



FOREST IN WOMEN'S HANDS (FEM4FOREST)

TRANSNATIONAL REPORT ON PILOT ACTIVITIES

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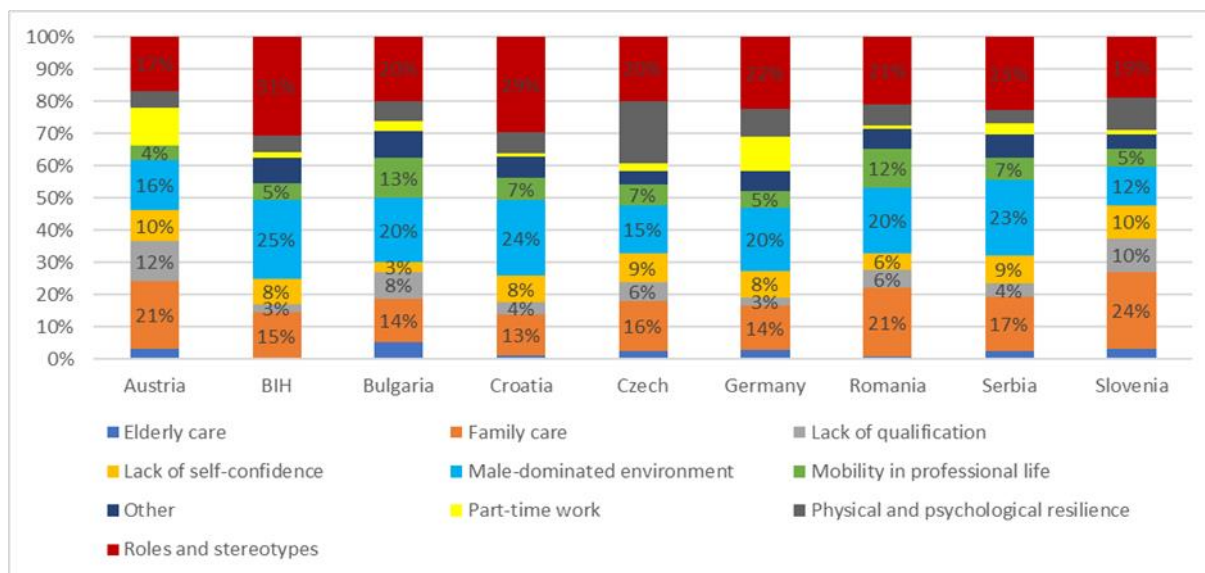
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1. Introduction

Women who work in the forestry sector in different positions and fields of activity often experience stereotypical attributions and gender roles as obstacles to their careers in professional life.



The Fem4Forest project addresses these challenges with the aim of improving the career opportunities of women in the forestry sector. In addition to women and their framework conditions, the focus is also on the strategies, structures and culture of organizations, companies and forest owners as well as on decision makers, managers and executives, male and female.

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Based on the results of T1 and T2 and on the Transnational Genderreflected Guidelines (T3) three different types of pilot activities were jointly developed and implemented through the pilot activities in T4:

- Training program
 - Awareness raising
 - Training modules for women
- Gender reflected mentoring program
- New forms of cooperation

1.1 Aim of Pilot Activities

Pilot activities had the aim

- to better assess, expand and confidently present knowledge, skills and potentials of women
- to successfully integrate women into workplaces or work environments
- to promote the professional and personal development of women

- to encourage women to engage in all fields of the forestry sector
- to connect women in forestry among themselves to share experiences and therefor strengthen each other.

This was to be achieved by

- ➔ awareness raising for decision-makers, executives, employers and employee, male and female, of the topic of equality between men and women with a special focus on the forestry sector
- ➔ improving the availability of resources and structures by inviting and introducing experts and role models in organizations and companies in order to encourage women and to strengthen them in planning, reflecting and implementing their career paths apart from traditionally known and gender-specific roles
- ➔ empowering women in training and development of their personal, social and leadership skills in order to gain access to leading and achieve leadership positions
- ➔ creating offers for women, which empower them to better assess their knowledge, skills and potential and convert them effectively into professional success
- ➔ enhance self-confidence and use networks in order to be able to perform confidently and successfully in a male-dominated environment

1.2 Target groups

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Pilot activities addressed the following target groups (with some differences between the single activities):

- Female forest owners
- Forst professionals
- Women in early career and formation
- Decision Makers
- Executives
- Employers
- Employees

1.3 Strategy and principles

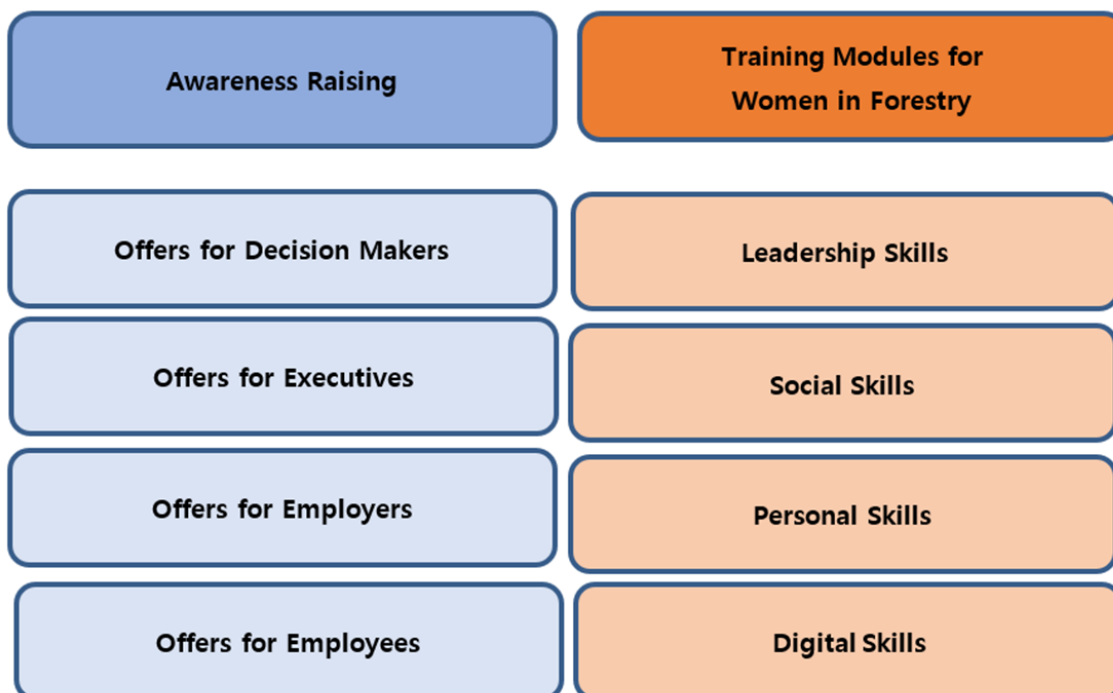
The over-all principle of pilot activities consisted of two approaches:

- **Gender reflected approach:** All offers follow the principle of gender-reflective methodology and didactics. The use of gender-sensitive language and presentation is an obligatory and integral part of the training program.
- **Systemic approach:** This approach does not focus on the behavior of individuals but on the entire social and organizational systems, as work systems, educational systems, company systems, family systems, etc.

