

Integrated Biodiversity Management, South Caucasus

Capacity WORKS Workshop – Photo Documentation –



Dirk Weber
Dr. Ellen Kuenzel

Report

March/2016

Participants:

Nr.	Name	Country
	Programm Office Georgia	
1	Hans-Joachim Lipp	Regional
2	Christian Goenner	Georgia
3	Lika Nebieridze	Georgia
4	Zaza Badurashvili	Georgia
5	Giorgi Kolbin (Gia)	Georgia
6	Giorgi Lebanidze	Georgia
7	Natia Kobakhidze	Georgia
8	Bachana Khachidze	Georgia
9	Erich Mies	Regional
10	Olga Weigel	Georgia
11	Jürgen Geldbach	Georgia
12	Nino Tsutskiridze	Georgia
13	Antje Fischer	Georgia
14	Mamuka Gogvadze	Georgia
15	Lasha Khizanishvili	Georgia
16	Amiran Kodiashvili	Georgia
17	Maka Katsitadze	Georgia
18	Mariam Urdia	Georgia
19	Eka Khvedelidze	Georgia
20	Rima Zazashvili	Georgia
21	Anzor Gogotidze	Georgia
22	Andro Kvirkvelia	Georgia
23	Alexander Wellenbeck	Georgia
	Programme Office Armenia	
24	Carsten Schulz	Armenia
25	Ruzanna Mkhitarian	Armenia
26	Samvel Hovhannisyan	Armenia
27	Sergey Azatyan	Armenia
28	Ayser Ghazaryan	Armenia
29	Lusine Gharajyan	Armenia
30	Astghik Danielyan	Armenia
31	Alla Berberyan	Armenia
32	Kathrin Winterscheid	Armenia
33	Arthur Hayrapetyan	Armenia
34	Armen Hovhannisyan	Armenia

35	Levon Kasparov	Armenia
36	Patric Schlager	Armenia
	Programme Office Azerbaijan	
37	Oliver Koegler	Azerbaijan
38	Rugiya Aliyeva	Azerbaijan
39	Aydin Inciyev	Azerbaijan
40	Sardar Hajiyev	Azerbaijan
41	Natik Ismayilow	Azerbaijan
42	Tomris Bayramova	Azerbaijan
43	Alexandra Joseph	Azerbaijan
44	Elmaddin Namazov	Azerbaijan

Trainer:

- | | | |
|----------------------|--------------------|--|
| 1. Dirk Weber | DWEC GROUP, Berlin | dirk.weber@dwec-group.de |
| 2. Dr. Ellen Kuenzel | COMO, Hamburg | Ellen.Kuenzel@como-consult.de |

Agenda

Day 1 (Day of Arrival)

12th March, Saturday

- ⇒ **13.00 pm** Arrival of Participants and Trainers
- ⇒ **15.00 – 19.00 pm** Preparation of Workshop (Program-Leader, Team-Leaders and Trainers)
- ⇒ **19.00 – 20.00 pm** Get together all participants with Trainers

Day 1

13th March, Sunday

- ⇒ **09:00 – 09:30 am Opening & Welcome**
 - ⇒ **09:30 – 10:00 am** Training Objectives, Rules, Programme, Journalists
 - ⇒ **10.00 – 11.00 am Introduction** by Program Leader & Walk the talk
 - ⇒ **11:00 – 11:30 am** Tea/ Coffee break
 - ⇒ **11:30 am – 12:30 pm Working groups:** “How to use Capacity Works to improve Partner Orientation?” & Plenary Discussion
 - ⇒ **12:30 – 14:30 pm LUNCH**
 - ⇒ **14:30 – 16:00 pm Working groups:** Capacity Works in our Daily Work – **How we use CW?**
 - ⇒ **16:00 – 16.30 pm** Tea/ Coffee break
 - ⇒ **16.30 – 18:00 pm Presentation** of Results & Plenary Discussion
- End at 18:00 pm**

Day 2
14th March, Monday

- ⇒ **09:00 am** Journalists
 - ⇒ **09:10 - 10:30 am** Input: **Success Factor ‘Strategy’ and Strategic Options**
 - ⇒ **10:30 – 11:00 am** Tea/ Coffee break
 - ⇒ **11:00 - 1:00 am** 3 Working Groups develop **Designs for Partner WS in Armenia with the focus on Strategic Options**. Armenian Team develops criteria to evaluate the proposed design ideas.
 - ⇒ **12:30 – 14.30 pm** **LUNCH**
 - ⇒ **14.30 – 16.00 pm** Follow up Working Groups
 - ⇒ **16.00 – 16:30 pm** Tea / Coffee break
 - ⇒ **16.30 – 18.00 pm** **Presentation of results**, presentation of assessment criteria, assessment, evaluation and recognition of best proposal
- End at 18.00 pm**

Day 3
15th March, Tuesday

- ⇒ **09:00 am** Journalists
- ⇒ **09:10 - 10.30 am** Input: **Success Factor ‘Processes’**
- ⇒ **10:30 – 11:00 am** Tea/ Coffee break
- ⇒ **11:00 – 12:30 am** Working groups design their **Process landscapes**, Marketplace to share results
- ⇒ **13:00 – 14.30 pm** **LUNCH**
- ⇒ **14:30 pm** Briefing for **Teambuilding**
- ⇒ **14.45 pm** Start Teambuilding
- ⇒ **16.00 pm** Debriefing Teambuilding
- ⇒ **End at 17.00 pm**
- ⇒ **20.00** **Social Event**

Day 4

16th March, Wednesday

- ⇒ **09:00 am** Journalists
- ⇒ **09:10 - 10:30 am Input: Success Factor ‘Steering Structure’**
- ⇒ **10:30 – 11:00 am** Tea/ Coffee break
- ⇒ **11:00 - 12:30 am** Follow up Country Teams Working groups
- ⇒ **12.30 – 14:30 pm LUNCH**
- ⇒ **14:30 – 16:00 pm Input: Success Factor ‘Cooperation’ and Map of 2 Logics**
- ⇒ **16:00 – 16:30 pm** Tea/Coffee break
- ⇒ **16:30 – 17:30 pm** Follow up Country Teams Working groups
- ⇒ **17:30 – 18:00 pm Sharing** of results
- ⇒ **End at 18.00**

