



GIZ South Caucasus Together in Europe



Implemented by:



A reliable partner in the South Caucasus for over 20 years

On behalf of the German Federal Government, especially of the Ministry for Economic Cooperation and Development (BMZ), GIZ has been supporting the South Caucasus countries since the 1990s in becoming social market economies and adopting the rule of law and democracy. We opened an office with regional tasks in Georgia in 2006 and also have country offices in Armenia and Azerbaijan.

Together in Europe

Alongside democracy, local governance and the rule of law, German Development Cooperation in the South Caucasus also focuses on sustainable economic development, the environment, the sustainable use of natural resources and energy. These issues are cornerstones of EU policy as well. Through its European Neighbourhood Policy, the EU cooperates closely with those neighbours that are likewise committed to these values or that want to implement reforms in these areas.



Working together as partners at all levels

In the three South Caucasus countries, GIZ is working on an ongoing basis with the ministries of finance, justice, economic affairs, regional development, education, environment and agriculture. We also carry out activities at local level. In addition, we are engaged in intensive dialogue with the private sector, civil society and the community. In order to achieve sustainable, positive change, we believe that the involvement of these groups is just as important as that of state institutions.

GIZ carries out regional activities, that almost without exceptions have an impact in all three countries. The focus is on three main topics:

-  Democracy, local governance and the rule of law
-  Sustainable economic development
-  The environment and the sustainable use of natural resources

Support provided by GIZ for the partners in terms of rapprochement with EU standards runs like a golden thread through all programs.

In addition, there are several integrated and returning CIM experts in the region. They work in a range of institutions, such as the public administration, local environmental organisations and business associations.



GIZ around the globe

An innovative partner for the global challenges of tomorrow

GIZ operates throughout Germany and in more than 130 countries worldwide. Our registered offices are in Bonn and Eschborn. We have more than 16,000 staff around the globe, more than 70% of whom are employed locally as national personnel. GIZ's business volume was about EUR 2.032 billion as at 31 December 2014.

Most of our work is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). However, GIZ also operates on behalf of other German ministries and public and private bodies in Germany and abroad. These include governments of other countries, the European Commission, the United Nations and the World Bank. We are equally committed to helping our clients in the private sector attain their goals.

How we work

- ▲ **We manage change:** As an implementing organisation, GIZ works with its partners to initiate change processes and provides long-term support. In this way, we make a direct contribution to the sustainable success of these processes.
- ▲ **We offer long-term, local support:** Our commissioning parties and partners benefit from our expertise and services in the field of international cooperation and our long-standing experience in the individual countries.
- ▲ **We provide context-specific solutions:** Together with our partners, we develop solutions that are tailored to the situation in their country.
- ▲ **We are flexible:** We use our diverse instruments flexibly and can quickly adapt to the different requirements of our commissioning parties and partners.
- ▲ **We secure results:** Our projects and programmes focus on measurable results. Together with our partners, we assume responsibility for achieving objectives.

Our activities in the South Caucasus

Sustainable economic development

The three South Caucasian countries have experienced substantial economic growth, however, they are facing the challenge of maintaining this trend. GIZ is supporting its local partners in creating and promoting inclusive growth that facilitates closing the urban-rural gap, reducing poverty in rural areas and promoting employment for young people and women. The focus lies on promoting private sector development intertwined with labour market-oriented vocational training.

Private Sector Development in the South Caucasus

- ▲ **Improving the economic and education policy framework:** We advise the governments in all three countries on creating an enabling environment for private sector development, SME promotion and business-oriented vocational training.
- ▲ **Promoting the private sector in selected sectors:** We provide information on advanced management and entrepreneurial methods in sectors and value chains, that play a vital role in foreign trade and internationalization. We also help to improve the access to regional and international markets.
- ▲ **Vocational qualification:** We support the development and implementation of vocational qualification approaches and offers that meet the needs of the business sector. In cooperation with educational institutions and the private sector, we draw on our well-established German expertise and experience in vocational education and training.