1.4 Description of Pilot Activities

1.4.1 Training Program

The Training Program consisted of two parts:



Awareness Raising aimed at

- creating a common understanding of terms and definitions and necessities and benefits in the context of equality between women and men in the forestry sector
- special focus on terms and structural framework such as working hours, meeting structures, further education, etc.
- joint development of possible structural changes and alternative solutions incorporating best practices

The intention of **Training Modules For Women** was

- to encourage and empower women to participate in all functions and at all levels of the forestry sector
- to support them in better assessing, expanding and presenting their knowledge, skills and potentials, and successfully integrating them into their workplace or work environment.
- to develop professional and leadership skills and encourage them to get involved in all relevant areas.

Target groups and contents were clearly defined, as can be seen in the table below:

	Awareness raising	Training Modules for Women
Target groups	<ul style="list-style-type: none"> • Decision-makers • Executives • Employers • Employees 	<ul style="list-style-type: none"> • Forest Owners • Forest Professionals • Women in early career and formation
Content	<ul style="list-style-type: none"> • Gender Equality Basics • Facts and Figures • Use of human resources and potentials in the forestry sector under the Gender Perspective • Good practices on gender mainstreaming in the forestry sector 	4 Modules: <ul style="list-style-type: none"> • Leadership Skills • Social Skills • Personal Skills • Digital Skills
Learning goals	<ul style="list-style-type: none"> • awareness of the fundamental necessity and benefits of equality-oriented access in forestry • basic understanding of key notions regarding to “gender equality” • reflecting personal attitude on the topic of equality • enabling to recognize and use potentials in forestry under a gender perspective 	Defined for each module

The following specifications were worked out together:

- Content, extent, duration, methods, framework conditions and target group could vary according to national needs.
- Modules had to be free of charge.
- Face to face and/or e-learning were recommended due to
 - national circumstances
 - access of the target group
 - epidemiological situation
 - training organizations

1.4.2 Mentoring Program

Transnational Mentoring Program took place from April to June 2022. If the Mentoring Program was chosen as Pilot activity, partner countries had to send at least one participant to the transnational training.

Gender reflected mentoring aims at promoting the professional and personal development of women. It is a support action to make existing skills of women visible and usable.

The transnationally qualified **Gender-reflected Mentors**

- know about the activities and tasks of a mentor
- have the necessary theoretical and practical background
- are strengthened in their ability to act and their personal competence
- continuously pay attention to the effect of activities and measures on women and men and thus contribute to avoiding discriminatory attributions in their field of activity
- integrate and implement equality orientation and the gender perspective in a sustainable manner
- contribute to the achievement of equality between women and men at various levels of the forestry sector

They shall act as mentors and multipliers on national level (Train the trainer-principle). They had to implement first steps of the Mentoring Program on national level. They had to start the process to establish a group of mentors who want to participate in the National Mentoring Program in their country.

Target groups for National Mentoring Program:

- future mentors and multipliers

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1.4.3 New Forms of Cooperation

The aim is to develop innovative approaches and formats

- to bring women in forestry together
- to enhance networking among women in forestry
- to promote the sharing of skills, expertise, interests and experiences
- to inform about various topics of interest for women in forestry

Target groups:

- female forest owners
- women in forestry

Project partners were quite free in defining frames and contents of activities.

1.5 Minimum requirements

For all pilot activities, minimum requirements were set.

Activity		Minimum requirement
Training Program	Awareness Raising	<ul style="list-style-type: none"> offers for all target groups present all mentioned topics type and scope of the offers are based on the circumstances of the respective partner country
	Training Modules for women	<ul style="list-style-type: none"> at least 3 different modules at least 1 workshop/module minimum 4 units per workshop minimum 8 women per workshop
Mentoring Program		<ul style="list-style-type: none"> at least one participant at transnational training implement first steps of mentoring program on national level to start the process to establish a group of mentors who want to participate in the national mentoring program in their country
New Forms of Cooperation		<ul style="list-style-type: none"> Prepare all technical / organizational background Each approach consists of at least five activities (events, meetings, planning further activities...).

1.6 Process of selection

Each project partner had to choose its pilot activities until 31.12.2021 including the reasons for selection.

The table below shows the selected activities per country:

Country	Training program	Mentoring program	New forms of cooperation
Austria	x	x	x
Bosnia & Herzegovina	x		
Bulgaria	x		
Croatia	x		x
Czech Republic	x	x	
Germany	x	x	x
Romania	x		x
Serbia		x	
Slovenia		x	x
Ukraine	x	x	x

2. Summaries of National reports

The table below shows the activities which were reported by partners or countries until 25.11.2022 (given deadline was 31.10.2022; the subsequent addition of event and/or participant numbers was possible).

	Training Program					Mentoring at national level	New Forms of Cooperation
	Awareness Raising	Modules					
		Leadership skills	Social skills	Personal skills	Digital skills		
Germany	2	2023	2023	2023	x	to be started 10/2022	12 forest walks 4 forest action days 1 day for female forest owners 1 World Café on leadership in forestry at Bavarian female forestry professionals' meeting
Czech Republic	1	1	-	1	1	x	x
Croatia	1	1	1	1		x	x
Slovenia			x			already started	3 forest walks Establishment of an association "Women in Forestry" (11/2022)
Serbia			x			already started	x
Ukraine	4	1 Leadership/ Personal skills	x	x	1 Social / Digital skills	no specific results until now	3 forest walks FB-community for women in forestry
Austria	2	1	1	1	-	cooperation with BOKU initiated, national mentoring to be started in 2023	International Umbrella Organization, International Conference on Women in Forestry, Forest walks, Forstfrauen-Talk, Stakeholdermeeting
Bosnia and Herzegovina	December 2022	December 2022	November 2022	1	-	x	x
Romania	2	1	1 Social / communication skills	07.12.2022	-	x	x
Bulgaria	no report available						

The national activities started in January 2022. Partners had to plan, prepare and start implementing their activities.

2.1 Training Program

Partners who have opted for the training program had to

- contact target groups and
- design and plan the workshops

Implementation of the workshops was not required, but all partners held at least one training module until December.

When selecting their pilot activities countries had to specify their reasons why they chose the respective activity. For selecting "Training program" partners gave the following reasons:

- The results of surveys, interviews and Round Tables (T1, T2) showed the need for training offers (most often-mentioned reason).
- There are no obstacles to find suitable/interested persons.