Day 5

17th March, Thursday

- ⇒ **09:00 – 10:30 am Input: Success Factor ‘Learning & Innovation’ and CD - Strategy**
- ⇒ **10:30 – 11:00 am** Tea/ Coffee break
- ⇒ **11:00 – 12:30 am Country Teams working groups**
- ⇒ **12:30 – 14:30 pm LUNCH**
- ⇒ **14:30 – 16:00 pm** Follow up working groups
- ⇒ **16:00 – 16:30 pm** Tea/Coffee break
- ⇒ **16:30 – 17:30 pm Hot Seat “Open Questions”**
- ⇒ **17:30 – 18:00 pm Evaluation of training / Journalists creative Feedback**
- ⇒ **18:00 pm: Farewell**
- ⇒ **20:00 pm Farewell Party**

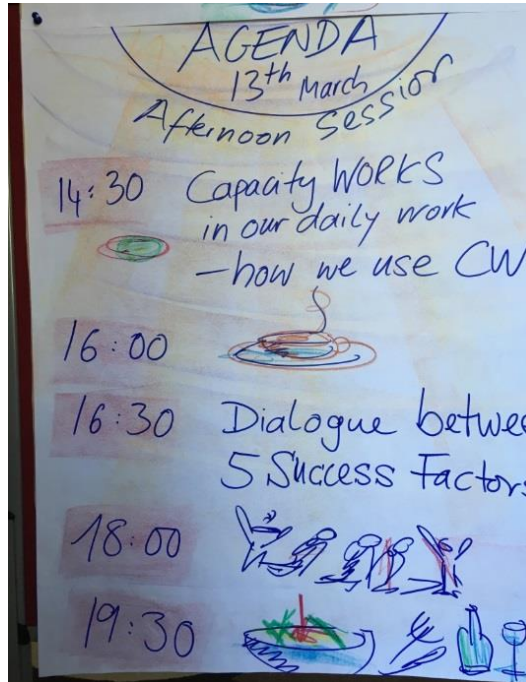
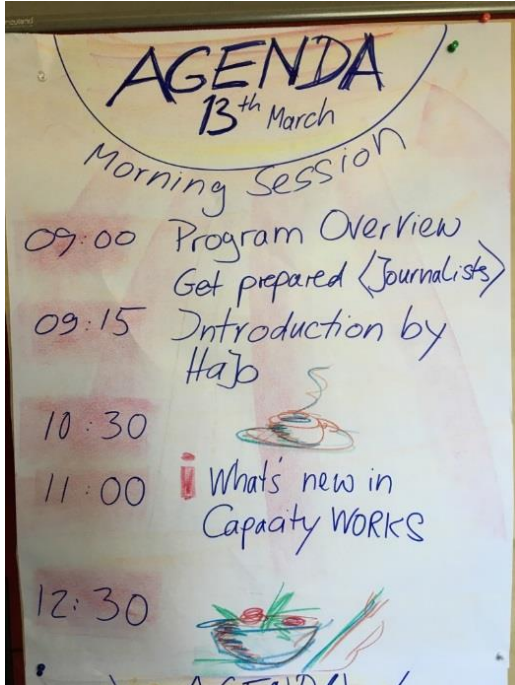
DAY OF ARRIVAL (Saturday)

Evening event: Getting to know each other

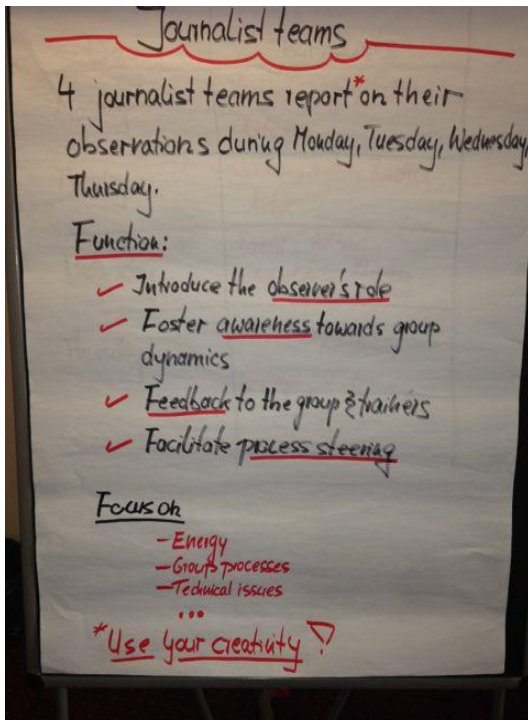


DAY 1

Agenda Day 1

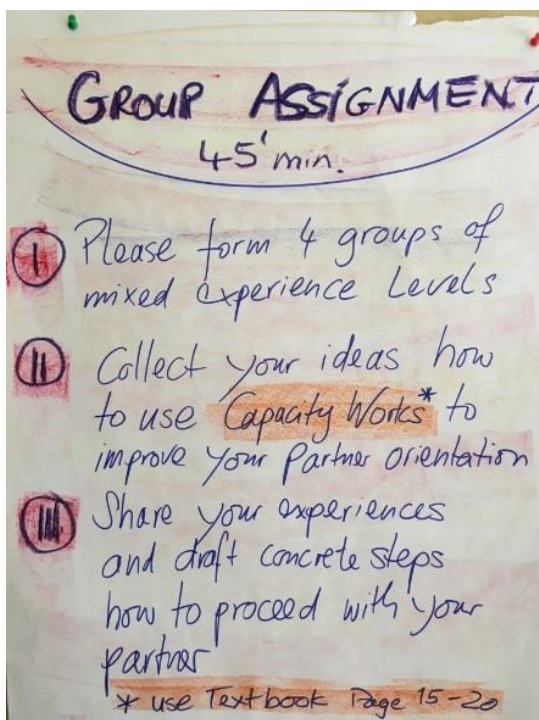


Introduction of Journalist Teams



Day	Journalists
Monday	Carsten, Ekel, Bacho, Alexandra, Eka
Tuesday	Palick, Astud, Alex, Kathni, Makq U.
Wednesday	Artur, Jijeu, Ayser, Sejeje, Sardar
Thursday	Tomris, Olga, Aydia, Natia, Makak.
Friday	Lasha, Amiran, Erich