Environment and the sustainable use of natural resources

Few other regions in the world have such a wide range of different ecosystems as the South Caucasus, and few have such an extraordinary diversity of plant and animal species. This diversity constitutes an indispensable safeguard for sustainable development in the future. GIZ supports its local partners in conserving this natural heritage and using biodiversity and natural resources in a sustainable way.

Integrated Biodiversity Management in the South Caucasus

- ▲ **Demonstration of sustainable management:** in cooperation with communities and land users in selected pilot regions we demonstrate how different interests and conflicts can be dealt with through appropriate consultation processes and planning procedures. The experiences gained on integrated management of forest, pasture land and agricultural land are replicable and reflected in national standards.
- ▲ **Improvement of framework conditions:** we advise on the improvement of institutions, policies, strategies and legislation. We contribute to the availability of solid data on the state and pressure on biodiversity in order to allow informed decision-making. In collaboration with education and training institutions (universities, vocational training institutions, academies) we improve both technical and managerial capacities in ministries and their sub-ordinate bodies, in administrations and of parliamentarians on local and national level.
- ▲ **Education for sustainable development:** in cooperation with environmental education organizations, through campaigns and different media we contribute to improve knowledge, attitude and practice of the general public in relation to the protection and sustainable use of biodiversity and ecosystem services.
- ▲ **Regional Exchange:** we foster cross-country dialogue on environmental topics to allow mutual learning and understanding. Among others, we collaborate with the Regional Environmental Center for the Caucasus; a regional organization that was founded by the environment ministries of Armenia, Azerbaijan and Georgia, and the EU.



Our activities in the South Caucasus

Democracy, local governance and the rule of law

Dynamic societies depend on pluralism and active participation. Modern states are based on the rule of law, citizen-oriented services and transparent financial systems at both the central and local levels of the state.

GIZ is supporting transition in the South Caucasus with three programmes in this area. The focus of the activities ranges from providing advisory services on the judicial system and the rule of law to strengthening local self-government and improving management of public finances.

Legal Approximation towards European Standards in the South Caucasus

- ▲ **Rule of law Dialogue:** We build on cross-border Cooperation between colleagues.
- ▲ **Advice on legislative acts and strategies:** If it's a law or a strategy. We ensure involvement of all stakeholders.
- ▲ **Fair trials, law enforcement and legal security:** The standards of the European Covention on Human Rights are our common vision.
- ▲ **Integrated legal education:** University, Judicial Academy, School, Legal Education in a coherent manner.
- ▲ **Public awareness:** Women's rights, legal aid for the poor and those living in remote areas, training for journalists: Only who knows the law can claim rights.



Local Governance in the South Caucasus

- ▲ **Good local governance:** We promote local democracy and advise municipalities on performing their tasks efficiently and citizen-oriented. We strengthen in particular the political participation of women.
- ▲ **Coherent national and local policy design:** We support coordination between ministries, regions and municipalities to ensure that local needs are effectively taken into account and that public spending is demand-driven and development-oriented.
- ▲ **Political and administrative framework:** We advise ministries on their reform processes to promote local and regional development as well as the strengthening of local self-government.
- ▲ **Mutual learning in the South Caucasus:** Municipalities benefit from the experiences of neighbouring countries through thematic exchange.



Public Financial Management in the South Caucasus

- ▲ **Results-oriented budgeting:** We support the introduction of a new budgeting format that will help improve the implementation of our partner countries' development strategies.
- ▲ **Supporting public internal financial control:** Our expertise and capacity development measures support our partner ministries in introducing new regulations and internal auditing procedures.
- ▲ **Strengthening supreme audit institutions:** Our advice on improving auditing methods and enhancing reporting procedures strengthens external financial control and increases transparency and accountability.
- ▲ **Advising parliamentary budget committees:** From approving the budget to overseeing its implementation: we support the legislative bodies in performing their role in the budget cycle.





Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered Offices:
Bonn and Eschborn, Germany

GIZ Office South Caucasus
42 Rustaveli Ave. / 31a Griboedov Street
0108 Tbilisi, Georgia

T +995 32 2201800
E giz-georgia@giz.de
I www.giz.de

Editorial:

Responsible: Mary Schäfer
Editing: Tea Melanashvili, Tobias Niewianda
Photos: GIZ, Ralf Baecker, Thomas Imo
Design & Layout: Batash Studio Ltd
Printed by: Cezanne Ltd

July 2016

Integriertes Biodiversitätsmanagement im Südkaukasus (IBiS)

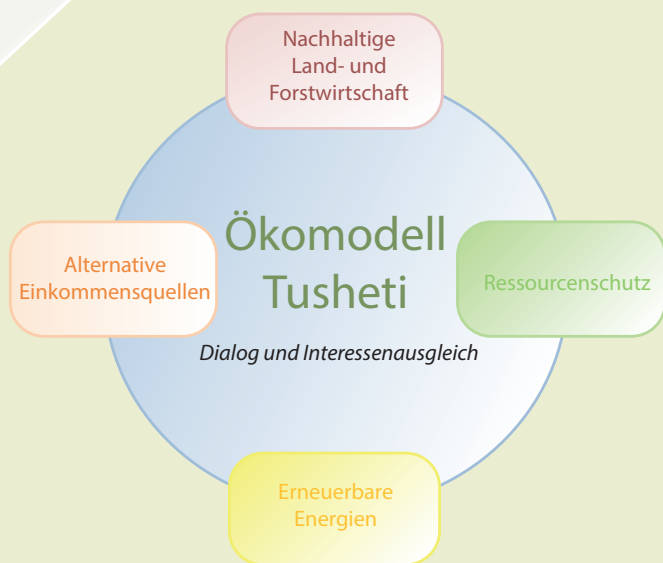
Vielfalt für eine bessere Zukunft

Auftraggeber:	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ), Österreichische Entwicklungszusammenarbeit (OeZA)
Partner-Organisationen:	Ministerium für Territoriale Verwaltung und Notsituationen in Armenien, Umweltministerien in Aserbaidschan und Georgien, andere Fachministerien, Kommunen, Nichtregierungsorganisationen, Bildungseinrichtungen
Aktuelle Beauftragung:	12/2015 – 11/2019
Budget:	14,9 Mio. Euro – davon 5 Mio. Euro (OeZA)
Länder:	Armenien, Aserbaidschan, Georgien

◀ Ein Beispiel – Ökomodell Tusheti

In Tusheti – einer historischen Bergregion im Nordosten Georgiens – wurde 2015 die Initiativegruppe „Ökomodell Tusheti“ gegründet. Durch diese Initiative wollen die Menschen in Tusheti ihre Lebensgrundlage verbessern, indem sie ihr Land und die natürlichen Ressourcen vielfältig und nachhaltig nutzen. Die biologische und kulturelle Vielfalt soll erhalten, das Land nachhaltig bewirtschaftet, die Nutzung erneuerbarer Energien sowie der naturnahe Tourismus gefördert werden.

Die unterschiedlichen Interessen der Bewohner werden diskutiert und gemeinsam eine Strategie für die Entwicklung der Region entwickelt. Durch geeignete Aus- und Weiterbildungsformate stärkt die GIZ die Bevölkerung und die öffentlichen Institutionen darin, Initiative und Verantwortung zu übernehmen. Die Vielfalt der Landschaften und Lebensräume sowie der Tier- und Pflanzenarten in der Region wird als Chance für eine nachhaltige Entwicklung erkannt und wertgeschätzt.



◀ Ziele

Gemeinsam mit unseren Partnern entwickeln wir Konzepte, die eine nachhaltige Nutzung von Biodiversität und Ökosystemdienstleistungen über Sektor- und Verwaltungsgrenzen hinaus und auf Basis solider Daten ermöglichen. Mit diesem Ansatz leisten wir einen Beitrag, die Vielfalt von Arten und Lebensräumen im Südkaukasus dauerhaft zu bewahren.

