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**OSCE** Organization for Security and Co-operation in Europe  
Programme Office in Astana



**THE LEADERS OF CENTRAL ASIA  
FOR GREEN ECONOMY AND REGIONAL  
COOPERATION!**

## **REPORT**

**THE 8<sup>TH</sup> CENTRAL ASIAN LEADERSHIP  
PROGRAMME ON ENVIRONMENT FOR  
SUSTAINABLE DEVELOPMENT**

**SEPTEMBER 11-22, 2017**

**CHANGE. GROWTH. DEVELOPMENT  
2001-2017**

**CALP  
2017**

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**CALP  
2017**

## 1. ACKNOWLEDGEMENTS

Since 2010, the Regional Environmental Centre for Central Asia (CAREC) has been advancing and upgrading its strategic leadership support initiatives. Over the course of 8 years, CAREC's Central Asian Leadership Programme (CALP) on Environment for Sustainable Development has remained an example of successful multi-sector and cross-program efforts in the Central Asian Region (CAR), including Afghanistan. Every subsequent year, the Programme has been dynamically developing and adapting to the needs of

target countries and groups responding to global and regional challenges.

The 8th CALP took place during September 11-22, 2017 in Almaty City following the EXPO-2017 "Future Energy" International Specialized Exhibition hosted by Astana City from June 10 to September 10, and covered the themes of green economy, green growth, green development and the water-food-energy-ecosystems nexus in Central Asia (CA) in the context of regional cooperation.

### ONE OF CALP PRINCIPLES – "THINK GLOBALLY, MANAGE REGIONALLY AND ACT LOCALLY!"

This report describes CAREC's contribution to strengthening regional collaboration on environment and sustainable development, promoting leadership as a capacity-building tool and supporting the process of upbringing the new generation of regional leaders in CA and Afghanistan responsible for sustainable decision-making in the future.

CAREC expresses gratitude to international, regional and national facilitators, moderators and speakers and, likewise, CALP alumni who shared their expertise with the students of the 8th CALP in the course of the 8 days of the Programme.

CAREC EXTENDS DEEP GRATITUDE TO ALL ITS PARTNERS AND DONORS FOR THEIR INVALUABLE CONTRIBUTION, EFFORTS AND ENERGY IN SUPPORTING THE 8TH CALP IN 2017 – UN ENVIRONMENT, OSCE PROGRAMME OFFICE IN ASTANA, GOVERNMENT OF NORWAY, US AGENCY FOR INTERNATIONAL DEVELOPMENT, EUROPEAN UNION AND WORLD BANK – WHICH HAVE BEEN CONTINUALLY SUPPORTING CAPACITY BUILDING OF THE YOUNG LEADERS OF CENTRAL ASIA AND AFGHANISTAN AND, THEREBY, HAVE BEEN FURNISHING SUSTAINABLE DEVELOPMENT AND STIMULATING REGION-LEVEL COOPERATION.

## 2. ACRONYMS AND ABBREVIATIONS

<b>WB</b>	World Bank
<b>EU</b>	European Union
<b>UNECE</b>	UN Economic Commission for Europe
<b>IFAS EB</b>	Executive Board of the International Fund for Saving the Aral Sea
<b>KBCSD</b>	Kazakhstan Business Council for Sustainable Development
<b>DKU</b>	Kazakh-German University
<b>MoE</b>	Ministry of Energy of the Republic of Kazakhstan
<b>ICWC SIC</b>	Science and Information Center of the Interstate Commission for Water Coordination of Central Asia
<b>NGO</b>	non-governmental organization
<b>OSCE</b>	Organization for Security and Cooperation in Europe
<b>ESD</b>	education for sustainable development
<b>UNDP</b>	UN Development Programme
<b>CAREC</b>	The Regional Environmental Centre for Central Asia
<b>ESCAP</b>	Economic and Social Commission for Asia and the Pacific
<b>UCA</b>	University of Central Asia in Bishkek
<b>CA</b>	Central Asia
<b>CALP</b>	Central Asian Leadership Programme
<b>CAR</b>	Central Asian Region
<b>SDGs</b>	Sustainable Development Goals
<b>UNESCO</b>	UN Educational, Scientific and Cultural Organization
<b>CLI</b>	Collective Leadership Institute, USA
<b>GIZ</b>	German Society for International Cooperation
<b>IUCN</b>	International Union for Conservation of Nature
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>UN Environment</b>	UN Environment Programme (UNEP)
<b>UN Women</b>	UN organization dedicated to gender equality and the empowerment of women
<b>USAID</b>	United States Agency for International Development
<b>SD</b>	sustainable development

### 3. BACKGROUND

In 2017, CAREC celebrated its 16th Anniversary and has continued its development as a catalyst of regional environmental cooperation in Central Asia. The 1st Central Asian International Environmental Forum (CAIEF) was held in June 2017 in Ashgabat City. Its aims were to strengthen dialogue among state organizations, academia, international development agencies, civil society and business of Central Asia on environmental protection and to forge a joint sustainable development strategy for the region.