Introductory Speech by Program-Leader Hajo and Group Assignment

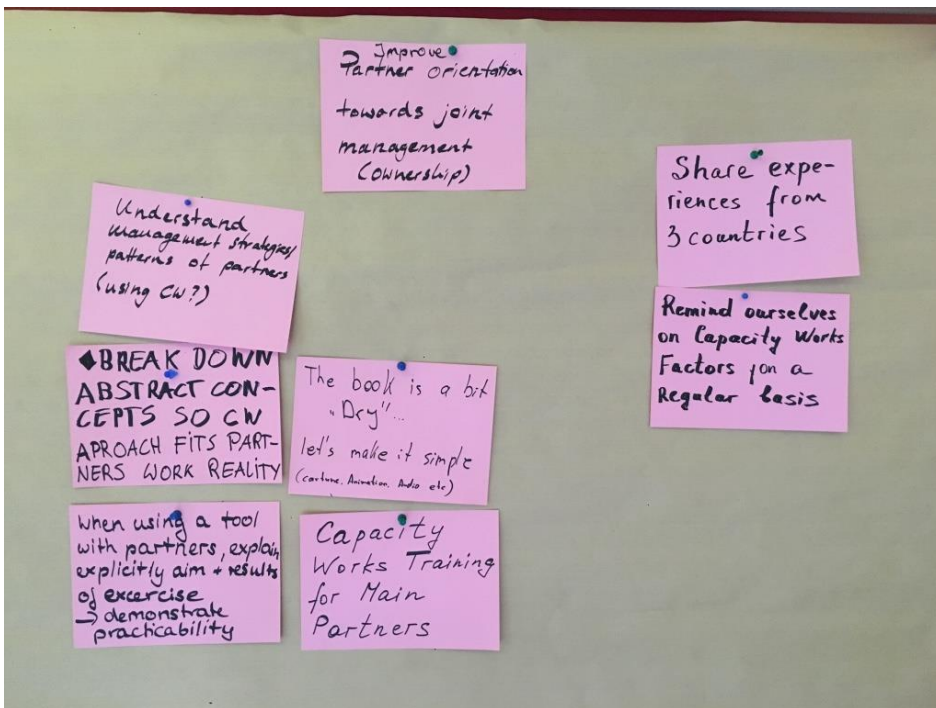


Results of Group Work

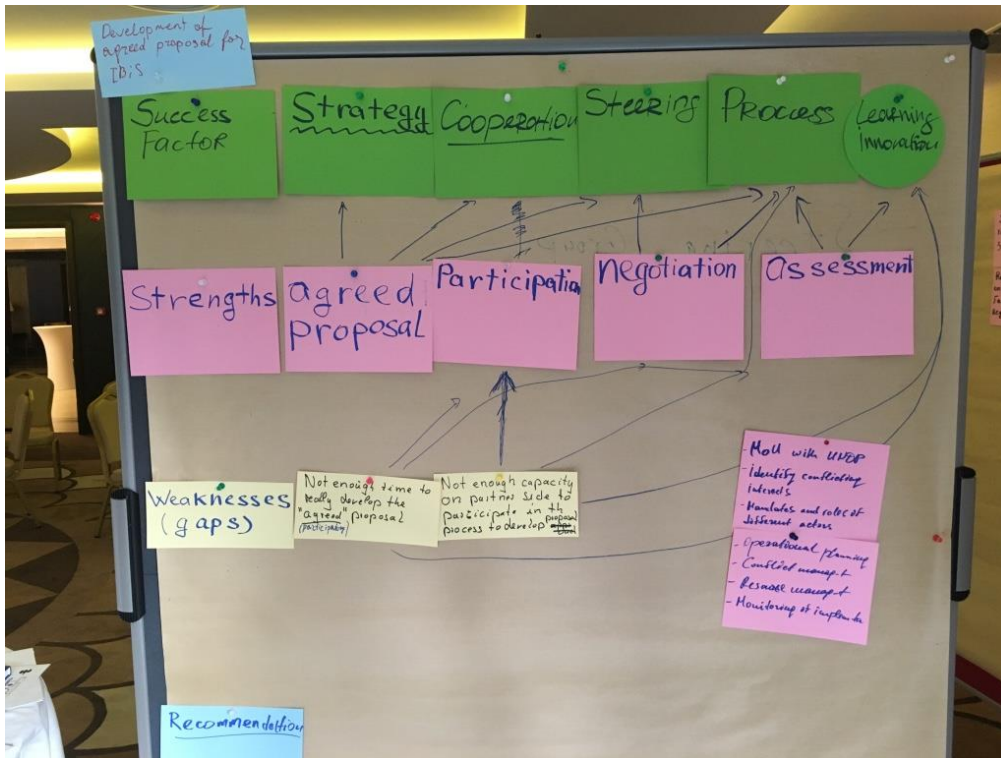
Group 1



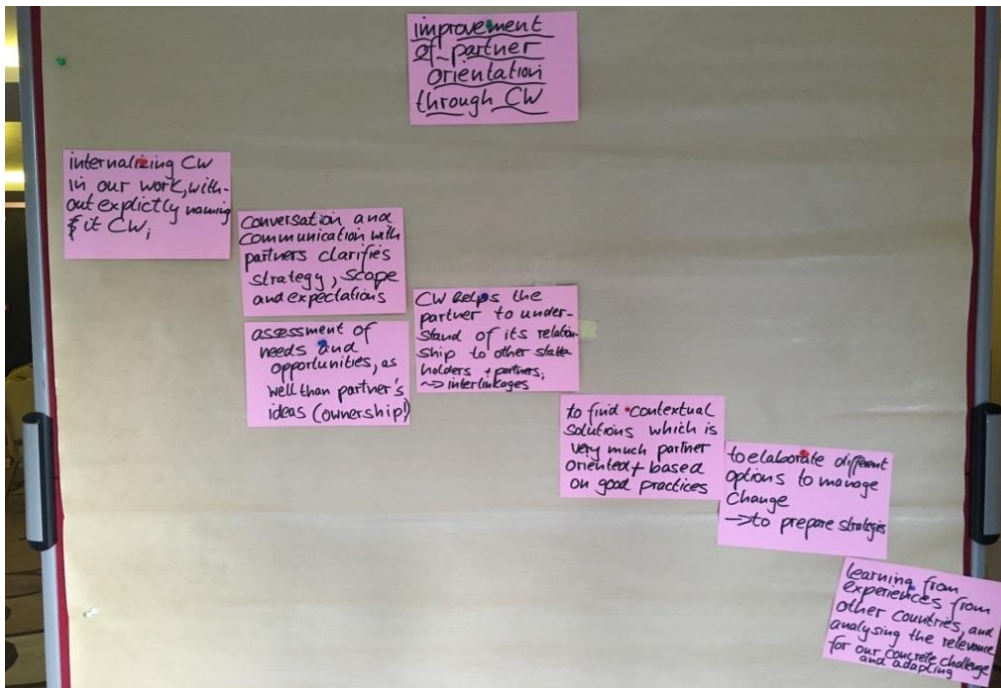
Group 2



Group 3




Group 4

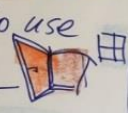



Plenary: Open Questions to be discussed in the End of the Workshop

- TOPICS
- o How to develop the methodology for cooperation
 - o How to develop processes for cooperation
 - o How to deal with different goals with partners who have different interests.
 - o Change of attitudes

- o Change of attitudes on individual level "patterns"
- o How to streamline with other donors
- o How do we support partners to take ownership?
- o How do we share responsibility and where are the limits?
- o Who is responsible for mainstreaming?