◀ Herausforderungen

Der Nutzungsdruck auf die natürlichen Ressourcen durch die lokale Bevölkerung, die Privatwirtschaft und die Regierungen ist im Südkaukasus hoch. Hinzu kommt, dass Interessenskonflikte zwischen den verschiedenen Sektoren und Landnutzern bestehen, es an Abstimmung mangelt und solide Datengrundlagen für Planungs- und Entscheidungsprozesse fehlen.

◀ Aktivitäten

Wir beraten unsere Partner bei der Entwicklung sektorübergreifender Politiken, Strategien und Gesetze. Hierbei wird auf die Erfahrungen aus Pilotmaßnahmen zurückgegriffen. Das Wissen um die Bedeutung der Biodiversität wird durch die Stärkung von Aus- und Fortbildungseinrichtungen sowie durch nationale Kampagnen und Umweltbildungszentren verbessert.

◀ Wirkungen

Sektorpolitiken, Strategien und Gesetze sind entwickelt, die sich an europäischen Standards und Normen orientieren. Umweltbildung – bislang auf Schulen ausgerichtet – erreicht zunehmend die gesamte Bevölkerung. Konzepte für eine nachhaltige Waldwirtschaft, für an den Klimawandel angepasste Landwirtschaft und für verbessertes Weidemanagement wurden erfolgreich umgesetzt.

Herausgeber:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Sitz der Gesellschaft:
Bonn und Eschborn

GIZ Büro Südkaukasus
Tbilisi, Georgien

T +995 32 2201800
E giz-georgia@giz.de
I www.giz.de

Impressum:

Verantwortlich: Mary Schäfer
Redaktion: Tea Melanashvili, Tobias Niewianda
Design & Layout: Batash Studio GmbH
Druck: Cezanne Ltd

November 2015

Local Governance in the South Caucasus



Strengthening local governments – Promoting transparency and citizen participation

Client: German Federal Ministry for Economic Cooperation and Development (BMZ), European Union (EU), DEZA, USAID






Partners: Ministries, Parliament

Duration: 01/2013 – 12/2016

Budget: 26,5 Mio. Euro – thereof 2,1 Mio. Euro (DEZA); 1,5 Mio. EUR (USAID); 12,5 Mio. Euro (EU)

Countries: Georgia, Azerbaijan, Armenia

Multi-Level and Multi-Actor-Approach

South Caucasus	Network formation, regional exchange and mutual learning	Multi-Level-Governance  Evidence-based policy-making Networking and mutual learning Sharing best practices and learning experiences 
National level	Developing legal and institutional frameworks: <ul style="list-style-type: none"> • Legislation • Steering of reforms • National standards (trainings, methodology) 	
Regional level	Improved cooperation between the different levels of administration <ul style="list-style-type: none"> • Mechanisms and processes of cooperation • Regional governance 	
Local level (Pilots)	Supporting good local governance <ul style="list-style-type: none"> • Training and coaching • Process support • Developing and piloting of suitable approaches, instruments, and procedures 	

◀ Example - the way we achieve impacts:

Excessive red-tape, time-consuming administrative procedures and the widespread impression of bureaucratic arbitrariness explain why citizens in the countries of the South Caucasus traditionally have little confidence in local government. Since 2007, GIZ has supported the establishment of citizen offices, which operate as “one-stop shops” for public information and services. Modern administrative practice and qualified staff serve now as the basis of an efficient, transparent and citizen-centered service provision. The average processing time of requests could be reduced by 50 % as a result. In Georgia, already more than half of the 71 municipalities run a citizen office, and in Armenia their proliferation continues steadily. Inspired by regional exchange, three Public Service Halls have been introduced in Azerbaijan since 2013.