The CAIEF in Ashgabat built upon the decision by the representatives of five CA countries made at the high-level meeting within the framework of the International Conference “Cooperation on Environment and Sustainable Development in Central Asia” (June 2016) dedicated to CAREC’s 15th Anniversary. The issues raised at CAIEF – climate change and water cooperation in the context of sustainable development – remain relevant and strategically significant for the whole CAR and correspond to areas where CA countries should join their forces towards regional collaboration and adequately responding to modern environmental and nature protection challenges.

Against this background, the new generation of regional managers – possessing global outlook and regional vision, understanding the importance of regional partnerships, open to innovations, armed with SD skills and competencies necessary to implement Agenda 2030 and jointly tackle the issues related to water, climate change and other ecological and sustainable development

aspects – play an increasingly important role.

The need to reinforce young leaders’ contribution to region-level collaborations, the impacts of CAREC megaprojects, growing synergies with partners and donors, as well as the format and level of their involvement in the 8th CALP as moderators and key speakers, gave CALP 2017 a new meaning and dynamics.

**What the Central Asian Leadership Programme on Environment for Sustainable Development is?** As one of CAREC’s flagship initiatives, currently CALP is the only regular capacity-building program on environment for sustainable development in Central Asia for governments, academia, private sector and NGOs promoting an integrated view of environmental protection and sustainable development.

**The 8th Leadership Programme on Environment for Sustainable Development** took place during September 11-22, 2017 in Almaty City and incorporated two consecutive modules. The 1st Module (September 11-19, 2017) for young professionals representing governmental, non-governmental, academic and business entities was held at CAREC headquarters. The 2nd Module (September 20-22, 2017) for public servants from 6 countries of the region was devoted to water law in the context of green development and was hosted by DKU.

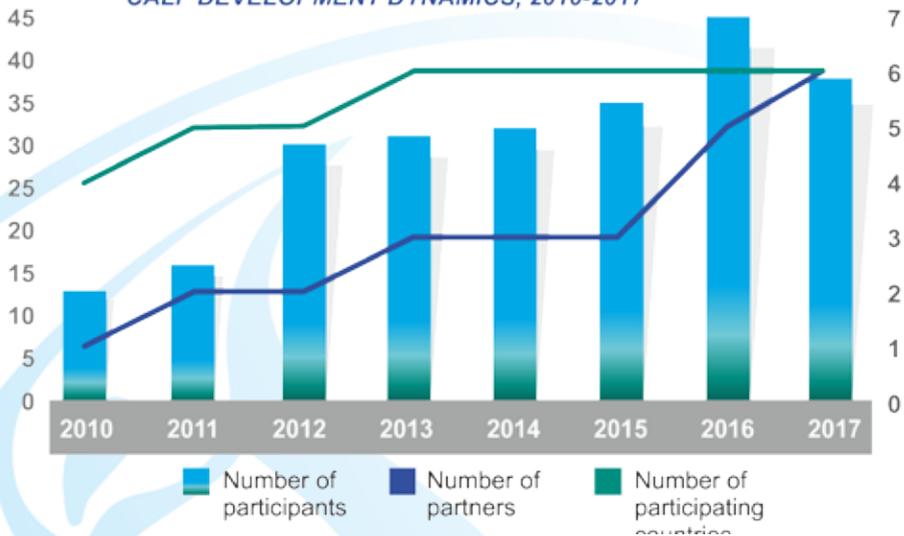
In the course of the 8 days of the Programme, 32 participants from 6 CA countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan,

Uzbekistan and Afghanistan) had an opportunity to gain new knowledge, share experiences and best environmental practices, green development, water resources management, water-food-energy-

ecosystems nexus, as well as to advance their leadership skills and present their perspectives and vision of the youth's role in regional cooperation.