- o How to deal with different mind-sets (cultural, historical...)
 - o What are our technical contributions as GIZ
 - o How to deal with extra topics, like heavy pollutions and to prioritize them
 - o process-detectors!
- * feedback from countries perspectives
- 

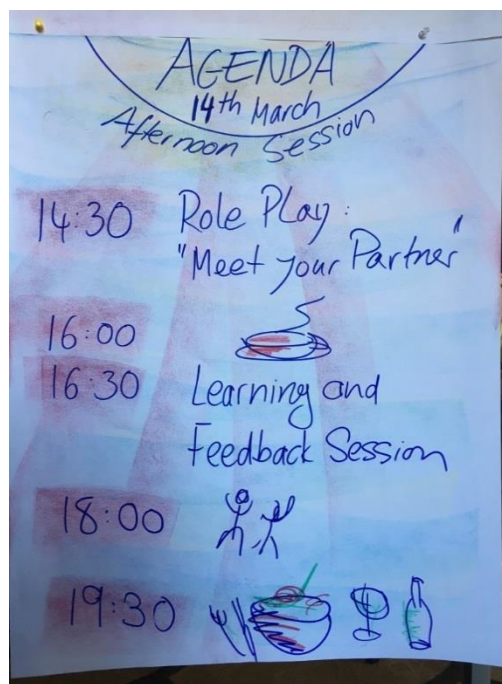
- o How do we ensure a joint management approach?
 - o To what extent are we allowed to use door-openers?
 - o Different expectations regarding technical and process advisor-roles
 - o How to operationalize sustainability aspects by partners?
- 
- 

DAY 2

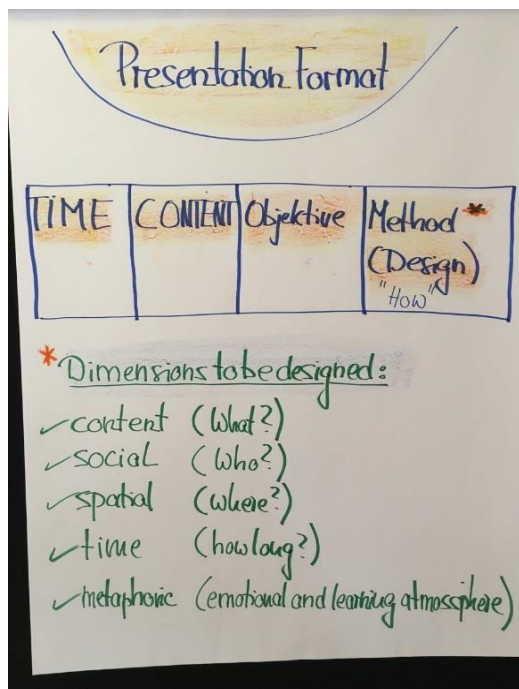
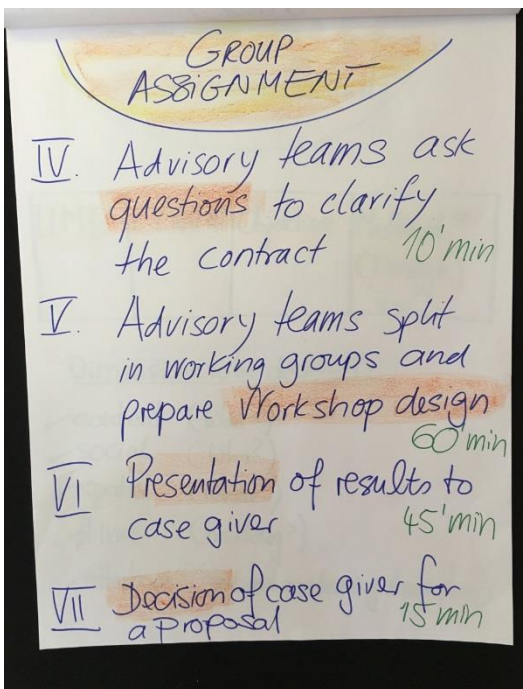
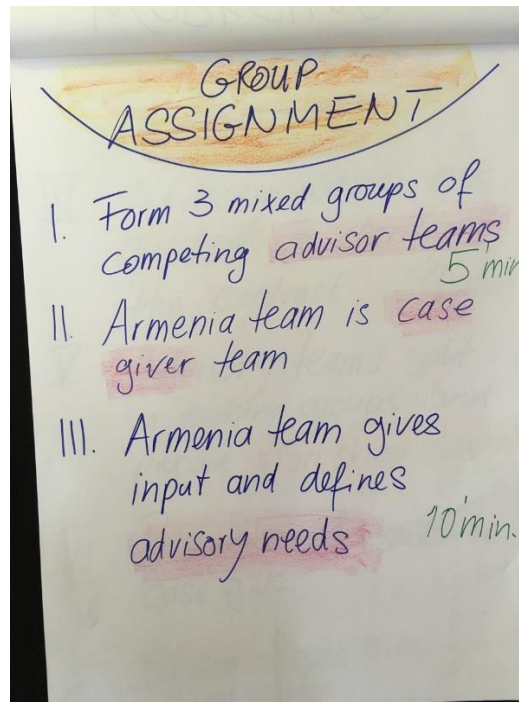
Journalists Report