- There is a great synergy with awareness raising campaign.
- The activity
 - brings faster changes in the forestry sector.
 - will help women to gather confidence.
 - will prepare women for leadership positions
 - suits best country's possibilities
 - will improve raising of awareness of activities of Fem4Forest-project
 - is a follow up for previous activities

2.1.1 Awareness Raising

2.1.1.1 Description

As there was no minimum requirement regarding the number of offers for Awareness Raising the number varied from country to country, as the table below shows:

Country	Number of offers
Austria	2
Bosnia and Herzegovina	1 (planned for December)
Croatia	1
Czech Republic	1
Germany	2
Romania	2
Ukraine	4

The titles or types of offers show a wide range, depending on the understanding of the activity, target groups, and organizational environment of project partners. Sometimes the offers were part of another event, sometimes they were standalone events.

Country	Title of offers	Format
Austria	Forest Monday: Forest in women's hands - We create awareness so that gender justice also brings invaluable benefits to forestry	online
	Board meeting of Forest owners association	face to face
Bosnia and Herzegovina	n.a. (planned for December 2022)	

Country	Title of offers	Format
Croatia	(Part of 3rd Conference of authorized forestry and wood technology engineers)	face to face
Czech Republic	Information on ongoing activities and important achievements of the project	face to face
Germany	Perspectives for gender equality in forestry	online
	Awareness raising for forestry students and university staff (part of First semester weekend of forestry students)	face to face
Romania	Myths and prejudices about women as forestry engineer	online
	Action plan to increase the presence of women and the recognition of their professional competence in the forestry sector – Good practices on gender mainstreaming in the forestry sector	face to face
Ukraine	Basics and justification of the gender equality	online
	Gender policy as an integral part of forest management	online
	Gender analysis and evaluation of gender impact	online
	Decision-making based on gender approach. Provision of gender equality in the management of organizations	online

The topics presented and discussed were correspondingly diverse:

Topics	content
Gender equality basics	<ul style="list-style-type: none"> • basics and terminology • justification • perspectives
Structural framework work environment labor market	<ul style="list-style-type: none"> • meaning of gender equality for institutions • measures for equal opportunities in forestry • measures for reducing management conflicts

Topics	content
	<ul style="list-style-type: none"> • situations reflecting gender inequality • decision making based on gender approach • provision of gender equality in the management of organizations • institutional mechanism of provision of gender equality • gender action plans • competitive advantages in rural regions • women as important human resource • increase of innovative forces and efficiency through different potentials and approaches • focus on “mentoring” • focus on “leadership in part-time”
Gender policy	<ul style="list-style-type: none"> • national and sectoral gender policy • gender segregation • gender approach in daily work • gender-blind, gender-neutral, gender-sensitive policy • gender analysis and evaluation of gender impact • policy measures for implementation
Fem4Forest Information	<ul style="list-style-type: none"> • project results • key findings from T2 survey • activities and achievements of the project
General information	<ul style="list-style-type: none"> • situation of women in the forestry sector
Gender equality for special target groups	<ul style="list-style-type: none"> • issues of gender equality among early career professionals, for forestry students and university staff
Role models	<ul style="list-style-type: none"> • statements of different women working in the forestry sector based on their experiences • history: first Romanian and worldwide woman as forestry engineer • women with leadership positions
best practices	<ul style="list-style-type: none"> • good practices on gender mainstreaming in the forestry sector
Stereotypes	<ul style="list-style-type: none"> • myths and prejudices about women as forestry engineer
Feedback to the topic	<ul style="list-style-type: none"> • feedback from major employers in Bavarian forestry • participants feelings about problems and solutions

The duration was also not specified; therefore it varied from half an hour up to two hours:

Country	Duration per offer
Austria	2 h
Bosnia and Herzegovina	n.a.
Croatia	30´
Czech Republic	1 h
Germany	45´ - 2,5 h
Romania	1 – 2 h
Ukraine	2

2.1.1.2 Reached target groups

The offers had to reach the following target groups:

- decision makers
- executives
- employers
- employees

The table below shows how many persons have been reached with all offers (cumulative numbers).

Country	Target groups				Total
	Decision makers	Executives	Employers	Employees	
Austria	14	n.a.*	n.a.*	n.a.*	141*
Bosnia and Herzegovina	n.a.				n.a.
Croatia	20	50	50	300	420
Czech Republic	3	3	3	6	15
Germany	5	4		84**	
Romania	2	6	5***	n.a.***	n.a.
Ukraine	11	41		74	126

* plus 127 online-participants for whom the target group could not be determined

** including early careers

*** (plus) undetectable number of employers and employees at the second event

2.1.1.3 Organizational framework

The offers were promoted in different ways:

- project partner’s website
- direct mailing
- phone calls
- personal contact
- social media

Most of the offers were organized mainly by project partners themselves; only few had cooperation partners (university, NGO, private forest district)

2.1.1.4 Remarks and feedback

The feedback from project partners can be summarized as follows:

Topics	content
Reactions of participants	<ul style="list-style-type: none"> • very interested and entered into an exchange and discussion with each other and with the experts • very motivated to actively implement these ideas and continue to deal with the topic • manifested their willing to collaborate in order to promote women with experience from forestry sector • key messages of the session well received
Impact on participants	<ul style="list-style-type: none"> • impulses and suggestions for the implementation of equality in their own field of action • new and changed perspective on the topics of gender and equality of women and men in the forest sector • very concrete starting points for the implementation of equality between women and men in their area of activity
Effectivity	<ul style="list-style-type: none"> • inputs from the workshop were a game-changer for finding the best solutions for students and graduates • workshop created joint agenda for gender equality in forestry

Some project partner also reported feedback from the participants and that these were aware of the following topics after the awareness raising training:

- **knowledge acquisition** (normative base for gender equality, basic notions on the gender policy, terminology, insight information, gender gaps, results of polling)
- **(new) tools** (gender analysis, gender equality assessment, gender impact in decision making, documents to use)
- **impact and specific actions** (new view on the issues of gender relations, practical use of gender equality)
- **examples** from practice other countries
- future **prospective**

2.1.1.5 Conclusions and future activities

In their feedback and conclusions project partners formulated some **success factors** for their activities – due to the great variety of offers, it was not possible to derive any real similarities for all participating countries.

	Success Factor
Conception and content	<ul style="list-style-type: none"> • access, the methodology and didactics of the events, workshops and theoretical inputs • systemic approach and the process-oriented way of working enable participants to look at their organization and their field of action as a whole, beyond personal experiences, sensitivities and opinions • blitz polling at the beginning and at the end • not only to hear the external expert but also found out what are the best practices in the sector
Participants	<ul style="list-style-type: none"> • most benefits obtained through personal contact • lots of multipliers
Format and setting	<ul style="list-style-type: none"> • webinars were online, were kept short, regular and conducted during the convenient hours

Partners also identified some – quite individual – problems and points to keep an eye on:

	Obstacles and critical points
Format and setting	<ul style="list-style-type: none"> • finding a suitable date and location (participants from different parts of the country)
Participant's attitude	<ul style="list-style-type: none"> • lack of consciousness for the issue of gender equality and related questions or problems • some women don't want to take action and come on the "floor" to speak about their experience

	Obstacles and critical points
Networks	<ul style="list-style-type: none"> • helpful to keep insisting on inviting and informing participants with decision-making power in gender area • essential to have an established partnership/contacts with representatives of organizations outside the forestry field
Content	<ul style="list-style-type: none"> • more group work and exchange
Promotion	<ul style="list-style-type: none"> • spread the information about project activities through different communication channels

Some partners formulated **needs** for the future:

- Most of the measures should be taken at **employers' level**.
- More **similar activities** are needed.
- Young girls **need more encouragement** to participate in training sessions for their personal development and professional skills.
- **Role models** are important and should be included into activities.
- There is a need for **associations and concerted support actions** to improve the recognition of the forestry profession.

