavailable, hindering complete assessment. The funds were utilized in accordance with the approved budgets.

**Due to the lack of a cohesive partnership, missing Project documentation, and problems in the construction and initiation of BageBee services, the overall efficiency is evaluated as low.**

## 5.4 Effectiveness

Most small and medium-sized **beekeepers continue their activities and utilize the training and material support from PIN, which helped them expand their operations** by adding 6-10 new beehives, increasing the honey volume, improve or diversify their beekeeping activities. However, the grant amount of 2,000 GEL was insufficient for substantial economic development, and the rapid spread of diseases in recent years offset gains in the expansion of honey production. Honey quality and prices remained stable, **but revenue for beekeepers**



increased mainly due to the diversification into new honey-based products like royal jelly and propolis. Beekeepers also improved the general management and marketing of their beekeeping products.

The **State Laboratory of Agriculture developed and accredited numerous new methods for honey testing, enhancing its capacity.** The introduction of new methods by the laboratory facilitated honey exports to various countries, although meeting EU standards remains challenging for exporters. **Larger honey producers benefited from the improved services of the SLA,** but smaller beekeepers did not use these services due to their limited production capacity and lack of interest in honey certification.

The BageBee center fell short of expectations, with many SMBs unaware of its existence and finding its online presence irrelevant. **The center, intended to be a hub for beekeeping innovation and training, failed to meet its objectives.** Despite several strategic and business plans, the center lacks regular activities, training sessions, and a clear vision for the target audience. Consequently, the center has not yet fulfilled its potential as a resource for beekeepers, highlighting a gap between the Project's goals and its actual implementation.

**The overall Effectiveness is evaluated as quite high.**

## 5.5 Likelihood of impacts

**The Project had a notable impact on the income of small and medium-sized beekeepers, primarily through diversification into more profitable products like royal jelly and wax.** However, some beneficiaries reported challenges such as limited space for processing and storing honey and the inability to sell all their honey annually.

**The Project also fostered knowledge exchange and adopting environmentally safer beekeeping practices.** Training sessions organized by PIN led to the replacement of hazardous chemical treatments with safer alternatives and improved disease monitoring and management. This contributed to a better reputation for the Georgian beekeeping sector.

**The improved honey testing capabilities at the State Laboratory of Agriculture contributed to the enhanced sanitary and phytosanitary quality of Georgian honey and harmonization with the EU standards for food products.** Honey exports from Georgia have increased significantly in recent years, with the country becoming a net exporter of honey since 2019. This growth is attributed to improved honey testing and certification services and overall improvements in the beekeeping sector. However, the impact on SMBs was limited due to their small volume of honey and export requirements that smaller beekeepers could not meet.

**The intended laboratory, demonstration, and on-site and online training services of the BageBee center are not yet functional and currently have no impact.**

**The overall Likelihood of impact is evaluated as quite low.**

## 5.6 Sustainability and replicability

The sustainability of the Project varies significantly between its components. The State Laboratory of Agriculture has continued to develop its capacity and align with EU standards, still supported by other donors and ENPARD IV under CzDA's delegated cooperation. **The laboratory has become the main national reference laboratory, ensuring financial sustainability through institutional anchorage, state funding, and service payments.** However, trust issues persist among larger beekeepers and exporters regarding the quality of SLA's services, which affects its full utilization for honey testing.

**In contrast, the BageBee laboratory has struggled with sustainability due to technical problems in the building and inadequate management skills.** The laboratory and the BageBee center itself have not been used as intended and face unresolved issues regarding land security, which limits its institutional anchorage and sustainability. Although several strategic and business plans were developed, they have not been implemented. Nevertheless, the center's management is working on new plans to restart activities and improve sustainability, including regional collaborations and vocational education partnerships. **Significant technical improvements to the building and securing land ownership are still needed to support these efforts.**

For the small and medium-sized beekeepers who received grants, the sustainability of their beekeeping activities has been mixed. **While most beneficiaries reported sustainable use of the equipment and tools provided, the small size of the grants limited their impact on income stabilization and commercial development in the beekeeping sector.** The persistent risk of bee diseases has also led to a decrease in the number of bee colonies, with many beehives acquired through the Project now empty.