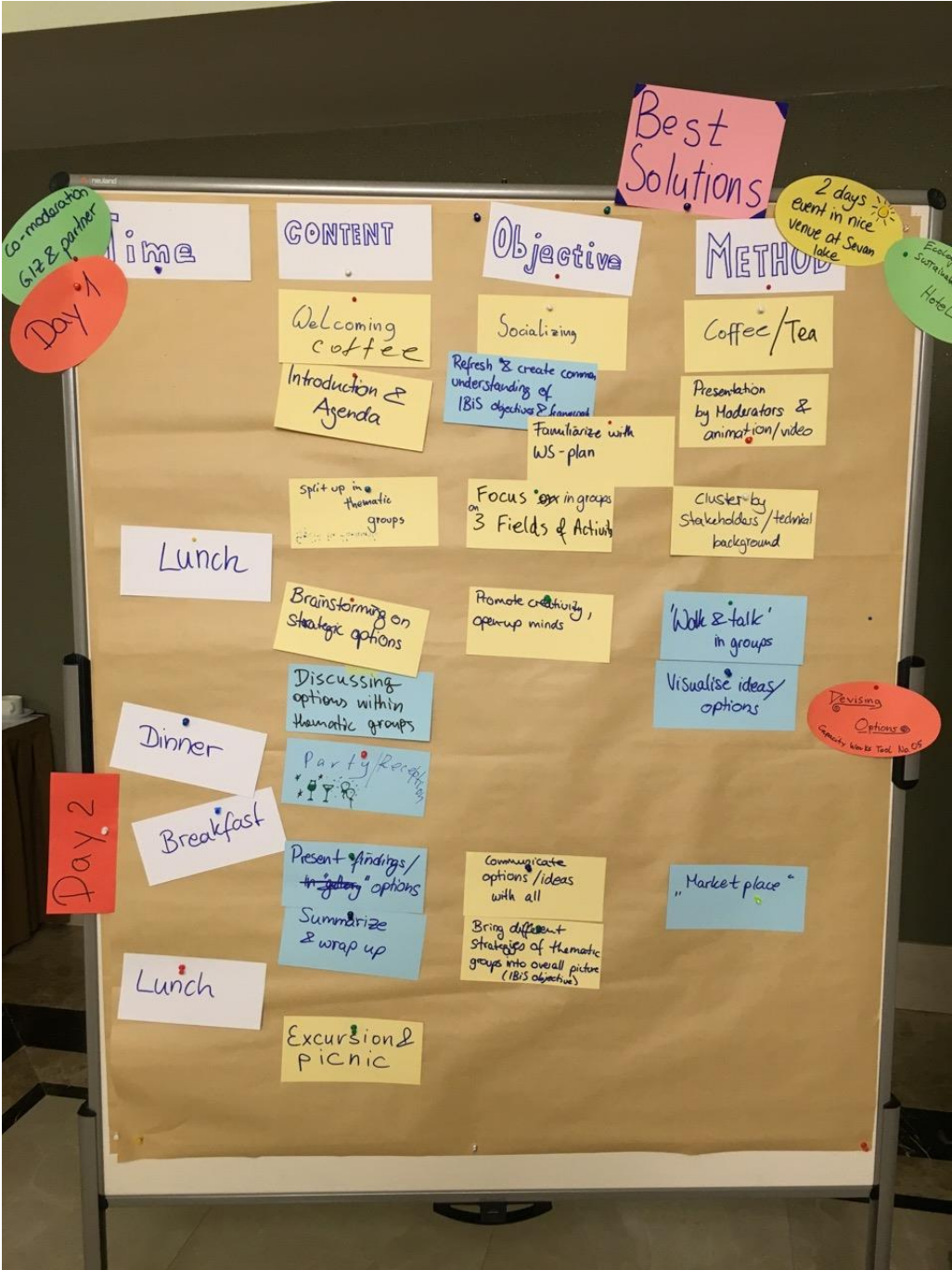
Agenda Day 2



Group Assignment – 3 Advisor Teams developing 3 options for workshop design Armenia



Strategic Options
 Presentation Company "Best Solutions"



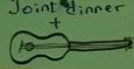
Strategic Options
Presentation "Company BPS & Co"

BPS & Co.

Content (What?)	Social (Who?)	Time (How long?)	Spacial (Where?)	Objective
Agreement on DOPA (draft outline of planned activities)	main partners (~40 people) - decision makers (Ministries) - heads of departments - heads of municipalities - NGOs, Academy of Sciences	1-day Workshop (9:30 - 17:00)	Venue offering min. 3 conference/meeting rooms (for 3 working groups) in Yerevan	Induce ownership within partners for Programme's fields of intervention
Miscellaneous	IBIS Fact Sheets	language (translator)	facilitator	documentation

Time	Content	Objective	Method/Design
15 min	Registration + Welcome Coffee	Create pleasant environment	Coffee in Foyer
15 min	Welcome Words		Speeches by Ministers ^(opening) head of GIZ programme
30 min	Introduction to Integrated Management of Biodiversity + Ecosystem Services	Create common understanding	Presentation by IBIS (visualization)
30 min	Presentation of Priorities of Ministries related to Biodiv.	Show importance + relevance of program of/to partners	Presentations
30 min	Coffee Break	Refresh	
30 min	Introduction to results + clarification	Create understanding of results + connect to partners' priorities	Presentation Q + A
90 min	Lunch	Refresh + informal discussion	
120 min	Develop fields of interventions + activities	Create ownership regarding fields of interventions + activities	Group Work (moderated by IBIS staff)
30 min	Coffee Break		
60 min	Presentation + Discussion of fields of interventions + activities	Achieve initial agreement on FI + related activities	Presentation by 3 group members

Strategic Options
Presentation "Company Gürcü Consulting"

GÜRCÜ consulting			
Title	Participants	Venue	Logistics
Joint Development of project results	Strategic level Partners from national and local levels	→ Min. 1 hour from Partners' offices → One plenary for SOP → Two additional WRs → Facilities for social activities	1 and half working day • Transportation • Moderation • Translation • Materials • Internet • Prep. materials
Time	Content	Objective	Methods
Day 1	<p>Introduction</p> <p>Brief presentation of JPBs Objectives and fields of intervention</p> <p>Defining of Possible results under each field of intervention</p> <p>Definition of strategic directions for each result</p> <p>Summary of the day</p> <p>Social Activity</p>	<p>Get familiarized with the objectives of the workshop</p> <p>Creation of shared understanding of Project</p> <p>to get jointly elaborated draft result model</p> <p>Shared understanding on main actions</p> <p>Socializing, networking</p>	<p>Speeches</p> <p>PPT</p> <p>→ 3 working groups → Brainstorming with moderator → Presentation of results</p> <p>Joint Dinner + </p>
Day 2	<p>Development of draft actor map</p> <p>Agreement on next steps</p> <p>Wrap up</p>	<p>to understand actor landscape</p> <p>Partners understand that they are involved in further steps (e.g. Operational planning)</p>	<p>→ Working in 3 Groups → Market place</p> <p>Presentation on Operational planning procedures</p>

Evaluation of proposals by the Armenian Team



CRITERIA for Proposal Assessment	BPS	Best Solutions	Gürçü
Costs of proposal	—	—	—
Keeping attention throughout workshop	5	20	15
Catalyzing informal space			
Participatory Approach	20	5	15
Transparency			
Inclusion of relevant stakeholders (Methods)			
Space for partner ideas/wishes	15	10	20
Co-organization & role clarification w. partners			
Feasibility of presented ideas			
Documentation of results			
Time + Method			
Mediation/Moderation			
Consideration of "green/carbon footprint"	12	10	10
Equalize/recognize stakeholder roles			
Neutral Location			
Consideration of Armenian cultural & mental settings			
SUM.	52 %	45 %	60 %

The Winner takes it all!