Some partners already have plans **how to proceed** with results or. trainings for Awareness Raising:

	Future activities
Austria	<ul style="list-style-type: none"> • Activities shall be prolonged and will be adapted event-related in terms of further development. • Activities are planned to be initiated also in other regions of Austria, a follow-up project is already secured.
Germany	<ul style="list-style-type: none"> • Elaboration of (opportunities for part-time) "Leadership in forestry" • Design of follow-up finished
Ukraine	<ul style="list-style-type: none"> • Recorded webinars will be promoted at social media and on web site.

2.1.2 Training program for Women in Forestry

2.1.2.1 Description

All countries, who decided to offer trainings for women, had to offer at least 3 out of 4 predefined modules (key date 30.11.).

Country	Leadership skills	Social skills	Personal skills	Digital skills
Austria	1	1	1	
Bosnia and Herzegovina	12/2022	11/2022	1	
Croatia	1	1*	1	
Czech Republic	1		1	1
Germany	2023	2023*	2023	
Romania	1	1**	12/2022	
Ukraine	1	1***	1****	1
Total number	7	6	7	2

* announced as communication skills

** including communication skills

*** in combination with Digital skills

**** in combination with Leadership skills

The table above shows clearly that Digital skills were the least popular content, maybe due to the fact that most partners aimed at female professionals and female forest owners and maybe found less need or desire for digital skills in these target groups.

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Content and learning goals of the four modules were predefined but partners could make adaptations according to the needs of the target groups, which resulted in a wide range of topics (shown in the table below).

Country	Leadership Skills – Topics
Austria	<ul style="list-style-type: none"> • Definition and dimensions of leadership • Management cycle model • Principles of effective leadership • Leadership tasks along the systemic triangle
Bosnia and Herzegovina	n.a.
Croatia	<ul style="list-style-type: none"> • Definition and Meaning of Leadership position • Goals management • Team management • Time management
Czech Republic	<ul style="list-style-type: none"> • Leadership skills with an emphasis on evaluation of work and role of females in different working positions including financial issues
Germany	<ul style="list-style-type: none"> • History of forest owner collectives in Bavaria

Country	Leadership Skills – Topics
	<ul style="list-style-type: none"> Structures and processes of forest owner collectives Tasks and responsibilities of leadership staff Mutual exchange with female foresters
Romania	<ul style="list-style-type: none"> Leadership and the art of management Management processes Conflict management Self-improvement
Ukraine*	<ul style="list-style-type: none"> Team management, cooperation and team work Time-management and control Situational leadership

*in combination with Personal skills

Country	Social Skills – Topics
Austria	<ul style="list-style-type: none"> Basics of communication and conversation Assertive communication Dealing with difficult conversational situations Conflict management Give and take feedback
Bosnia and Herzegovina	n.a.
Croatia	<ul style="list-style-type: none"> Basics of successful communication Emotional intelligence in communication Communication styles Demanding communication
Germany	<ul style="list-style-type: none"> Effective communication in a male domain Introduction into body language
Romania	<ul style="list-style-type: none"> Situation of women in forestry at national level Basics communication and conversation Dealing with difficult conversational situations Conflict management Giving and taking feedbacks. Discussion of mandatory requirements when entering in the field and types of security measures to follow Interactive discussion
Ukraine	See Digital skills

Country	Personal Skills – Topics
Austria	<ul style="list-style-type: none"> • Personal assessment of skills and competences • Transfer to professional life • Self-presentation • Effective use of cooperation and networks
Bosnia and Herzegovina	<ul style="list-style-type: none"> • Assessment of skills and competences, transfer of skills and competences to professional life, self-presentation, use of cooperation and networking • Real-life experiences and adapted exercises tailored for women in early career formation • Different competences in career (sociological, methodical, personal, professional, strategic) • Importance of visibility and self-presentation (and body language) in a modern business world, use and ways of networking and collaboration
Croatia	<ul style="list-style-type: none"> • Ten key personal skills of successful managers • Challenges of introducing business changes • Intangible elements of leadership • Projekt management vs. leadership
Czech Republic	<ul style="list-style-type: none"> • Improving individual personal skills based on the accepting, improving, and promoting skills of women
Germany	<ul style="list-style-type: none"> • Personal assessment of skills and competences • Merits of cooperation and networks • Transfer to forest management practice
Romania	<ul style="list-style-type: none"> • Introduce yourself • Applicability of skills to the workplace • Personal assessment of skills and competences • Personal experiences at work • Conclusions and feedbacks
Ukraine	See Leadership skills
Country	Digital Skills – Topics
Czech Republic	<ul style="list-style-type: none"> • Applications, programs, digital and electronic tools used in forestry in practice
Ukraine*	<ul style="list-style-type: none"> • Communication • Communication strategy • SMM • Various social media • Target audience analysis • Content creation and promotion • Analysis of effectiveness

* in combination with Social skills

Duration and setting could also be varied, a minimum duration of 4 units per workshop was required. As can be seen below the preferred setting was face to face, duration varied from 3 to 6 hours.

Country	Module	Format	Duration
Austria	Leadership skills	Online	4 h each
	Social skills	Face to face	
	Personal skills	Online	
Bosnia and Herzegovina	Leadership skills	n.a.	
	Social skills	n.a.	
	Personal skills	Online	3h 15´
Croatia	Leadership skills	Online	3 h each
	Social skills	Online	
	Personal skills*	Face to face	
Czech Republic	Leadership skills	Face to face	4 h each
	Personal skills		
	Digital skills		
Germany**	Leadership skills	Face to face	3 h each
	Social skills		
	Personal skills		
Romania	Leadership skills	Face to face	6 h each
	Social skills		
	Personal skills		
Ukraine	Leadership/personal skills	Face to face	2 x 6 h each
	Social/digital skills		

* part of 3rd conference of Croatian chamber of forestry and wood technology engineers

** 2 day forestry training in 2023; including training modules besides other content

2.1.2.2 Reached target groups

The moduls had to address the following target groups (at least 8 women per event):

- female forest owners
- female forest professionals
- women in early career and formation

The table below shows how many persons have been reached with different modules (cumulative numbers). As can be seen addressed and reached target groups vary according to national circumstances (structure of forest ownership, organizational embedding and organizations' networks and target groups).