**Whereas the 1st CALP (Astana City, 2010) gathered 13 students, the 8th CALP had 38 participants (32 leaders and 6 alumni). As of today, more than 230 CALP alumni work across the Central Asian Region, including 16 – in Afghanistan (Diagram 1).**

*CALP DEVELOPMENT DYNAMICS, 2010-2017*



## 4. THE CENTRAL ASIAN LEADERSHIP PROGRAMME: A LEADERSHIP AND CAPACITY BUILDING TOOL IN THE CENTRAL ASIAN REGION

CALP draws upon the achievements and lessons learnt of CAREC Young Leaders Programme (2006-2008) and the Leadership Programme of Tongji University in China and represents one of the most successful

cases of a multi-stakeholder, cross-sectoral and inter-departmental initiative on youth capacity-building in EECCA and the Pacific.

Considering the following drawbacks and plights which the system of professional

and vocational education of environmental/water/sustainable development specialists in the CAR is facing today:

- Slow response to global challenges (SDGs, Agenda 2030, Paris Agreement, ESD, etc.);
- Professional “ageing” and insufficient linkages and continuity between generations of teachers;
- Outdated approaches and curricula, insufficient capabilities and capacities for teaching modern subjects;
- Absence of life-long education and limited use of whole-institutional and cross-disciplinary approaches in educational establishments;
- Limited financial and donor resources to support separate large-scale educational programs in the region;
- Deficit of certified teachers and trainers engaged in sustainable development and SDGs vocational training for specialists;
- Inconsistency and short-term nature

of efforts by development partners and low sustainability of project outcomes (poor institutional memory, replication of knowledge and updating of information, etc.)

**CALP's role as a regular capacity building of the CAR young leaders is growing every year.**

As stated above, in 2006-2017 jointly with partners CAREC successfully carried out 3 Programmes for young leaders of Central Asia and 8 Central Asian Leadership Programmes on Environment for Sustainable Development. Already today, CALP alumni working in public nature conservation agencies, civil society organizations, business, media and academic institutions focusing on ecology and sustainable development significantly contribute to promoting regional cooperation and sustainability agendas in various sectors across the CAR.

## CHRONOLOGY OF LEADERSHIP PROGRAMMES

**1ST LEADERSHIP PROGRAMME: SEPTEMBER 28-30, 2010**

**2ND LEADERSHIP PROGRAMME: SEPTEMBER 15-17, 2011**

**3RD LEADERSHIP PROGRAMME: SEPTEMBER 17-28, 2012**

**4TH LEADERSHIP PROGRAMME: SEPTEMBER 16-24, 2013**

**5TH LEADERSHIP PROGRAMME: SEPTEMBER 16-24, 2014**

**6TH LEADERSHIP PROGRAMME: SEPTEMBER 14-22, 2015**

**7TH LEADERSHIP PROGRAMME: SEPTEMBER 19-30, 2016**

**8TH LEADERSHIP PROGRAMME: SEPTEMBER 11-22, 2017**

**9TH LEADERSHIP PROGRAMME:**

**PLANNED FOR SEPTEMBER 17-25, 2018**

## 5. GOALS AND OBJECTIVES OF THE 8th CA LEADERSHIP PROGRAMME

The overarching aim of the 8th CALP was to showcase the benefits and advantages of the regional cooperation on green economy and water and energy as well as to build the corresponding capacities among Central Asian and Afghanistan young leaders.

### OBJECTIVES OF THE 8th CALP:

- Reflect CAREC's role of a regional cooperation facilitator in Central Asia;
- Promote CAIEF as a regional platform for cooperation and strengthen CALP's input and role in this process;
- Demonstrate linkages among national, regional and global green economy processes;
- Advance partnerships and the cross-sectoral and inter-departmental (water, food, energy and ecosystems) nature of CAREC platforms;

- Attract international expertise on green economy, environmental conventions and water-food-energy-ecosystems nexus.

The slogan of the 8th CALP – “The Leaders of Central Asia for Green Economy and Regional Cooperation!”

Additionally, to the main themes of regional water cooperation, SDGs, green economy, water-food-energy-ecosystems nexus, etc., the 8th CALP also focused on promoting sustainable practices in everyday life (based on the example of EXPO-2017 Specialized International Exhibition) and mainstreaming sustainable and environment-sensitive decision-making in Central Asia and Afghanistan.

## 6. THE CENTRAL ASIAN LEADERSHIP PROGRAMME: CONTRIBUTING TO THE ESTABLISHMENT OF CAREC KNOWLEDGE HUB

By now, CAREC has already established itself and continues to progress as a Central Asian Regional Environmental Knowledge Hub and perceives knowledge as the key solution to major sustainability and environmental concerns in the region.

In this context and considering the role of the youth in pushing forward innovations, best practices and modern methods, their ability to change, leadership qualities, willingness to take responsibility and, likewise, the role

of young leaders in amplifying regional collaborations and partnerships across sectors and levels, CALP manifests itself as a pivotal mechanism of advancing CAREC Knowledge Hub.