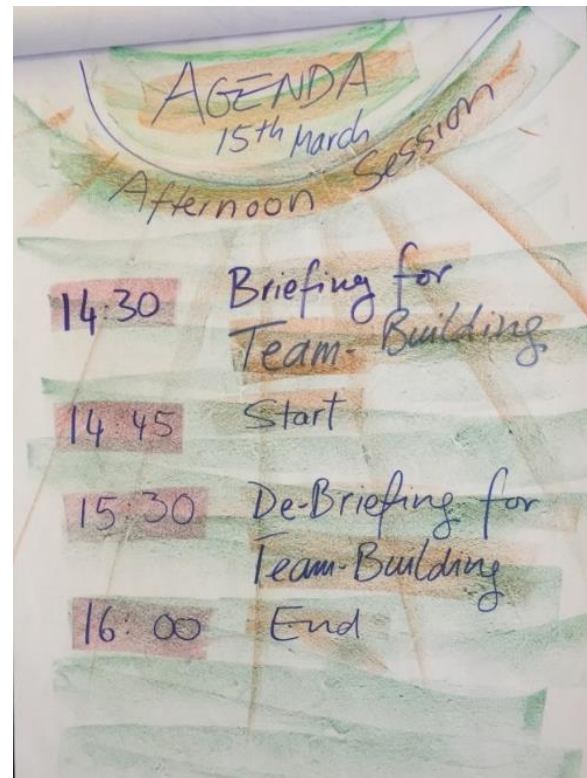
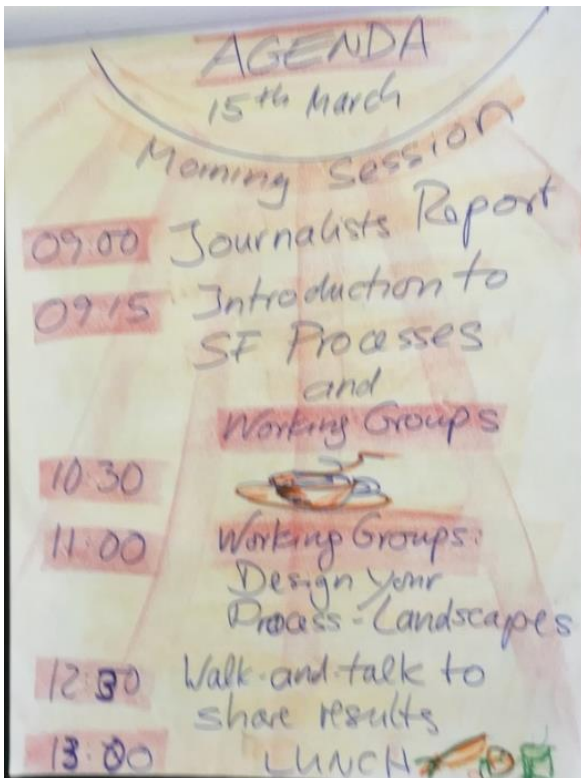


DAY 3

Journalists Report



Agenda Day 3

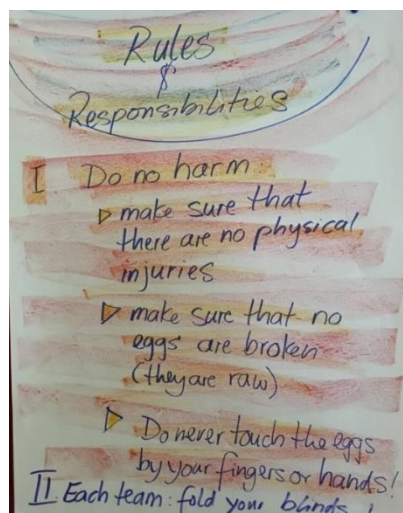
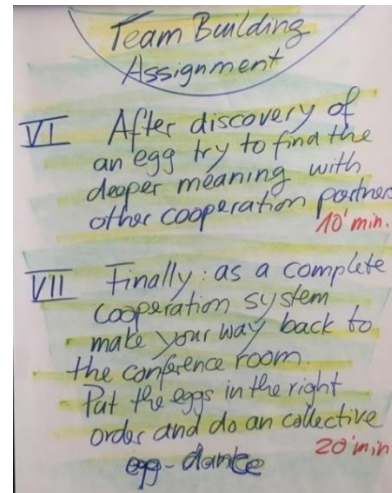
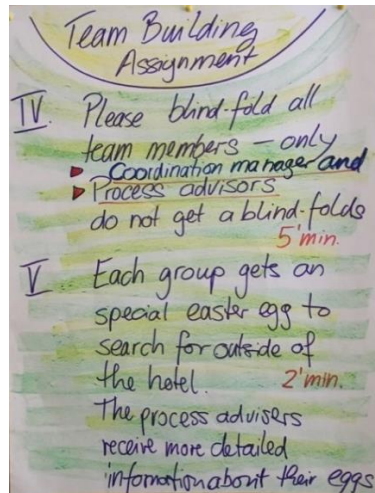
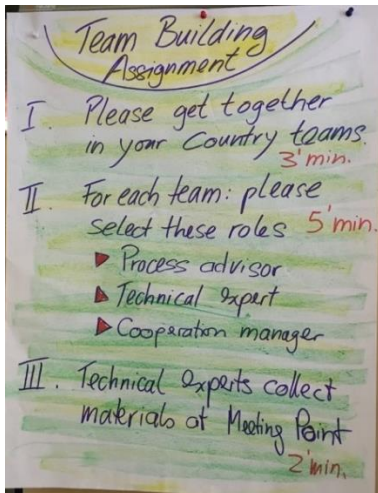


Input: Processes (see for more information Powerpoint - Presentation in Annex 1)



Team Building Event (Wednesday afternoon)

Assignment for Teambuilding



The Teams start preparing themselves for the Teamplay....