◀ Objectives

Strengthening local democracy and public service delivery based on higher levels of transparency, accountability and citizen participation.

◀ Challenges

Local Governance: In all three countries, local self-government is still weak and municipalities tend to fall short of meeting basic standards of good governance. Local authorities lack technical, financial and human capacity to provide public services efficiently and addressing the needs of citizens.

◀ Activities

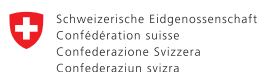
We advise our partners on governance reforms and the development of suitable legal frameworks. We support municipalities on a pilot basis in the implementation of national reforms and strategies. The focus of our cooperation lies on territorial and administrative reforms, regional development policy as well as local financial management and development planning. Moreover, we are managing a fund for cross-border projects on behalf of the EU and thus prepare local structures for the effective use of EU financial instruments.

◀ Impacts

Legal and institutional frameworks for local and regional development improve. Coherence in national and local planning ensures that public spending responds effectively to local needs. Capable municipalities provide public services efficiently and are accountable to their citizens. Confidence in democratic institutions is growing.



Durchgeführt von:



Swiss Agency for Development and Cooperation SDC



Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered Offices:
Bonn and Eschborn, Germany

GIZ Office South Caucasus
Tbilisi, Georgia

T +995 32 2201800
E giz-georgia@giz.de
I www.giz.de

Editorial:

Responsible: Mary Schäfer
Editing: Tea Melanashvili, Tobias Niewianda
Design & Layout: Batash Studio GmbH
Printed by: Cezanne Ltd

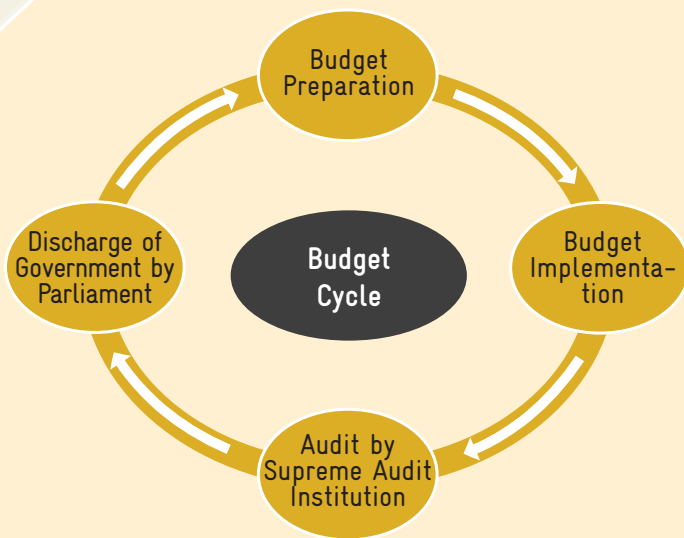
November 2015

Public Financial Management in the South Caucasus



Target-oriented, efficient and transparent use of public funds

Client:	German Federal Ministry for Economic Cooperation and Development (BMZ) European Union in Armenia (EU)
Partners:	Ministry of Finance, Parliament, Supreme Audit Institution
Duration:	04/2014 – 03/2017
Budget:	6,587 Mio. Euro – thereof 0,88 Mio. Euro (EU)
Countries:	Armenia, Georgia



◀ Example - the way we achieve impacts:

With support of GIZ the Georgian State Audit Office conducted a performance-audit of medical emergency ambulances in order to trial their efficiency and effectiveness. Special attention was drawn to the reaction time and the quality of the medical aid provided. The auditors exposed the need for improvement and suggested various recommendations to enhance the performance of the system. With the recommendations implemented the responsiveness in emergencies is supposed to improve. Furthermore qualified personnel to provide rapid assistance will be available even in rural areas. By dialing the emergency number immediate medical advice is provided by a doctor. Through these measures many lives can be saved in cases of emergencies and medical complications in Georgia.