Country	Module	Target groups			Total
		Female forest owners	Female forest professionals	Women in early career	
Austria	Leadership skills	6	8		14
	Social skills	5	4		9
	Personal skills	5	6		11
Bosnia and Herzegovina	Leadership skills	n.a.			n.a.
	Social skills	n.a.			n.a.
	Personal skills		6	6	12
Croatia	Leadership skills		36		36
	Social skills		42		42
	Personal skills		139		139
Czech Republic	Leadership skills	2	12	1	15
	Personal skills	2	10	1	13
	Digital skills	2	12	1	15
Germany	Training planned for 2023				
Romania	Leadership skills		11	1	12
	Social skills		1	44	45

Country	Module	Target groups			Total
		Female forest owners	Female forest professionals	Women in early career	
	Personal skills		1	8	9
Ukraine	Leadership /personal skills		11	3	17*
	Social/digital skills		19	3	21

* plus 3 from university staff

2.1.2.3 Organizational framework

The offers were promoted in different ways:

- project partner’s website
- direct mailing
- phone calls
- personal contact
- social media
- at other events including awareness raising trainings

The responsibility for the training modules lay with the project partners, sometimes cooperation partners (other organizations, universities) and/or external experts were involved (individuals, private companies, NGOs).

2.1.2.4 Participants Feedback

A standardized questionnaire for training’s participants was provided to the project partners in advance by the WP leader. They were asked to use it to make the national results comparable. The table below shows the national results:

Country	Module	Rating (1= very good, 5 = insufficient)				
		1	2	3	4	5
Austria	Leadership skills	75%	25%			
	Social skills	80%	20%			

Country	Module	Rating (1= very good, 5 = insufficient)				
		1	2	3	4	5
	Personal skills	60%	20%	20%		
Bosnia and Herzegovina	Leadership skills	n.a.				
	Social skills					
	Personal skills	100%				
Croatia	Leadership skills	91%	9%			
	Social skills	76%			4%	20%
	Personal skills	60%	16%		11%	13%
Czech Republic	Leadership skills	40%	60%			
	Personal skills					
	Digital skills					
Germany	Training planned for 2023					
Romania	Leadership skills	100%				
	Social skills	53%	38%	9%		
	Personal skills	100%				
Ukraine	Leadership /personal skills	81%	19%			
	Social/ digital skills	86%	14%			

The overall conclusion can be drawn that the majority of the participants were very satisfied or satisfied. Although in individual cases participants were not very satisfied or not satisfied, the **recommendation rate is in all cases 100%** (except one with 90%).

In addition to the rating, the participants were also asked to give their feedback on the content of the modules. Topics that were mentioned particularly often are marked in **bold**.

Module	Which contents of the workshop were particularly interesting for you?
Leadership skills	<ul style="list-style-type: none"> • role of the leader • exchange of experiences, perspectives and procedures • team leading • dealing with difficult situations, conflict management • definition of leadership • differences between leadership and management • new inputs • strong interest of the experts • motivation, self-presentation and self-performance of leaders • exercises and practical advices
Social skills	<ul style="list-style-type: none"> • exchange of experiences, opinions, dealing with challenges • good theoretical background • clear structure • team work and communication • communication styles • rules of successful communication • emotional intelligence
Personal skills	<ul style="list-style-type: none"> • exchange and examples from practice and personal experiences • definition/meaning of competence • self-assessment of own strengths and weaknesses • management styles • ways to be assertive, but not aggressive • ways to improve communication • dealing with difficult communication situations
Digital skills	<ul style="list-style-type: none"> • effective communication in social media • content making • dealing with negative • analysis of target audience • cross-posting • measuring involvement rate • design of the page • detailed overview of various social media

Module	Which contents of the workshop were particularly interesting for you?
	<ul style="list-style-type: none"> • examples • promotion of social media accounts • content processing via applications • communication strategy
general	<ul style="list-style-type: none"> • gender from a governmental point of view and information on ongoing initiatives from gender area

Compared to the positive feedback on the presented contents the list of less interesting contents is rather short:

Module	Which contents of the workshop were less interesting for you?
Leadership skills	<ul style="list-style-type: none"> • goalsetting • situational leadership • types of teams • empathy • managerial/leadership tasks at different levels
Social skills	none
Personal skills	<ul style="list-style-type: none"> • competences • communication scheme • describing the experience at work
Digital skills	<ul style="list-style-type: none"> • analysis of work effectiveness • working with YouTube • content creation • analysis of the competitors • page/group creation • analysis of negative comments • work during crisis • not less interesting, but "heavy" topics: paid content, stories, Twitter, Telegram, Tik-Tok • defining engagement rates
Module	What content would you like more information about?
Leadership skills	<ul style="list-style-type: none"> • cooperating with toxic leaders, communication with boss and team members and dealing with different employees at different maturity level

Module	What content would you like more information about?
	<ul style="list-style-type: none"> • time-management, priority setting and goal management, planning, meeting management • constructive behavior towards employees in the case of unsuccessful ventures • ways to maintain empathy and understanding as a leader while maintaining authority • practical input from real top leaders • SWOT analysis on “Women in Forestry” in a workshop with women from practice • female leadership in forest sector • identifying one’s own type of leadership • management cycle • situational leadership • motivation more time for practical work • more tests • more time for communication with colleagues • business analysis • delegation skills • team motivation • KPIs and types of control, especially anticipatory control • presentational secrets, business presentation skills, effective business communication
Social skills	<ul style="list-style-type: none"> • practical exercises on the topic of conflicts and reactions, demanding/conflict communication, communication with aggressive and impulsive people • experiences in trying to transfer content into practice • practical examples of good and bad communication • interpersonal relations • situations in everyday work and communication, communication techniques • assertive communication • social skills in the work environment (emotional intelligence) • ways to overcome the fear of public speaking, • emotional intelligence as a condition for good communication

Module	What content would you like more information about?
Personal skills	<ul style="list-style-type: none"> • reacting in case of conflict and injustice, management in crisis situations ,ways to articulate when you are dissatisfied with a performance, communication skills for emotional people • leadership styles and applications • practical examples of successful women in forestry applying the necessary skills in practice • preparing for public speaking • introducing changes in business systems • lectures about with non-verbal communication (body position, intonation, look, movement) • more information about self-evaluation of skills and competencesand in what way it would help me or improve my conditions at work
Digital skills	<ul style="list-style-type: none"> • photo and video editing, technical aspects of photo and video content creation • practical work with design of content • entertainment content • more time for exchange • creation and promotion of own web-site • more practical skills related to design, incl. Instagram • more practical examples • Work with negative • content creation • trends in communications
general	<ul style="list-style-type: none"> • gender issues again to a deeper content

What is striking when analyzing the particularly interesting content as well as the desire for more in-depth content is that three themes recur again and again:

- **Communicating in and dealing with difficult situations** is an important issue at both management and employee level.
- The participants appreciate the **exchange** among themselves, but also with the experts and trainers very much. The exchange of experiences, perspectives and procedures helps to see how other women deal with similar situations they are faced with.
- Participants rate **practical and practice examples** very high.

