

Vocational Integration of Internally Displaced Persons in Ukraine

In July 2018, CLI finished its cooperation partnership work with GIZ on the “Vocational Integration of Internally Displaced Persons in Ukraine” project, focusing on “Support for Innovative Multi-Stakeholder Projects”. CLI’s involvement entailed a specially-created format of three three-day workshops that relied on the [Collective Leadership Compass](#) as a primary methodology, but was also heavily reliant on the [Dialogic Change Model](#) (DCM). The series of workshops used the Innovation and Engagement Dimensions of the Compass as entry points, although all other Compass Dimensions were also covered throughout the workshop series.

The objective of the larger GIZ project was to generate innovative Multi-Stakeholder Partnership project ideas to address the chronic issue of employment integration challenges of internally displaced persons due to the conflict in Eastern Ukraine in 2014. Agenda 2030 was always in focus and CLI brought its expertise on SDG No. 17 **Partnership for the Goals** to the forefront. However, there were project ideas that touched on many of the other SDGs including SDG No. 1 **No Poverty**, No. 8 **Decent Work and Economic Growth**, No. 9 **Industry, Innovation and Infrastructure**, No. 10 **Reduced Inequalities**, No. 11 **Sustainable Cities and Communities**, and No. 16 **Peace, Justice and Strong Institutions**.

CLI proposed an intervention to kick-start the GIZ four-year project that consisted of a series of workshops to train and empower six Oblast-level teams to create and prepare innovative project ideas for implementation. CLI also set the objective of training all participants in core Collective Leadership methodologies so that all Multi-Stakeholder-Partnerships will be carried out in a manner acceptable for CLI’s standards for good Multi-Stakeholder-Partnerships. GIZ also asked CLI to co-organize a study tour in Berlin with a two-day introduction workshop to CLI methodologies.



Workshop impressions

In order for CLI to foster the strong start to the GIZ project, CLI made a powerful initial intervention in Ukraine in October and November 2017 consisting of meetings with GIZ’s political sponsor, the Ministry for Temporarily Occupied Territories (MTOT), as well as other central level stakeholders. CLI then engaged multiple GIZ projects to understand the stakeholder system. After these first meetings, within a week CLI carried out multiple meetings in four of the target Eastern Oblasts. In all, CLI met more than 170 people on its engagement mission in an attempt to identify interested and qualified participants for

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the workshop series and Oblast-level project teams. CLI received more than 90 applications for the workshop series and selected 36 people, approximately 5-6 per Oblast.

In early December, CLI and GIZ together with the 36 participants have already successfully carried out the preliminary two and a half-day workshop and three-day study tour for learning about good practices during the week 4 – 8 December 2017. This was the moment when the teams began their initial formation. After the initial workshop, a three-day “Multi-Stakeholder-Partnership Innovation Lab” from 29 – 31 January 2018 focused innovation and collaboration, during which teams created initial innovative and creative project ideas. This workshop was followed by another three-day “Multi-Stakeholder-Partnership Co-Design Lab” from 17 – 19 April that focused on project design. These workshops went along with one further three-day, which was. In between the workshops, teams implemented plans and actions, consolidated their core stakeholder groups, and advanced their project ideas.



The final workshop in Zaporizhzhia “Multi-Stakeholder-Partnership Implementation Lab” from 3 – 5 July focused on project implementation and ended with the awarding of certificates of completion for many participants, as well as certificates of “Collective Leadership Specialist” for participants who attended all three of the workshops and learned and practices all of CLI’s core methodologies.

The final workshop group

The prospect for the larger GIZ project was significantly advanced by CLI’s powerful collaboration ecosystem and Collective Leadership approach.



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