◀ Objectives

The reforms of our partner institutions are targeting the use of taxpayers' money in line with national development strategies whilst improving transparency, efficiency and accountability. The GIZ-Program is aiming for an enhanced budgetary system on the basis of the BMZ advisory approach "Good Financial Governance in German Development Cooperation" and the introduction of European Standards.

◀ Challenges

Our partners are going through complex transformations which require new approaches towards management culture and involve significant legal and methodological changes. This also applies to fundamental issues concerning checks and balances within budget management, such as the cooperation between Government, Parliament and the Audit Institution.

◀ Activities

We advise our partners on the introduction of a results-oriented budgeting system, improved internal and external control mechanisms and taxation in line with European standards being the benchmark. In order to ensure sustainable change we provide trainings for those involved in the processes and promote cooperation between all stakeholders.

◀ Impacts

Public Finance is a vital policy – political strategies can only be successfully implemented where necessary funds are provided. A government that manages to deploy public funds in a target-oriented, effective and transparent way is also able to foster national development, to prevent corruption and to improve public trust.



Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered Offices:
Bonn and Eschborn, Germany

GIZ Office South Caucasus
Tbilisi, Georgia

T +995 32 2201800
E giz-georgia@giz.de
I www.giz.de

Editorial:

Responsible: Mary Schäfer
Editing: Tea Melanashvili, Tobias Niewianda
Design & Layout: Batash Studio GmbH
Printed by: Cezanne Ltd

November 2015

Legal Approximation towards European Standards in the South Caucasus

Establishing the rule of law and European standards through legal reform

Client:	German Federal Ministry for Economic Cooperation and Development (BMZ) European Union in Georgia (EU)
Partners:	Ministries of Justice, High Judicial Councils, Courts, Judicial Academies, parliamentary commission, universities
Duration:	02/2015 – 01/2018
Budget:	11, 8 Mio. Euro – thereof 2 Mio. Euro (EU)
Countries:	Armenia, Azerbaijan, Georgia

◀ Example - the way we achieve impacts:

The activities of GIZ create new platforms for regional cooperation. Each year young lawyers from the South Caucasus participate in the Winter Academy "Transformation Lawyers – Legal Dialogue for Legal Transformation", which GIZ conducts in cooperation with the Hertie School of Governance and the Bucerius Law School in Germany. Highly qualified and eligible candidates from the judicial administration, judges, attorneys and representatives of civil society participate in a challenging application process. During the three week seminar in Germany, the participants learn about new trends in different areas of law which are of relevance to reform processes in their respective countries. They also have the opportunity to improve their soft skills, such as negotiation and mediation techniques. Former participants then join the alumni network "Transformation Lawyers" and continue their cross-border legal discussions long after leaving the seminar. "Cooperation matters" and "the common value is justice" are only two of many responses given by alumni when asked to sum up their experiences during the Winter Academy in one short slogan.



◀ Objectives

The objective is for South Caucasus countries to reform their legal and judicial systems in accordance with EU standards and make use of instruments for regional cooperation. The advisory approach of GIZ supports regional dialogue on the rule of law and the dissemination of information regarding the content and best practices of reforms from other countries.

◀ Challenges

The use of the justice system as a service for citizens in the countries of the South Caucasus is a complete shift from the approach predominantly followed until now. The realisation of citizens' private interests via the judiciary requires modern instruments employed within a well implemented legal framework.

◀ Activities

Our fields of activities include the facilitation of dialogue on the rule of law between the countries of the South Caucasus and Germany and within the countries of the region; the provision of advisory services on strategies and legal acts, particularly in the fields of private and administrative law and the EU-acquis; the strengthening of fair trials, enforcement and legal security; coordinated cooperation of judicial and legal educational institutions and raising awareness among the population of the content of legal and judicial reforms.

◀ Impacts

Citizens have a more profound trust in the newly structured judicial institutions and through administrative courts they can defend themselves against actions by the state. They use instruments of civil law to protect their private interests. Professional legal practitioners and legislators orient themselves towards EU standards. Universities and other institutions of legal education jointly reform the legal and judicial education system in a way which is practice-oriented.

Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered Offices:
Bonn and Eschborn, Germany

GIZ Office South Caucasus
Tbilisi, Georgia

T +995 32 2201800
E giz-georgia@giz.de
I www.giz.de

Editorial:

Responsible: Mary Schäfer
Editing: Tea Melanashvili, Tobias Niewianda
Design & Layout: Batash Studio GmbH
Printed by: Cezanne Ltd

November 2015

Private Sector Development in the South Caucasus

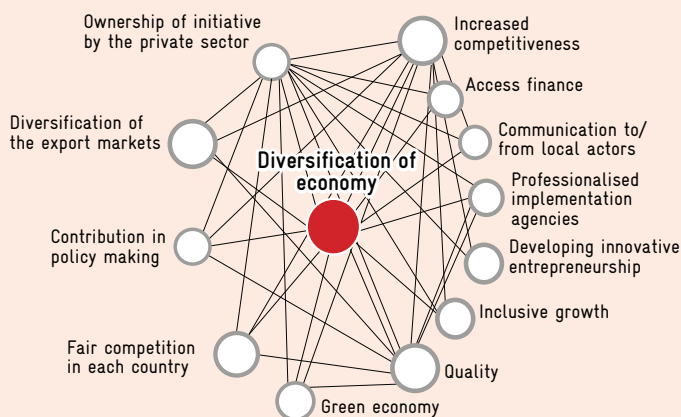


„Skills for Business“ – Vocational Qualification for Economic Diversification and Internationalization

Client:	German Federal Ministry for Economic Cooperation and Development (BMZ)
Partners:	Ministries of Economy and Education
Duration:	10/2013 – 12/2019
Budget:	29,7 Mio. EUR.
Countries:	Armenia, Azerbaijan, Georgia

◀ Example – the way we achieve impacts:

When processed agricultural products as wine, juices and nuts are delivered to international industrial customers, they have to be tested, measured, calibrated and adjusted. Professionals in enterprises, technical organizations and service providers are trained for these tasks. A competency network of professionals and specialized organizations for quality production is developing in the agro-business in the South Caucasus. The professional expertise is engaged for the improvement of vocational qualification and the development of approaches to dual vocational education together with enterprises. Local agricultural products from ecological cultivation are promoted via sustainable tourism offers. For people in rural and mountain regions, especially for women and their families, income perspectives are created and promoted.



◀ Objectives

The diversification of the economy for inclusive growth is internationally oriented. Business framework conditions are constantly adjusted to the changing market requirements for the promotion of competitive value chains. Economic promotion policies integrate a particular focus on adapting vocational qualification offers for entrepreneurs and professionals to the needs of these markets.

◀ Challenges

The institutions for economic promotion and vocational qualification are newly established. They search for a structured dialogue with the economic and enterprises. Enterprises and business representative organizations just start contribute to strategic economic policy approaches and implementation works. Enterprise support programs do not yet reach the private sector.

◀ Activities

In selected sectors of the economy a future-oriented public private dialogue between the economic development and business actors is taking place. Jointly developed improvement projects for enterprises, private sector promotion and vocational qualification are identified and carried out. Therefore, international cooperation with specialized organizations and business networks is envisaged and supported.

◀ Impacts

Economic policies are oriented to serve enterprises' needs and employment challenges in the society. Business representative organizations contribute service development and political participation. Enterprises engage in future oriented vocational education. Vocational qualification offers are developed by education institutes and enterprises, closely cooperating with European partners.

Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered Offices:
Bonn and Eschborn, Germany

GIZ Office South Caucasus
Tbilisi, Georgia

T +995 32 2201800
E giz-georgia@giz.de
I www.giz.de

Editorial:

Responsible: Mary Schäfer
Editing: Tea Melanashvili, Tobias Niewianda
Design & Layout: Batash Studio GmbH
Printed by: Cezanne Ltd

June 2016