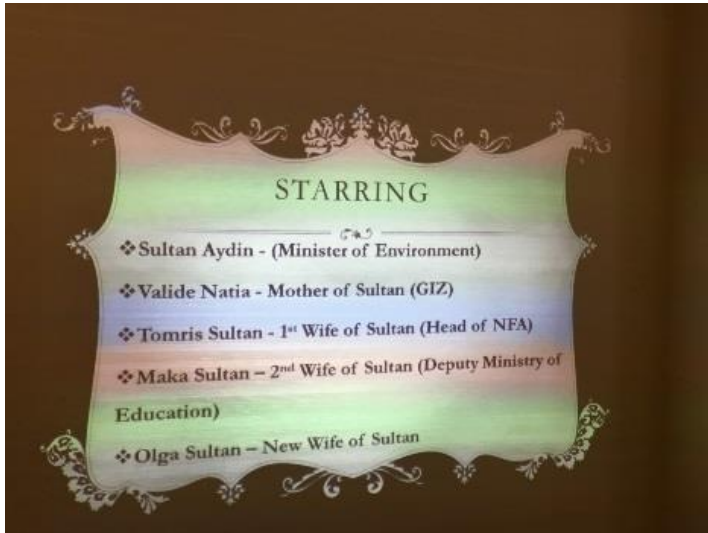


and soon they are seeking their eggs - blindfolded ...



At least successfully sharing their eggs



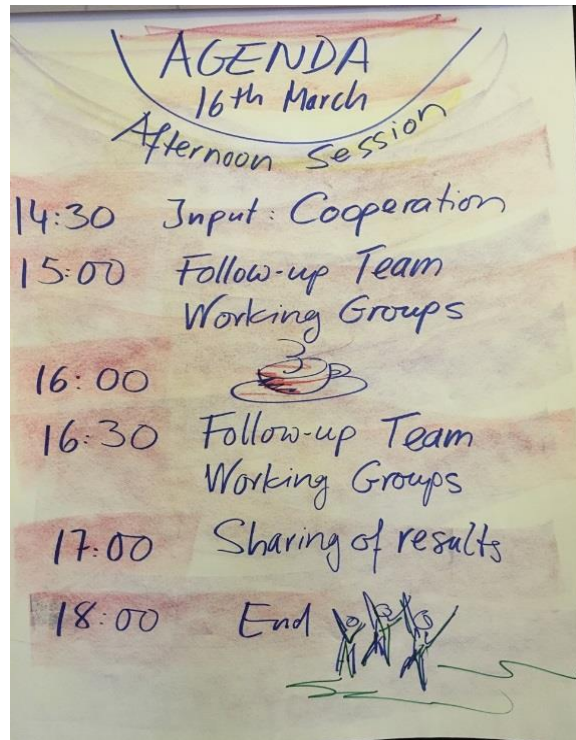
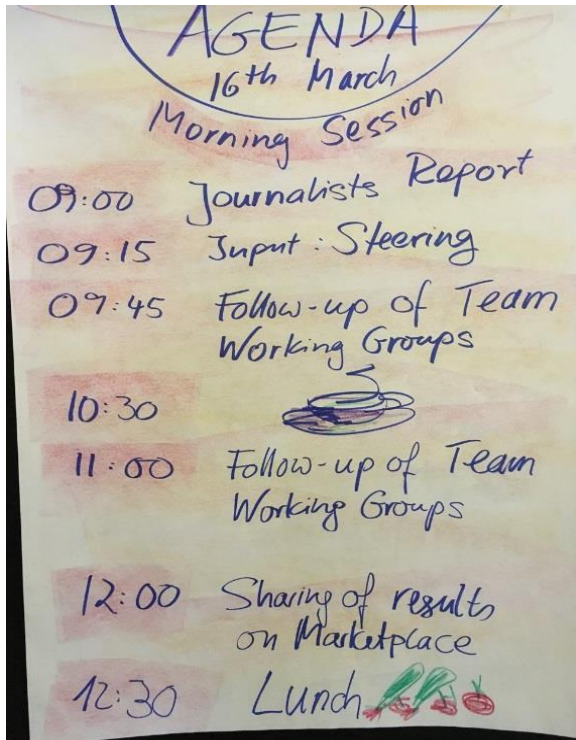


DAY 4

Journalists Report



Agenda Day 4



Country Teams follow – up with their Country specific and application of Capacity Works sharing their results in an evening marketplace

Marketplace: Sharing of Results

Final Results Country Team Georgia (Day 4+5)

High Release Result

Energy

Partner Processes

Type of Process

A The legal, institutional, and policy framework for MBS has improved.

B The capacity of inter-sectoral bodies for MBS has improved.

C Mechanisms for integrated biodiversity and ecosystem services are improved.

D The forest sector reform based on SEM principles is advanced through NFA process.

E Conditions for SFM addressing the needs for rural communities are improved in pilot areas.

F Conditions for sustainable pasture management and sustainable agriculture... rural communities and biodiversity are improved.

Implementation of Agro-Development Strategy (with maintenance of biodiversity)

Implementation of agro-forestry component of NBSAP

Implementation of agro-business development programmes

Consultation of farmer groups on agro-forestry

Scientific research and development

Vocational training of agro-forestry

Capacity Building of Rural Population

Introduction of intercalated trees

Rehabilitation of landraces

Rehabilitation of Pastures

Rehabilitation of Pasture Management

Rehabilitation of eroded plots

G The perception of the general public towards the importance of biodiversity and ES is more positive.

H The capacity of MoES for production management and use of robust data on biodiversity and forests has improved.

I The framework conditions for the implementation of the ESD strategy have improved.

J Academic and vocational education and training are integrated effectively; management has improved.

Revision of NBSAP

Implementational

New Design of FMS

Development of ESD Strategy

New system of "tree classification" is being implemented

Academic and vocational education and training are integrated effectively

Driver	No. of processes
BPS	### 1
FPS	### ### 1
VM _{Law}	
VM _{Forest}	
1 st VM	3
VM _{Admin/FAA}	
APR	
NFR	### 5
EIEC	4 ⁽⁵⁾
Mimicks	
DES	

Driver	No. of processes
Gangeola / Municipalities	3
Church	
Governor's office	
Ministry of Econy	
Ministry of Agric.	7 ⁽⁵⁾
SRCA	4 ⁽⁶⁾
Ministry of Edu/S.	
Universities	
CPA (NOR)	
Ministry of Justice	
NGOs	
Parliamentary Committee	

Result	Process	.	.	+	+
A	A ₁ *	3	7 ¹⁰	3 ⁷	4
	A ₂ *	3	4 ⁷	3 ⁴	1
	A ₃ *	4	3 ⁷	2 ⁴	2
	A ₄	-	3	1	2
	(A ₅)	-	2	-	-
	(A ₆)*	4	2 ⁶	4 ⁵	1
B	(A ₇)	-	2	1	-
	(A ₈)	2	1	2	-
B	B ₁	1	6	-	-
	B ₂	5	5	-	-
C	(C ₁)	4	2	-	-
	(C ₂)	4	-	2	-
	(C ₃)	4	-	2	-

