

Contents

Foreword	V
Introduction	1
The model: an overview of Capacity WORKS	7
The map of two logics	8
The success factors – an overview	15
Cooperation systems – permanent and temporary	21
The capacity development trilogy	22
Using Capacity WORKS	24
Good practices	28
Objectives and results	30
Objectives are shared visions of the future	30
Joint objectives strengthen cooperation	31
The results model – a shared vision of change	33
Results-based monitoring – a navigation tool	36
Capacity WORKS in results-based monitoring	38
Capacity WORKS in cooperation system management	40
Success Factor – Strategy	42
The specific perspective of the success factor ‘strategy’	44
Paradoxes in strategy work	44
Strategy increases the ability of the cooperation system to act	45
Strategy as an orientation and a process	45
A joint commitment to objectives	46
What strategy does	46
The strategy development process	47
Success Factor – Cooperation	52
Conditions for the emergence and strengthening of cooperation relationships	53
The specific perspective of the success factor ‘cooperation’	54
Internal and external cooperation	56
Cooperation systems and networks	56
Exchange between cooperation systems and networks	58
Success Factor – Steering Structure	60
High demands placed on decision-making	61
What the steering structure does	62
Levels of steering	63
The political and cultural context	64
The specific perspective of the success factor ‘steering structure’	65

Success Factor – Processes	69
Social innovation and societal change	69
Enabling environments for social innovation	70
The specific perspective of the success factor ‘processes’	71
Internal management processes within the project	75

Success Factor – Learning and Innovation	79
Learning as evolution	82
Sustainable learning on the levels of capacity development	83
Learning at the level of society – policy field and frameworks	84
Learning at the level of society – cooperation relationships	85
Learning at the level of organisations	86
Learning at the level of individuals	87
The specific perspective of the success factor ‘learning and innovation’	90

Toolbox

Overview and questions	91
-------------------------------	----

Toolbox Success factor Strategy	94
--	----

Tool 01 Strategy Suite	94
Tool 02 Societal Patterns and Trends	99
Tool 03 Scenarios	102
Tool 04 Key Challenges: SWOT	106
Tool 05 Devising Options	110
Tool 06 Selecting an Option	113
Tool 07 Results model	116
Tool 08 Capacity Development Strategy	122

Toolbox Success factor Cooperation	129
---	-----

Tool 09 Map of Actors	129
Tool 10 Actor Profiling (4 A's matrix)	134
Tool 11 Interests of Key Actors	137
Tool 12 Structural Characteristics of Cooperation	141
Tool 13 Views of Actors (PIANO Matrix)	149
Tool 14 Networks: Strengthening Relationship Potentials	153
Tool 15 Trust-Building	158
Tool 16 Backstage and Learning Behaviour	165
Tool 17 Needs Analysis	171
Tool 18 Comparative Advantages	174
Tool 19 Shaping Negotiation Processes	177

Toolbox Success factor Steering structure	182
Tool 20 Steering Structure	182
Tool 21 Qualities of a Steering Structure	187
Tool 22 Results-Based Monitoring System	190
Tool 23 Architecture of Intervention	194
Tool 24 Plan of Operations	200
 Toolbox Success factor Processes	 205
Tool 25 Process Map	205
Tool 26 Process Hierarchy	210
Tool 27 Process Design	213
Tool 28 Process Optimisation	216
Tool 29 Interface Management	221
 Toolbox Success factor Learning & innovation	 225
Tool 30 Scaling-Up	225
Tool 31 Learning Capacities in Cooperation Systems	229
Tool 32 Innovative Capacity of Cooperation Systems	232
Tool 33 Knowledge Management in Projects	236
Tool 34 Debriefing	241
Tool 35 Learning Networks for Multipliers and Trainers	245
Tool 36 Communities of Practice	249
Tool 37 Organisational Diagnosis	253
Tool 38 Quality Management in Organisations	258
Tool 39 Quality Assurance in Competence Building	263
Tool 40 Intervision	267
Tool 41 Developing Learning Objectives	270
Tool 42 Reviewing a Project Learning Strategy	274
 Citations	 277
 List of figures	 279
 List of working aids	 280
 Acknowledgements	 281

Explanation of symbols



GIZ-specific



Practical example

Cooperation Management for Practitioners
Managing Social Change with Capacity WORKS
Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) (Ed.)
2015, IX, 281 p. 46 illus. in color., Hardcover
ISBN: 978-3-658-07904-8