



Capacity WORKS

Toolbox - Overview

Overview



Success Factors	Tools		
	C Craft Basic tool	A Art ...can be useful in our context	Perspective
SF 1 Strategy	Tool 1 Variable Geometry of Strategy	Tool 2 Scenarios	With whom do we need to negotiate and harmonise the strategic orientation, and in relation to what? How do we develop different strategic options?
	Tool 3 Strategic Options	Tool 4 Stumbling Blocks and Mental Barriers	How do we evaluate various strategic options? Which habitual intellectual responses stand in our way?
	Tool 5 Consultancy Strategies in Capacity Development	Tool 6 Strategic Options and Strategies for Actions	Which consultancy strategies for capacity development are most promising? How do we engage constructively with the actors' strategies for action?
SF 2 Cooperations with internal partners	Tool 1 Stakeholder Map	Tool 2 Key Stakeholders and Their Attitude to the Change Objective	What individuals and organisations are or should be involved in the change project? What interests connect the actors to the project? Where do we see conflicting objectives, and how can we address them? How do we deal constructively with conflictual relationships and conflicts of interest?
	Tool 3 Forms of Cooperation and Rules	Tool 4 Network Management	How do cooperation systems develop? What links and patterns of cooperation are evident? In what roles do the actors act in the cooperation system? What key issues arise in network management?
	Tool 5 Confidence-building	Tool 6 Backstage and Learning Behaviour	How can the relations of cooperation be consolidated? What tensions and conflicts are evident? What unspoken rules, problem-solving methods and learning patterns define the cooperation system?



Overview



Success Factors	Tools		
	C Craft Basic tool	A Art ...can be useful in our context	Perspective
SF 2 Cooperation with external partners	Tool 7 The Map of Actors in the External Environment	Tool 8 Key Actors in the External Environment	Which individuals, organisations or networks outside our cooperation system could be considered as possible partners for our project? Who are the key actors outside our system with whom our project should be developing contacts and focusing efforts toward harmonisation and coordination?
	Tool 9 Needs Analysis	Tool 10 Comparative Advantages	In what areas do we have a need for complementary cooperation, and with which possible partners should we build cooperation? What are our comparative advantages that make us an attractive partner in complementary cooperation?
	Tool 11 Shaping Partnerships	Tool 12 Negotiation	How do we initiate and shape successful partnerships and alliances? How do we steer negotiations in which different interests, ways of working and expectations meet and perhaps clash?
SF 3 Steering structure	Tool 1 Governance Model	Tool 2 Core Topics and Fields of Intervention	How can we find the best possible governance method for the cooperation system, and how can the various actors be involved in governance? On which core topics should governance concentrate?
	Tool 3 Variables	Tool 4 Storytelling	On which quantifiable factors should we base steering decisions? How can we harness personal experience (implicit knowledge) for steering?
	Tool 5 Work Planning	Tool 6 Steering and Quality of Advisory Processes	How can we foster optimum work planning? How can we enhance the results and quality of advisory processes?

Overview

Success Factors	Tools		
	C Craft Basic tool	A Art ...can be useful in our context	Perspective
SF 4 Processes	Tool 1 Core Processes	Tool 2 Communities of Practice (CoP)	Which processes do we need to observe more closely in order to optimise them? What are our core processes? How can processes be optimised in practical terms?
	Tool 3 Process Optimisation	Tool 4 Interface Management	How can critical process patterns be recognised and optimised? How can interfaces / seams be designed?
	Tool 5 Shaping Change Processes and Projects	Tool 6 Dealing with Resistance	How are successful change processes designed? How can change projects be formulated? How can resistance to change be overcome and harnessed constructively?
SF 5 Learning and innovation	Tool 1 The Innovation Diamond	Tool 2 Different Forms of Learning	How innovative are we? Which new forms of learning promote innovative thinking and action?
	Tool 3 Product-based Knowledge Management	Tool 4 Intervision and the Resistance Culture	How can we achieve effective knowledge management in programmes? How do we utilise implicit, person-bound knowledge?
	Tool 5 Organisational Learning and Obstacles to Learning	Tool 6 Scaling up and Mainstreaming Experience and Knowledge	How can we promote organisational learning? Where are the starting points? What blocks learning in organisations? How can we scale up and mainstream experience and knowledge effectively?
General tools for contract and cooperation management	<ul style="list-style-type: none"> ■ Managing for development results / results model / results chain: http://intranet.gtz.de/wirkungsorientierung/ ■ Guidelines for TC : Results-based monitoring ■ Recommendation for implementation: Establishing results-based monitoring – first steps ■ PPM ■ Operational planning: http://intranet.gtz.de/ ■ Elements of external evaluation ■ Guidelines for project preparation: ■ http://intranet.gtz.de/wirkungsorientierung/ 		

Published by:

Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH
Dag-Hammarskjöld-Weg 1–5
65760 Eschborn
Telephone: +49 61 96 79-0
Fax: +49 61 96 79-11 15
E-Mail: info@gtz.de
Internet: www.gtz.de

Editor:

Sylvia Glotzbach, GTZ

Author:

Arthur Zimmermann, odcp consult gmbH

in collaboration with:

Elisabeth Christian, GTZ

Klaus Reiter, GTZ

Sylvia Glotzbach, GTZ

Layout:

Additiv. Visuelle Kommunikation

10405 Berlin

Eschborn 2007



Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH
- German Technical Cooperation -
Dag-Hammarskjöld-Weg 1-5
65760 Eschborn/Germany
T +49 61 96 79-0
F +49 61 96 79-11 15
E info@gtz.de
I www.gtz.de