In the course of preparing for the 8th CALP, the first CALP Alumni Network Organizing Committee (hereinafter, CALPOC) was established by 6 alumni currently actively promoting leadership, sustainable development and regional cooperation agendas in respective state,

non-governmental, academic and information organizations of Central Asian countries and Afghanistan. CALP OC members initiated and assumed the responsibility for launching and moderating the CALP Alumni Network, including exchanging information, knowledge, experiences and best practices, representing the Network at national- and region-level meetings, participating in regional projects, etc. The Committee will operate on a 2-year rotational basis.

Currently, CALP OC jointly with CAREC is working on the moderation concept for CALP Alumni Networks with the hope that the voice of Central Asian youth will be heard at the CAIEF platform in Tashkent in 2018, and young leaders will contribute to strengthening the dialogue among government agencies, international development partners, scientific

community, civil society and business of the CAR as well as formulating the strategic vision for its sustainable development.

**CAREC's Leadership Programme represents an effective instrument of building partnerships and collaborations in Central Asia.** By participating in CALP, young professionals of CA become the pioneers of environmental cooperation and joint interventions across the region.

Transfer of knowledge and skills plays an important role for capacity building among young specialists on environmental protection and sustainable development and – with partner assistance – supports CAREC's status as a leader in the sphere of ecological knowledge.



## 7. PARTNERS AND DONORS

As was noted earlier, in 2017 CAREC held the 8th CALP in cooperation and with the support of six partners and donors: UN Environment, Government of Norway, OSCE Programme Office in Astana, European Union, the USAID “Smart Waters” Project, and the WB “Climate Adaptation and Mitigation Program for the Aral Sea Basin” Project. Accession of new partners to the initiative demonstrates the growing **recognition of CALP’s importance and relevance as a tool of regional cooperation and young leaders’ capacity building by the international and donor community.**

Thus, every year more and more stakeholders, organizations and partners join their efforts to support the Programme. Likewise, the number of international, regional and national experts and speakers participating in CALP is also growing. Participation of international, donor and business entities as partners and speakers in the 8th CALP once again proves the timeliness, success, significance of and demand for the Leadership Programme as well as the value of combining partner forces and resources for project implementation in Central Asia.



## 8. EXECUTION OF THE 8th CA LEADERSHIP PROGRAMME

### 8.1. PECULIARITIES OF THE 8th CALP

#### 1) ONLINE SELECTION

To ensure better transparency, access and openness of the 8th CALP, in 2017 CAREC designed, approved and launched the online participant registration and selection system <http://calp.carececo.org/platform> via CAREC corporate website to select 32 experts from CA and Afghanistan representing governmental, non-governmental, academic and business sectors;

#### 2) EXPO-2017

Thanks to meeting and talking to the organizers, the students of the 8th CALP obtained firsthand information about EXPO-2017 that took place in Astana from June 10 to September 10. The issues discussed during corresponding sessions included the importance of regional cooperation in promoting green economy and the water-food-energy-ecosystems nexus. EXPO-2017 organizers also participated in several plenary sessions, group discussions and interactive exercises on green economy;

#### 3) CALP ALUMNI SESSION

During the first opening day of the 8th CALP, 6 Programme alumni from five Central Asian countries and Afghanistan shared their success stories and held a panel discussion on the establishment of CALP Alumni Network Organizing Committee and moderating the Network under the auspices of CAREC (Session “The Role of

Young Leaders in Regional Cooperation and Sustainable Development of Central Asia”);

#### 4) PARTNERSHIPS AND JOINING EFFORTS

4.1. While planning and preparing for the 8th CALP, CAREC had changed its format and invited international organizations and partners to moderate whole thematic sessions on water cooperation, water resources management, gender approaches, green economy, water-food-energy-ecosystems nexus, international environmental conventions, climate change adaptation and mitigation, energy efficiency, post-Paris process, and other issues.

4.2. To further develop collaboration with the Kazakh-German University as well as to avoid duplication and synergize, the 8th CALP included two consecutive modules:

- **MODULE I** (September 11-19, 2017) was held in CAREC for the young leaders of Central Asia and Afghanistan representing state, non-governmental, academic and business sectors (on a competitive basis) with the assistance of the Government of Norway, the USAID “Smart Waters” Project and the OSCE Programme Office in Astana;
- **MODULE II** (September 20-22, 2017) was held at DKU for a selected group of public servants from Central Asia and Afghanistan.