Finally participants were asked to make suggestions for improvements:

Module	What suggestions for improvement would you like to share with us?
Leadership skills	<ul style="list-style-type: none"> • more trainings like this, in other regions as well • longer duration, more time for interaction and covering all units in more detail • (more) use of interactive group work • more time for communication with colleagues, discussion, practical work • involving trade unions and professional associations in promoting female foresters as a mean to improve forest sector bad image from today • first-hand experiences from women who are highly positioned in management • social side events – excursions, walks, city visits • better promotion of the training
Social skills	<ul style="list-style-type: none"> • more trainings like this • topics provided by participants themselves • sending questions and situations for the workshop in advance • more examples and case studies from everyday forestry work • a quiz/questionnaire for the participants to complete • should be an obligatory integral part of education, bringing it down to the level of foresters • more interesting short exercises • if possible in person
Personal skills	<ul style="list-style-type: none"> • involve successful women / women in leading positions to share their experiences • presentation of positive examples, more examples of real events and solutions • additional exercises for participants • more interaction with participants • workshop tasks very time consuming • face to face is much better than online! • go deeper about self-evaluation of competences
Digital skills	<ul style="list-style-type: none"> • work outside, open air sessions • side excursions, joint walk to the city • more/longer trainings, trainings a regular events

Module	What suggestions for improvement would you like to share with us?
	<ul style="list-style-type: none"> • not enough spare time for exchange and joint events with peers • name tags in front of the participants • more practical tasks for participants
General	<ul style="list-style-type: none"> • joint face-to-face events • lecture from men who would state their opinion on women in forestry • ways of dealing with registered participants who do not show up (at free events)

Some suggestions underline or supplement the statements already made on the basis of the feedback:

- There is a clearly articulated **need for trainings** like these.
- The **involvement of successful women and/or women in leading positions** into trainings and workshops would be highly valued.
- Participants want and need **temporal, spatial and organizational space** for personal exchange and interaction.

2.1.2.5 Conclusions and future activities

In their feedback and conclusions project partners formulated some **success factors** for their activities.

	Success Factor
Conception and content	<ul style="list-style-type: none"> • (spontaneous) adaption of contents to the process in the group and, if necessary, supplementing • training as a form of self-development with the possibility to communicate in the female circle • new (theoretical) inputs help to cope the challenges of everyday work, getting to know and practicing new behavior patterns and communication strategies • learning together and reflecting on professional and personal experiences in the work environment • active involvement of participants as experts and designers of their own living and working environments • recognizing, making visible and naming individual abilities, skills and competences

	Success Factor
	<ul style="list-style-type: none"> • more focus of participants, when external experts are involved
Format and setting	<ul style="list-style-type: none"> • two-days schedule (with possibility to participate only in some parts of the program) highly rated due to other working commitments and planning of participants • location (surrounded by a real forest) highly rated by participants • online: more participants, interaction through the platform's chat • face to face: person-to-person contact is irreplaceable • mix of settings (online and face to face) made it possible for a broad target group to participate
Networking	<ul style="list-style-type: none"> • possibility to get in touch with institutions and people who we do not get in touch regularly • exchange between women from different areas of forestry • creating partnerships eg. between schools and other institutions

Partners also identified some problems and points to keep an eye on:

	Obstacles and critical points
Content	<ul style="list-style-type: none"> • balance between theoretical and practical input/exercises
Format and setting	<ul style="list-style-type: none"> • person-to-person contact is irreplaceable, hybrid or virtual event would not lead to the same results and satisfaction of participants • online: distraction through daily work (workshop during working hours) • number of participants should be limited
Promotion	<ul style="list-style-type: none"> • teaching out to female forestry professionals through training is challenging (multiple training offers they are already involved in, lack of time resources, limited support from employers for extra-curricular trainings etc.)

Based on the participants' feedback and their own experiences and impressions, the partners formulated the following conclusions:

Needs:

- There is a need for such trainings for women in forestry.
- **Forest knowledge and skills** in forestry are the key to develop self-confidence and for becoming more active owners.
- Women appreciate such **forms of self-development** with the **possibility to communicate** in the female circle.
- **Exchange** between women in forestry is essential, **networks and contacts** with other women from the forestry sector should be established.
- Female forest owners can be reached with activities at **local/regional level** (easy to reach, sense of belonging to certain region).

Formats and settings:

- Both settings – online and face to face – have **advantages and disadvantages**, especially regarding range and organisational questions. Online is location-independent for organizers and participants, more participants can be reached. Face to face offers more possibilities for communication among participants and with experts.
- The preferred format from participant’s view is **face to face**.

Some project partners have already concrete plans for further activities:

	Further activities
Austria	<ul style="list-style-type: none"> • Activities will be adapted event-related in terms of further development. • Activities are planned to be initiated also in other regions of Austria, a follow-up project is already secured.
Germany	<ul style="list-style-type: none"> • partnership of Bavarian forestry school with the forest ministry and the Fem4Forest project at LWF set up the new course “Female power for forestry” (see above), which is included in the school’s 2023 programme and promoted at different events
Ukraine	<ul style="list-style-type: none"> • look up for project options to plan and implement projects/actions related to capacity building of female foresters • conduct biannual training needs assessment for female forestry specialists and offer annually one new training in accordance with this needs assessment • discuss this topic with official Forestry Training Center to have a common vision of this activity, and further collaboration

2.2 Mentoring Program

Participating project partners had to

- identify and nominate participant(s) for transnational program
- start the process to establish a group of mentors on national level
- organize first meeting on national level design and plan the workshops

When selecting their pilot activities project partners had to specify their reasons why they chose the respective activity. For selecting “Mentoring program” partners gave the **following reasons:**

- Mentoring was rated as the activity with the highest and also long-term input.
- Mentoring was seen as a major improvement of the position of female forest professionals and enhancement of empowerment.
- Many role-models are available as future mentors.
- The participation in Mentoring would bring a further development of an existing mentoring program.

The defined target groups were

- members of project team
- female forest professionals
- early career foresters
- forestry students

2.2.1 Description

The first step to initiate a Mentoring Program at national level was to participate in the Transnational Mentoring Program.

Country	Number of participants
Austria	3
Czech Republic	1
Germany	4
Serbia	2
Slovenia	6
Ukraine	4

The transnational education included 5 Modules:

Module		Date	Location
Transnational Introductory Workshop		6.4.2022	Online (Zoom)
Art of Mentoring	Communication	28.4.2022	
	Systemic Approach	18.5.2022	
	Competences & Requirements	1.6.2022	
Transnational Exchange of Experiences		29.6.2022	FAST Pichl

The next step was – following the Train-the-Trainer-principle – to find potential members on national level. The current status of activities can be seen in the table below:

Country	Status
Austria	to be started in 2023 (see 3.3)
Czech Republic	no activities at national level (no mentors available)
Germany	to be started in 10/2022 (see 3.3)
Serbia	already started
Slovenia	already started
Ukraine	one mentorship initiative started

In Serbia and Slovenia potential mentors were invited to preliminary meetings where the Mentoring Program was presented. Serbia contacted the potential mentors again a few months later before the training started. Both countries could motivate more than 20 future mentors to take part in the training, in which the participants of the Transnational Mentoring Program were involved as experts.