The overall Sustainability and replicability are evaluated as quite low.

## 5.7 Cross-cutting principles

The Project effectively incorporated cross-cutting principles, particularly gender equality and environmental sustainability, which had the highest positive impact. Gender equality was emphasized, especially in vocational training for small-scale beekeepers, with a 40% share of women participating and receiving grants. The Project also promoted environmental sustainability by introducing safer bee management practices and increasing biodiversity through diverse plantings at the BageBee center, which helped prevent soil erosion. Additionally, Agora considered the needs of internally displaced persons (IDPs), providing employment opportunities at the BageBee construction site. Good governance was demonstrated to some extent through close collaboration with regional administrations and the Tbilisi municipality, ensuring local stakeholder involvement and oversight throughout the Project.

## 5.8 Visibility

The visibility of the Czech Development Cooperation in the Project was well-established, with beneficiaries clearly recalling the support from the Czech Republic and interactions with Czech representatives. The Project adhered to CzDA visibility rules, ensuring that equipment and facilities were labeled, and information was disseminated through various media, including mass media, websites, social media, and printed materials. The honey festival in Kutaisi in 2019 further increased exposure and motivation among beginner beekeepers. The Project's outputs and results were widely recognized, and the Czech Republic was noted as a leading donor in the Guria region, which was less targeted by other donors.

# 6. RECOMMENDATIONS

## 6.1 Recommendations related to the Project and continuation of CzDC

### 1. Updating the Country review of the beekeeping sector

**(Level of Seriousness: 1<sup>18</sup>)**

*Primary addressee: CzDA*

There are several different value chains within the Georgian beekeeping sector. While the Vocational training for small-scale beekeepers component of the Project focused primarily on SMBs that sell their honey at the farm gate or in their municipalities, the SVI component targeted the need for testing honey by larger honey producers and export companies. This lack of coherence in Project design can be overcome by detailed knowledge of the beekeeping sector, the needs of specific stakeholders, and sound assumptions and risks regarding the intervention. Therefore, a detailed sector analysis with a clear identification of bottlenecks and points of possible leverage development opportunities should be provided.

### 2. Continued capacity building of small and medium beekeepers with the development of their marketing capacities through the marketing cooperatives

**(Level of Seriousness: 2)**

*Primary addressee: CzDA*

Currently, most of the small and medium beekeepers still don't have the capacity to develop their business to sell honey and other beekeeping products to higher-quality lucrative national and international value chains, especially due to the low volume of production and lack of diversification of beekeeping products. The only way how they can currently participate is by selling honey in bulk to the middlemen, which keeps the needed margin. Therefore, it is recommended to continue to support the beekeepers with the capacity building for a larger volume of honey, diversification of the beekeeping products, and development of the farm infrastructure for processing and storing honey. The new interventions should also build on good practices of existing honey-producing groups (marketing cooperatives) that already exist in Georgia. Their models can be expanded to other regions.

### 3. Finalization of technical works at the BageBee center

**(Level of Seriousness: 1)**

*Primary addressee: Agora/BageBee*

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<sup>18</sup> Level of seriousness: 1 – the most serious, 2 – serious, 3 – the least serious

For the proper functioning of the BageBee center, it is necessary to solve the problem of the excessive humidity inside the building. Considering the assumption regarding the setting of the foundation pit water aggregate and the creation of the subfloor cavity due to the inadequate quality of the construction work, it is recommended to arrange two test pits for its detection and volume in addition to the current works on the drainage canal around the building. Afterward, it will be possible to develop a concrete engineering solution for its ventilation, eliminating the cause of dampness in the whole building and not just the visible dampness of the walls. More details about assumed causes and proposed technical solutions are in Annex T.