## 8.2. PARTICIPANTS OF THE 8th CALP

In order to take part in the 8th CALP, all applicants had to register online using the designated platform (<http://calp.carececo.org>) from March 1 to May 31 (3 months). Simultaneously, CAREC Country Offices worked with national partners in respective countries on nominations by government agencies. Then, for the first time in CALP history, the online participant selection was carried out. As the result, representatives of various state agencies and authorities from Central Asia and Afghanistan made up 40%

of the total number of students. In addition to 6 CALP alumni, all in all, 32 experts from governmental, non-governmental, academic and business sectors participated in the 8th CALP ([Annex 1. List of participants](#)).

Thus, not only CALP substance and participant spectrum but also the competitive selection procedure and organizational approaches are undergoing changes. This allows making the Programme more accessible to all potential stakeholders.

## 8.3. THEMATIC FOCUS OF THE 8th CALP

The main principles that CAREC employed while carrying out the 8th CA Leadership Programme – regional scope, inter-departmental and cross-sectoral engagement, focus on transboundary water and energy cooperation and some others – remain invariable. The target audience, lecture focus, group exercise and work approaches, however, have undergone certain changes ([Annex 2. Agenda of the 8th CALP](#)).

In 2017, CALP incorporated a series of thematic plenary sessions, applied group trainings, plenary thematic discussions and dialogues on regionally relevant environmental issues, round tables, interactive exercises and breathing drills. The students also visited the Almaray Eco-Village where they participated in supplementary master-classes, trainings and tours, learned about eco-friendly construction methods and ways of living in harmony with nature. As an applied exercise, CALP students assembled a drip-irrigation system.

Special attention within the framework of the 8th CALP was rendered to regional cooperation on environmental protection and sustainable development as well as the role of CAIEF as a platform for collaborating on water resources management, more specifically, the water-food-energy-ecosystems nexus principles and application models, SDGs approaches and concepts, linkages and distinctions, green economy, and their economic, environmental and social impacts in developing countries and economies in transition. The agenda of the 8th CALP, likewise, included sessions on climate change adaptation, role of business in conservation, and debates on academic publications and water issues.

Existing and developing cooperation platforms and global processes – Environment for Europe; World Water Week (WWW) in Stockholm, Sweden; CAIEF and CALP, green economy framework, and IWRM – were also submitted for the attention of CALP students. CALP's agenda

also covered such cross-sectoral themes as sustainable production and consumption (SPC), gender, low-carbon development, education for sustainable development (ESD), novel economy approaches, etc.

The students of the 8th CALP got a chance to share experience and build up their awareness and capacity on the best world practices in the sphere of international and regional water law, ongoing regional development programs. They reviewed economic tools for environmental cooperation, cases of successful intercountry partnerships and underwent short interactive trainings on team decision-making.

Presentations by CALP alumni (September 16) took a special place in the Programme

#### ► UMEDAKHON FAZYLOVA

NGO sector (Tajikistan): “I liked the intensity of the Programme and the fact that it covered a whole spectrum of interrelated issues. It was great to hear the views coming from the other side and see new prospects”.



agenda. By way of these reports, the alumni presented their experiences and expertise in the field of national and local policy-making, environmental and SD projects in the region, national- and local-level SDG-related initiatives, water cooperation, national water and environmental legal frameworks, green economy, climate change adaptation and mitigation, and low-carbon development. It provided young leaders with an opportunity to learn more about neighboring countries, colleagues and partners and entertain certain transfer and adaptation options. **Aside from the wide range of themes, the Programme is distinguished by its inter-departmental approach.**



#### ► NARGIZA OSMONOVA

Ministry of Agriculture and Reclamation (Kyrgyzstan): “For me it was really interesting to learn about what was going on in other countries, what projects and programs they have and implement. This information will help me in my work. Although I already knew some of the information presented, only such platforms allow reviewing themes and issues in a detailed manner”.

### ► VICTORIA RZAYEVA

media sector (Uzbekistan): “The level of lecturers was very high. They were directly involved in projects they talked about. I liked that they communicated with us as equals”.