Country	Activities	Setting	Participants
Serbia	1 Workshop (October 2022)	10.00-17.00 Face to face	22
Slovenia	3 Workshops (October-December 2022)	Morning Face to face	24

Potential mentors were addressed via

- e-mails
- phone calls
- talk in-person
- social media

2.2.2 Reached target groups

Both countries reached the following target groups – it is evident that the biggest group is the one of female forest professionals.

Target group	Number	
	Serbia*	Slovenia
Female Forest owners		2
Female forest professionals	21	20
Decision Makers	5	
Executives	10	
Employers		
Employees	9	2

* preliminary meetings

2.2.3 Conclusions and further actions

As only two countries already implemented concrete steps at national level it is not possible to find out common success factors, obstacles and critical points.

Some common and/or different aspects are the following ones:

- **Target groups:** Both countries tried to reach a wide range of target groups Serbia selected representatives of all the most important stakeholders in the forestry sector, and also Slovenia tried to reach as many interested people as possible, including forestry students and young professionals.
- **Dissemination:** Invitations were sent via e-mail, in Slovenia also published via social media.
- **Setting:** The setting was different – while Serbia had a 1-day-training the Slovenian training modules took place in the morning, which according to the results of the survey is most convenient for the participants.
- **Participants feedback:** Participants in both countries were satisfied with the content of the workshop. The aspect both countries mentioned was that participants estimated the group work, discussion and exchange and could share their experiences with mentoring and working in different working environments

Future activities:

Slovenia's and Serbia's activities will aim at **keeping in contact** with their already established group of national mentors:

- Slovenia's idea is that the mentors will meet at least once a year to stay in touch and share their experiences.
- If possible, at least one training for Slovenian mentors per year should be organized in future.
- In addition, it is being considered to offer a similar training for a new group of mentors (mixed group of women and men) in Slovenia if there is interest next year.

Germany and Austria will be starting in October 2022 (no data available at this moment) or. in 2023.

In **Austria** implementation on national level will take place in the form of a **collaborative mentoring project** with the **University** of Natural Resources and Life Sciences and the **Federal Ministry** of Agriculture, Forestry, Regions and Water Management. FAST Pichl and nowa will be involved. The project will start in 2023, it is planned for 5 years and shall include 2 trainings for mentors and 3 courses of mentoring. While the university mainly focusses on academics the involvement of FAST Pichl and nowa secures a) contact to non-academic women in forestry and b) broad practical relevance.

The **German** project partner created a **guidance document** for gender-reflected mentoring that was or. will be shared with universities, employers and (potential) mentors at a female foresters' meeting, via Email and in personal conversations. The professionalization and expansion of the gender-reflected mentoring in forestry will be promoted through the communication activities of cooperation partners (Weihenstephan Centre Forest and Wood / Zentrum Wald Forst Holz and Frauen im Forstbereich e.V.).

2.3 New forms of cooperation

For this kind of Pilot Activities project partners had to

- start the process to establish a selected form of cooperation and
- organize first meetings

When selecting their pilot activities countries had to specify their reasons why they chose the respective activity. For selecting “New forms of cooperation” partners gave the **following reasons**:

- Surveys, interviews and round tables showed a lack of opportunities where women in forestry can meet and exchange knowledge and experiences.
- The activity was rated as a very successful and efficient way to connect women and to provide them with knowledge and support.
- The project is a good opportunity to begin with such activities as there has been no such cooperation until now.
- The activity will strengthen existing and largely informal female forest professionals’ networks.
- A lot of activities and engagement of women in networking remains unnoticed by decision-makers.

The intended target groups were

- private forest owners
- female forest professionals

2.3.1 Description

The partners who decided to implement new forms of cooperation were

- Austria
- Germany
- Slovenia
- Ukraine

Networks for women in forestry already exist in two countries (Austria, Germany) and there have also been activities in the past to build on. In Ukraine and Slovenia there have been no such activities until Fem4Forest started.

The **aim** of all partners was to establish opportunities for informal and formal gatherings

- in **different formats** (face to face and online as well)
- to **enable the exchange** of experiences and opinions among the above mentioned target groups

To reach this aim partners created **three different kinds of activities**:

- Forest walks
- Events for women in forestry
- Communities/associations for women in forestry

Some countries had **cooperation partners** (e.g. forest service, existing networks) and/or activities took place within the framework of other events.

2.3.1.1 Forest walks

The **most popular activity** was **forest walks** (in Germany also “Forest action days”), which all countries conducted.

Country	Number of forest walks/action days
Austria ^{*,**}	6
Germany ^{*,***}	12
Slovenia	3
Ukraine	3
Total number	24

* based on existing activities or. formats, topics of the forest walks were new and Fem4Forest information was distributed

** six forest walks + one introductory online-session

*** only 2022's activities included

The **content** of forest walks varied – in some countries forest walks had all the same topic, in some countries content differed from one walk to another.

Country	Content
Austria	<ul style="list-style-type: none"> • “Waldtypen und Baumartenampel” – („Forest types and tree species traffic lights” – Dynamic forest typing
Germany	<ul style="list-style-type: none"> • "Forest management in the course of the seasons" • adapted tree species in climate change, planting and stewardship, nature conservation, wood mobilization
Slovenia	<ul style="list-style-type: none"> • Fem4Forest; organization and importance of forest walks; establishment of an association of women in forest sector in Slovenia; walk to protected lake and back • Fem4Forest; location and local activities, forest specific topics • Fem4Forest; natural protection; challenges in the urban forest

Country	Content
Ukraine	<ul style="list-style-type: none"> • Forestry issues • Forest pedagogics • Resources for balanced life, women's agenda in forest sector • Tree inventory exercise • Presentation of the project, gender perspective • Presentation of the F4F video • Close to nature silviculture • Multifunctional forest management • Training sample plots • Communication with public • Open air museum as a tool for communication with public

The **duration** of the walks which took of course place on site in different regions of the countries varied from 2 to 6,5 hours. They took place both in the late morning / midday and in the afternoon.

The events were announced on different **promotion channels** – most popular were **digital** ways of dissemination:

- mailings based on existing mailing lists from previous or Fem4Forest activities
- social media postings (e.g. Facebook)
- websites (partner’s websites, cooperation partners)

Some partners also used **digital and printed articles or announcements** in forest specific media and newspapers for the general public.

One partner has approached decision makers directly in **meetings** and with **official letters**.

The following table below shows the numbers of participants divided according to target groups (kumulative numbers).

Target groups	Countries				Total
	Austria	Germany	Slovenia	Ukraine	
Female forest owners	127	146	14	n.a.	287
Female forest professionals		3	58	24	85
Decision Makers		4	3		7
Executives				1	1
Employers			1		1
Employees		2	20	3	25
Students			4	26	30
Total	127	155	100	54	436

2.3.1.2 Events for women in forestry

The format of events was quite different and ranged from an 2,5 hours-World café to a 2-days-conference – the common feature was that all aimed at bringing people together and that they took place on site.

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- International Conference on Women in Forestry 2022: "Forests in Women's Hands – Roots and Growth for the Future" (Traunkirchen/Austria):**
 Central topics of the 2 day lasting conference were networking, communication, cooperation and knowledge transfer. The event aimed at strengthening and deepening the international network. Representatives from the Fem4Forest-Project staff presented project results, a range of pilot activities and addressed specific aspects of gender in forestry. Role models and external experts gave insight into their knowledge, working groups created new ideas for future activities. Two field trips and socialising parts in the evening completed the conference. The conference was organized and promoted in cooperation with the Austrian association "Forstfrauen" and project partner WVS.
- Day for female forest owners "Forests in climate change – adaptations for future generations "(Rosenheim/Germany):**
 The half-day event consisted of an outdoor-part (forest excursion) and an indoor-part (information from local forest owner collectives and about training offers, exchange and discussion).

- **World Café on leadership in forestry at Bavarian female forestry professionals’ meeting:**

Five world café tables addressed different questions regarding leadership tasks (2,5 hours). The results were discussed at the event, and summarized afterwards to disseminate them to the participants.

The events were announced on different **promotion channels** – most popular were also here **digital** ways of dissemination:

- mailings based on existing mailing lists from previous or Fem4Forest activities
- social media postings (e.g. Facebook)
- websites (partner’s websites, cooperation partners)
- newsletters

Also newspapers were used for promotion.

The table below shows the numbers of participants divided according to target groups.

Target groups	Events			Total
	International Conference on Women in Forestry	Day for female forest owners	World Café on leadership in forestry	
Female forest owners	15	40		55
Female forest professionals	14	6	45	65
Decision Makers		2	6	8
Executives	4		2	6
Employers				
Employees	28	3	4	35
Students	6			6
Total	67	51	57	175

2.3.1.3 Communities/associations for women in forestry

There is a great desire to continue the activities started in the project and, in particular, to continue the exchange between women in forestry and to keep connections alive. Therefore, different approaches have been developed to maintain the exchange at different levels and in different forms.

- **Foundation of an international umbrella organization for women in forestry (international level):**

The contact to networks for women in forestry in other countries came about at the intersection between Fem4Forest and a project in Poland, Iceland and Norway. From this contact the idea of a network for networks to maintain these contacts emerged and the foundation of an international umbrella organization was the logical conclusion.

After several online and hybrid meetings “WOFO – Women in Forestry International” was officially registered in Austria as formal association in November 2022. The founding members come from Slovenia, Poland, Germany, Iceland, Ukraine and Austria.

The purpose of WOFO is to connect existing networks for women in forestry, to support the creation of new networks and initiatives, and to make them more influential and integrated at the national and international levels. WOFO’s aim is to support integration, professional development, leadership and resilience of women in forestry.

- **Regular stakeholder meetings (Austria):**

The Fem4Forest-round tables and various project activities brought different stakeholder and actors of forestry together. These valuable and fruitful contacts shall be maintained for the future to inform about and create new activities, exchange experiences etc.

The first meeting took place in November 2022 and shall be carried on in form of short online-meetings twice a year. FAST Pichl and WVS will be responsible.

- **“Women in Forestry” (Slovenia):**

The idea to establish an association for women in forestry in Slovenia was discussed at roundtables and at the first meeting of mentors.

- **Online Facebook community for women in forestry and forests (Ukraine):**

The facebook community is planned as private group with premoderation of membership. It addresses women working in the forest sector of Ukraine and beyond. It shall exist as self-organized community with free posting of information and moderation, to be done by volunteers, with the 46 participants as of Dec.21st.

As all these activities are still in development and reach into future it is currently not possible to provide figures for the target groups.

2.3.2 Reached Target groups

Overall pilot activities the following target groups could be reached:

Target groups	Countries				Total
	Austria	Germany	Slovenia	Ukraine	
Female forest owners	142	186	14	n.a.	342
Female forest professionals	14	54	58	67	193
Decision Makers		12	3		15
Executives	4	2		4	10
Employers			1		1
Employees	28	9	20	3	60
Students	6		4	26	36
Total	194	263	100	100	657

Overall, **female forest owners** represented the largest target group. Due to national structures of forestry and types of activities they were also the largest target group in Austria and Germany, while in Slovenia and Ukraine most of the participants were **female forest professionals**.

2.3.3 Feedback on implemented cooperation activities and conclusions

Partners' feedback on New forms of cooperation underlined what the other activities have also shown and what can be summarized as follows:

1. Needs and wants

There is a **significant demand** and at the same time the **clear wish and will**

- to **cooperate** on national and international level
- to have a **space / organizational frame** to get into contact with women in the same situation
- to **share and exchange** experiences, knowledge and contacts with the overall aim of pushing women in forestry forward

on **individual and organizational level**.

2. Empowerment and support through exchange and communities

The exchange of experiences transports know-how also **strengthens emotionally**, when women feel that they are not alone in their specific situation.

Both **informal and formal gatherings** to exchange experiences and opinions would facilitate women's active participation in the forestry sector.

3. Format and setting

Especially **forest walks** have filled a gap that was clearly perceived by women working in forestry and therefore they were highly valued by participants. Their format is well suited to

- bring together experts, forest owners and others interested in forestry
- bring women and men together and discuss common problems in a relaxed environment

Forest walks are a **win-win** for both the female forest owners and the various organizations involved (e.g. forest service, associations), especially given that forest owners often do not know, which institutions are responsible.

The **regional spread of events** is a way to reach as many women as possible, locations have to be selected with this fact in mind.

Activities who aim especially at forest owners, forest professionals and employers have to be tailor made, meet their needs and focus on life circumstances (work, family, time resources).

4. Networking and Communication

Regarding the **involvement of dedicated persons and stakeholders** it is important to intensify **personal communication** and **disseminate information sufficiently in advance**.

Women's communities can be resourceful and efficient in **lobbying of women's agenda** in the sector.

2.3.4 Future activities

Some partners have already concrete plans for future activities (e.g. follow up projects at national level), some partners have to secure support options (personal and financial resources, possibilities for cooperation with forestry entities).

It can clearly be stated, that all partners strive to continue offering activities for women in forestry in the future to **sustain the initiated cooperation and exchange measures** by

- proceeding with the tested activities
- developing tailor-made offers
- adapting activities event-related

3. Images and statements

see national reports in the annex