#### **4. Development of a sound business plan for the BageBee center and securing its land**

**(Level of Seriousness: 1)**

*Primary addressee: Agora/BageBee*

The BageBee center's management decided to change the main orientation from the provision of the laboratory and training services to the beekeepers to serve more as an educational and services center for schools and tourists. All previous strategic and business plans developed during or after the Project are now mostly irrelevant. Therefore, it is necessary to develop a new detailed strategic and business plan based on the current needs and resources of the center. A clear written plan can serve as a tool for negotiation with potential new donors. Tbilisi municipality needs proof of clear vision and capacity to manage the center in line with the originally agreed Memorandum. It is crucial for the Project sustainability to secure the BageBee land by long term formal recognition by the Tbilisi municipality.

#### **5. Improvement of SLA services within ENPARD IV**

**(Level of Seriousness: 2)**

*Primary addressee: CzDA*

The SLA honey testing services need to be more reliable and attractive for honey producers. The SLA must improve general customer service to its clients among the beekeepers. Its services must be better promoted, for example, through professional beekeeping associations like GBU. The reliability and timing of tests need to be improved as well. This can be incorporated into the ongoing support of SLA by CzDA within the current ENPARD IV program.

## **6.2 Systemic recommendations**

#### **6. Fulfillment of the Guidelines on the Methodology for International Development Cooperation**

**(Level of seriousness: 1)**

*Primary addressee: CzDA*

It is recommended that clear fulfillment procedures for Methodology for International Development Cooperation be established in relation to the project cycle management, especially from the perspective of proper project documentation in each phase. The evaluation team had to work in a situation where important documents, like Identification, Annual reports, Final reports, Financial reports, and Handover protocols – Confirmation of delivery of equipment were missing. It is necessary to establish an effective management information system with clear rules for the effective storage and management of project documentation so that they are readily available. This is especially needed for a smooth transition in situations of high staff turnover.

#### **7. Assessing the capacities of potential implementing partners prior to their selection**

**(Level of Seriousness: 2)**

*Primary addressee: CzDA*

The Call for proposals for this Project was designed by CzDA in a way that any potential applicant would have to work through the local NGO Agora. Though Agora was not the grant recipient, the organization coordinated CDC and PIN activities. At the same time, Agora is also an organization that is now supposed to run the BageBee center. No thorough assessment of the capacity of this organization was made before the Project started. While the involvement of and transfer of know-how to local partner organizations is important for sustainability, it is recommended to involve it only after a proper assessment of its capacity to fulfill such a role or to involve it as a direct recipient of the grant without creating complex institutional settings with unclearly defined responsibilities.

#### **8. Inclusion of a requirement to monitor key assumptions and risks in the project report template**

**(Level of seriousness: 1)**

*Primary addressee: CzDA*

Assumptions and risks must be described in project proposals and annual plans but are not monitored and reported during the implementation. Several identified assumptions for the Project were not fulfilled till the end of the Project. Several critical assumptions were missing from the beginning. Critical problems are, therefore, often only identified

in subsequent evaluations. Therefore, the evaluation team recommends that the identified risks and assumptions are continuously evaluated in the interim and that monitoring reports are updated as necessary.

**9. Structure of the complex intervention based on the Program-Project relation and Theory of change as a tool for results-based monitoring and planning**

**(Level of seriousness: 3)**

*Primary addressee: CzDA*

Since all three interventions that contributed to the complex Project were designed as tangible “outputs” with only “activities” as a smaller unit of the Project structure, it was not possible to establish a clear Theory of change for each of the components with all appropriate levels contributing to the desired change. The internal logic of the Project was not clearly defined from the beginning, and it caused complications for the implementing organizations. It is recommended in such complex interventions involving several organizations and projects to define it as a “program” and prepare the appropriate program Theory of change, establish specific and measurable goals for each project component and their related structures and indicators during project formulation, and use it as a tool for results-based monitoring.

**10. Better coordination of implementing organizations in complex interventions (internal coherence)**

**(Level of seriousness: 2)**

*Primary addressee: CzDA*

In similar complex interventions that require good coordination of several different implementing organizations, it is recommended to include the position of coordinator already during the planning phase as well as the implementation. It is necessary to provide a clear plan of communication and coordination of the stakeholders with clearly defined communication and reporting procedures and sufficient resources for the coordinator. The overlaps and synergies between interlinked interventions must be defined in advance with room for flexibility resulting from an unexpected external factor.