## 8.4. CALP ALUMNI SESSION

On September 11, 2017 (8th CALP Opening Day), during the Session “**The Role of Young Leaders in Regional Cooperation and Sustainable Development of Central Asia**” the following 6 CALP alumni from CA countries and Afghanistan announced the establishment of CALP Alumni Network Organizing Committee:



- DANARA SARANOVA (KAZAKHSTAN),
- AZIZA MURZASHOVA (KYRGYZSTAN),
- MADINA RAKHMATOVA (TAJIKISTAN),
- NATALIA CHEMAYEVA (TURKMENISTAN),
- NODIRA DZHANIBEKOVA (UZBEKISTAN),
- AND IDRIS MALYAR (AFGHANISTAN)

CALP alumni shared with 2017 CALP students their achievements, leadership experiences, success stories and future plans. The establishment of CALP Alumni Network Organizing Committee was reviewed within the framework of the designated panel session, after which the young leaders took part in the **Interactive Session “Central Asian Leader Initiation Ceremony”**, the tradition that will be continued next year. Getting ready for the session, CALP OC members had conducted a survey within the CALP Alumni Network via Facebook and e-mail to identify development and moderation needs of the Network, potential schedule of regional- and national-level alumni

meetings, opportunities to implement joint projects, holding and participating in CAREC regional and national events, etc.

Based on the survey results, Natalia Chemayeva from Turkmenistan put together and presented the general overview of CALP Alumni Network needs as well as put forward the proposal to **establish the CALP Alumni Network Organizing Committee operating under the auspices of CAREC** on a rotational basis. The participants of the 8th CALP endorsed the idea and agreed with the need to moderate the Network both nationally and regionally.



Members of CALP Alumni Network Organizing Committee presented alumni expectations, core principles, structure,

thematic activities and event calendar, all of which will be included in the Network Memorandum and Concept of Operations.

### EXPECTATIONS ASSOCIATED WITH CALP ALUMNI NETWORK

1. work on permanent basis;
2. be informative for all its participants;
3. membership in it should be prestigious;
4. be simple to moderate and easy to transfer to the next generation of CALP alumni;
5. function with minimal financial support;
6. sustain itself with alumni contributions engaged in it;
7. represent a platform for joint discussions and project activities;
8. operate under the auspices of and with technical assistance of CAREC.

## CALP ALUMNI NETWORK STRUCTURE



## CALP ALUMNI NETWORK ENGAGEMENT



## CALP ALUMNI NETWORK CALENDER OF EVENTS

SEPTEMBER	8th Central Asian Leadership Programme
OCTOBER-NOVEMBER	Informal alumni meeting
MAY-JUNE	Presentation for 2017 CALP students
JUNE-JULY	CALP Session at CAIEF

Currently, CAREC and CALP Alumni Network Organizing Committee are finalizing the Memorandum of Cooperation and CALP Alumni Network Concept of Operation.



## BLITZ

“Give just one word describing a leader”

**Madina:** goal-oriented

**Aziza:** brave

**Danara:** influential

**Nodira:** responsible

**Natalia:** multi-faceted

**Idris:** successful

## 8.5. FACILITATORS, MODERATORS AND SPEAKERS

The extensive international team of facilitators and trainers/speakers – including Step&Grow Company, Collective Leadership Institute (USA), “Akmena” NGO of Kyrgyzstan with their Exercises “The Sustainability Pyramid” and “The Breathing”, partner international programs and projects as well as CAREC – significantly contributed to the overall success of the 8th Central Asian Leadership Programme.



To enhance teamwork and interworking among CALP students, the invited facilitators supplemented the 8th CALP Agenda with a series of dynamic and bright warmups and exercises fostering team-building and leadership skills necessary to initiate change. The latter has become the golden thread of presentations by **Dominic Stucker**, a collective leadership trainer, who told the audience about several levels of change based on the Collective Leadership Compass.

“The first level of initiating any changes is individual, i.e. what internal changes I need to undergo before I can change something externally. The second level of change is changing beliefs/attitudes manifested by means of ideas. The third is information influence – sometimes people just need to know something to be able to change. Putting it differently, they might act differently if they know something. And, finally, political systems which constitute the top level of changes”.

## COLLECTIVE LEADERSHIP COMPASS



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Step & Grow facilitators (Galiya Khamitova, Aida Shynybekova, Andrey Kolotov and Bakhytzhnan Sanbayev) employed a broad spectrum of methods and techniques, inter alia “**The Icebreaker**”, “**The Group Artist**”, “**The Leadership Wheel**”, “**The Armwrestling**”, fostering team-building among young leaders, better interaction and interfacing, planning future joint actions and advancing leadership competencies and skills. The exercises/games allowed CALP students to learn more about each other and respective subject-matter fields, clarify the

leadership concept, as well as strengthen the understanding of his/her role and the importance of being proactive.

The agenda of the 8th CALP was designed to assist leaders in absorbing large volumes of information received on a daily basis. Warmups, morning yoga, breathing exercises, joint games and roleplays in open air, i.e. CAREC garden, were crucial in facilitating the process ([Annex 3. Report on the facilitation of the 8th Central Asian Leadership Programme](#)).



By tradition, the final day of the Programme (September 19) was hallmarked by the Exercise “**The Sustainability Pyramid**”. Its main purpose, as always, was to give young leaders an opportunity to plan their further steps upon returning to their home countries after CALP. This year, the exercise effectively contributed to forging a regional vision and enhancing regional collaborations among CA countries and

Afghanistan, including CALP and CAIEF. The exercise was moderated by Yevgeniya Postnova (“Akmena” NGO, Kyrgyzstan) and demonstrated the importance of teamwork in building the sustainability pyramid and planning future actions on regional cooperation for the benefit of the whole CAR ([Annex 4. Report on the Session “The Sustainability Pyramid” held within the framework of the 8th CALP](#)).



Speakers of the 8th CALP. In 2017, the role of partners and donors engaged in CA was enhanced by inviting their representatives



as session moderators/speakers on regional water cooperation, international environmental agreements, gender, climate change and green economy.

In 2017, CALP speakers included heads and leading experts of international, regional and donor organizations, recognized research centers: World Bank, UNECE, GEF/SGP, IFAS EB, Collective Leadership Institute (USA), Kazakh-German University, KBCSD, MoE of the Republic of Kazakhstan, EECCA IUCN, UN Environment, UN Women, OSCE Programme Offices in Astana

and Dushanbe, UNDP Regional Hub in Istanbul, Secretariat of Ramsar Convention, UNCCD, Swiss Agency for Development and Cooperation (SDC), International IT University, University of Central Asia (UCA) in Bishkek, Samsung Central Eurasia, Balkhash-Alakol Basin Council and many others ([Annex 5. List of Speakers](#)).



On September 19, 2017, concluding the 8th CALP the [Certificate Award Ceremony](#) took place. CALP students received their international standard certificates on the successful completion of the 8th Central Asian Leadership Programme. As before, the award ceremony marked the culmination of the Programme and became a bright and memorable event.

In the course of the ceremony, the graduates of the 8th CALP shared their impressions of the training and plans for the future, expressed gratitude and gave national souvenirs to organizers and partners, as well as expressed hope for new meetings and continued cooperation within CALP Alumni Network.



## 9. INFORMATION SUPPORT OF THE 8th CA LEADERSHIP PROGRAMME

Promoting environmental leadership via media constitutes a tool of regional cooperation and an important element of CAREC's activities.

In the run-up to the 8th CALP, the special issue of the "Environment and Industry of Kazakhstan" Information and Analytical Quarterly was published describing the thematic engagement of CAREC as well as the history and uniqueness of CALP.

The 8th CALP was also extensively covered on CAREC corporate website and via social media (Facebook and Twitter) with regular interviews, news reports on each day's outcomes, as well as press releases. In addition, regular e-newsletters were distributed among CAREC subscribers which currently amount to over 2,000 people.

Besides, at the end of September the quarterly CAREC news bulletin specifically dedicated to the 8th CALP was issued. It contained full information on the Programme results.

It is worthy of note that not only CAREC PR-Unit but also national partners in target CA countries picked up the idea of leadership and contributed to promoting CALP via media outlets across the region and beyond.

The 8th CALP was covered in the following media and information platforms in Central Asia:

- 1) KyrTAG Information Agency (Kyrgyzstan) – "32 new environmental leaders for Central Asia: CALP just finished in Almaty";
- 2) Facebook posts by the Association of Environmental Journalists of the Russian Journalist Union (Russia);
- 3) For.kg Online News Outlet (Kyrgyzstan) – "32 new environmental leaders for Central Asia: CALP just finished in Almaty";
- 4) Ekois.net, [novosti] [News] Digest #1067 DAY NEWS;
- 5) "News of Uzbekistan" News Agency (Uzbekistan) – "The Leadership Programme on Environmental Protection Just Finished in Almaty City";
- 6) Official website of Water Administration and Reclamation Department of the Kyrgyz Republic (Kyrgyzstan) – "CALP – The Central Asian Leadership Programme – took place during September 11-19, 2017 on the premises of the Central Asian Regional Environmental Centre";
- 7) UzDaily.uz Online News (Uzbekistan) – "The Central Asian Leadership Programme on Environment for Sustainable Development Completed";
- 8) Dvesti.kz Online News (Kazakhstan) – "32 New Environmental Leaders for Central Asia";
- 9) Orient Information Agency (Turkmenistan) – "The Leaders of Central Asia for Green Economy".

The outcomes of CALP 2017 will be reflected in a special short video. The video will feature various materials and interviews by partner and donor representatives, international speakers, participants and

graduates of the 8th CALP, and will be uploaded to CAREC official website as well as will be available at YouTube, Twitter, and Facebook.

## 10. OUTCOMES AND IMPACT OF THE 8th CA LEADERSHIP PROGRAMME

Once again, the 8th Central Asian Leadership Programme 2017 brought together the young leaders of the CAR and became a regional dialogue platform to review water cooperation, environmental protection, SDGs, and green development. As always, it strongly contributed to disseminating the outcomes of CAREC's efforts during the last 16 years as a regional knowledge hub on environment and sustainable development. Likewise, CALP drew attention to the importance of furthering regional water and environmental collaborations among the next generation of leaders in Central Asia and Afghanistan, establishing and supporting the [CALP Network uniting over 230 alumni](#). It illustrated the future plans and priorities of the region, including the Annual Central Asian International Environmental Forum. It is expected that the CALP Alumni Network Organizing Committee will start its operation in late 2017, including Network moderation and [presenting its activities at TASHKENT 2018](#).

Today, CALP has become interesting, gained recognition and is in demand as never before by many stakeholders – national partners, donors, young leaders, decision-makers, civil society, green business, and media.

Summarizing the outputs of the 8th CALP, the continual growth of interest towards and prestige of the Programme from year to year is worth noting. The [positive dynamics](#) is proved by not only the increasing number of CALP students – from 13 to 38 people during 2010-2017, but also the [increasing interest on behalf of national partners](#), i.e. public authorities of CA countries and Afghanistan delegating their employees to this training on leadership skills, environmental protection principles, sustainable and green development, water resources management and other priority issues for the region.

Whereas the 1st CALP (2010) was supported by the UNEP Regional Hub in Bangkok, Nazarbayev University and CAREC, the 8th CALP was prepared and held by CAREC already in cooperation with six partners – UN Environment, OSCE Programme Office in Astana, Government of Norway, USAID, European Union and World Bank. This fact clearly points to the [increasing attention to and willingness of partners and donors to participate in the Programme](#), and testifies to its significance and value for the international community and CA governments.



► **DANIIL UTIUPIN**

media representative, Kazakhstan,  
participant of the 8th CALP wrote an  
article describing his impressions of the  
Programme

<http://carececo.org/news/lichnyy-opyt-i-uroki-ekoliderstva-otzyv-vypusknika-tsapl/>:

“No problem can be solved from the same level of consciousness that created it. You have to rise above it to the next level” – this is the quotation by the famous physicist Albert Einstein that the first day of our Programme started with. That day, we reflected upon the essence of the concept of leadership. What does it mean to be a leader? What qualities are necessary? These questions became the subject of a brisk discussion by CALP participants. The majority of responses predictably coincided. To be a leader means to lead people, to go unbeaten paths, to risk and take responsibility, to be able to look into the future. A leader has to possess initiative and determination, principles, commitment, persistence and resistance to stress, as well as diplomacy, strategic thinking, ingenuity, creativity and professionalism”.

It is expected that the outcomes of the 8th CALP will contribute to enhancing the information and analytical products, methodologies and innovative approaches of water, environment, green economy, climate change and sustainable development initiatives as well as will form the foundation for new regional interventions by CAREC.

Exchange of experience, expertise, development of professional communications and friendly relationships, networking and cooperation among CALP alumni – the leaders of the 21st century – constitutes a substantial input to

sustainable development and prosperity of the whole region.

CAREC plans to continue holding CALP jointly with its partners and donors until 2020, and invites all potential stakeholders to join and support the Programme in the future.

The key outcomes and achievements of the 8th CALP are of prime thematic and regional value and will be considered while designing and carrying out the 9th CALP, regional projects in Central Asia and CAIEF in Tashkent, Uzbekistan (June 2018).

## 11. ANNEXES

- **ANNEX 1.** List of participants of the 8th CALP
- **ANNEX 2.** Agenda of the 8th CALP
- **ANNEX 3.** Report by Step & Grow, facilitators of the 8th CALP (with conclusions, participant feedback and recommendations)
- **Annex 4.** Report by the facilitator of the Sustainability Pyramid Exercise (with further steps for scaling-up the outcomes of the 8th CALP)
- **ANNEX 5.** List of speakers of the 8th CALP
- **ANNEX 6.** DropBox link to photos and presentations:  
<https://drive.google.com/drive/folders/0B1f6WMt2vivINEpmVWFYNmVyTk0>