Result	Process	.	.	+	+
D	D ₁ = A ₈	1	2	2	-
	D ₂ *	2	5	3	2
	D ₃ * = A ₃	2	4	2	2
	D ₄ *	3	5	2	2
	D ₅	1	1	1	-
	D ₆	1	-	2	-
	D ₇	2	-	1	-
E	E ₁ *	5	2	1	1
	E ₂ *	2	1	1	1
	(E ₃)*	3	5	3	1
F	F ₁	4	1	-	-
	F ₂	2	1	-	-
	F ₃	1	1	1	-
	F ₄ ?	2	2	2	-
	F ₅	3	-	1	-

Result	Process	.	.	+	+	
F	F ₆	2	1	2	-	
	F ₇	3	-	1	-	
	F ₈	2	-	3	-	
	F ₉ *	4	3	2	1	
	F ₁₀	-	4	3	3	
	F ₁₁ *	2	4	-	1	
	(F ₁₂)*	3	5	4	1	
	G	G ₁ *	4	5	4	3
		G ₂ *	4	5	-	-
		(G ₃)*	4	1	4	-
H	H ₁	2	1	-	-	
	H ₂ *	2	5	1	1	
	H ₃	2	3	2	1	
	H ₄	2	3	1	-	
	H ₅ *	4	4	2	1	

Result	Process	.	.	+	+
I	I ₁	??			
	I ₂	2	2	-	-
	(I ₃)	5	4	2	4
	(I ₄)*	5	3	6	1
	(I ₅)	4	2	-	-
	J	J ₁ *	5	3	4
J ₂		5	3	-	-
J ₃		4	2	-	1
J ₄		5	2	1	1
(J ₅)*		5	3	4	-
(J ₆)		6	2	1	-

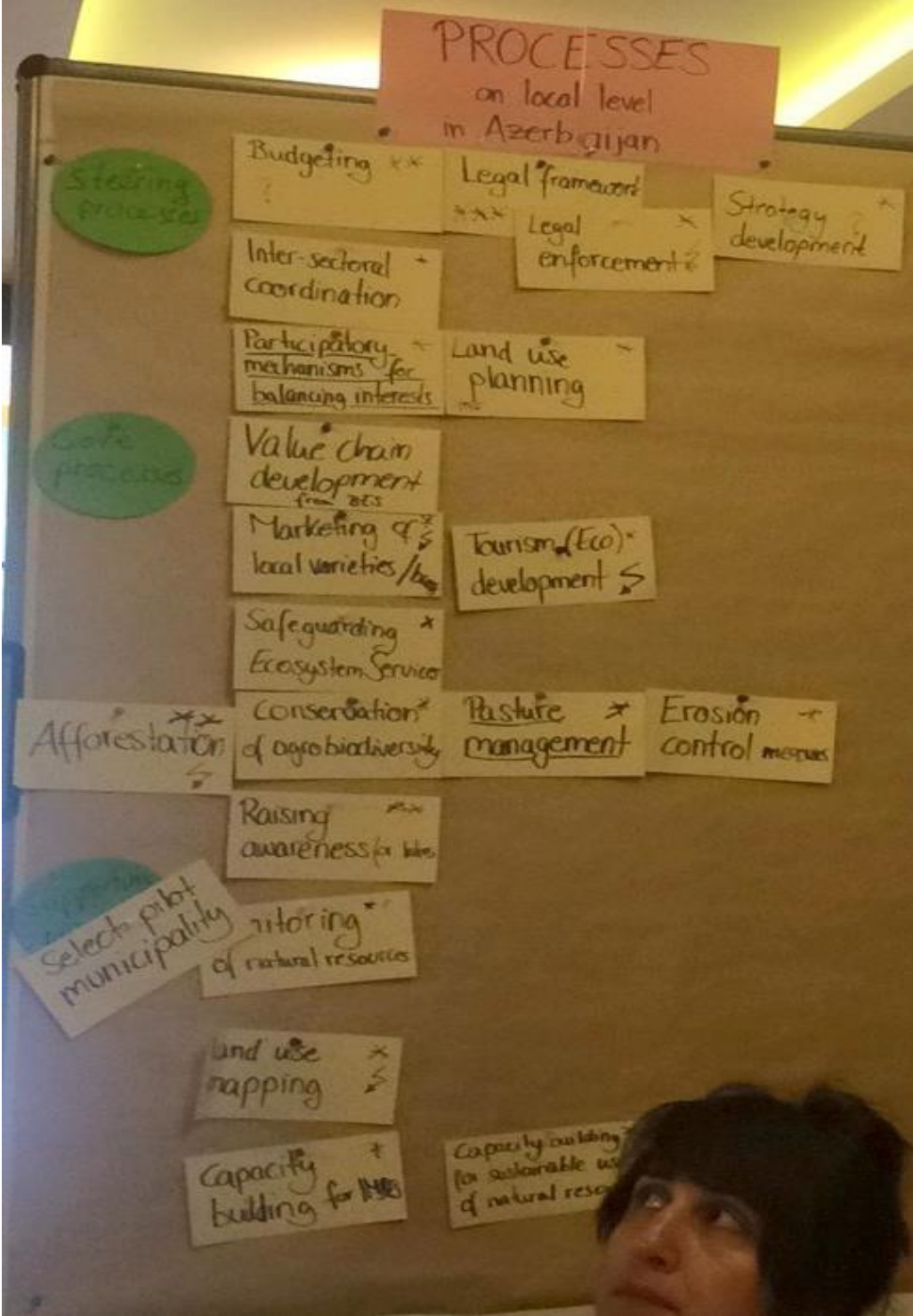
Final Results Country Team Azerbaijan (Day 4+5)



Processes Pasture Management



Processes on local level in Azerbaijan



DAY 5

Agenda Day 5

Sorry, photos of the Agenda have not been taken. The day started with an Input on Success Factor "Learning & Innovation" and CD-Strategy. In Session 2 and 3 country teams continued their internal working procedures. Results of country teams are documented above (see: Day 4).

Journalists Report (afternoon session)



Thank you very much for your participation!



**german
cooperation**
DEUTSCHE ZUSAMMENARBEIT

implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

**Integrated Biodiversity Management
South Caucasus IBiS**

Programme office
Ministry of Environment and Natural Resources Protection of Georgia

6 Gulus str
0114 Tbilisi, Georgia
Tel: +995 322 201828
www.giz.de
www.biodivers-southcaucasus.org

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH