

# Capacity WORKS

Toolbox - Overview



## Overview

Success Factors	Tools		
	<b>C</b> Craft Basic tool	A Art can be useful in our context	Perspective
<b>SF 1</b> Strategy	<b>Tool 1</b> Variable Geometry of Strategy	<b>Tool 2</b> Scenarios	With whom do we need to negotiate and harmonise the strategic orienta- tion, and in relation to what? How do we develop different strategic options?
	<b>Tool 3</b> Strategic Options	<b>Tool 4</b> Stumbling Blocks and Mental Barriers	How do we evaluate various strategic options? Which habitual intellectual responses stand in our way?
	<b>Tool 5</b> Consultancy Strategies in Capacity Development	<b>Tool 6</b> 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?
SE 9	<b>Tool 1</b> Stakeholder Map	<b>Tool 2</b> 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?
Cooperations with internal partners	<b>Tool 3</b> Forms of Cooperation and Rules	<b>Tool 4</b> Network Management	How do cooperation systems develop? What links and patterns of coopera- tion are evident? In what roles do the actors act in the cooperation system? What key issues arise in network management?
	<b>Tool 5</b> Confidence- building	<b>Tool 6</b> Backstage and Learning Behaviour	How can the relations of cooperation be consolidated? What tensions and conflicts are evident? What unspoken rules, problem-solv- ing methods and learning patterns define the cooperation system?

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SF 2 Cooperation with external partners	<b>Tool 7</b> The Map of Actors in the External Environment	<b>Tool 8</b> 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?
	<b>Tool 9</b> Needs Analysis	<b>Tool 10</b> 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?
	<b>Tool 11</b> Shaping Partnerships	<b>Tool 12</b> Negotiation	How do we initiate and shape success- ful 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	<b>Tool 1</b> Governance Model	<b>Tool 2</b> Core Topics and Fields of Intervention	How can we find the best possible governance method for the coopera- tion system, and how can the various actors be involved in governance? On which core topics should govern- ance concentrate?
	<b>Tool 3</b> Variables	<b>Tool 4</b> Storytelling	On which quantifiable factors should we base steering decisions? How can we harness personal experience (implicit knowledge) for steering?
	<b>Tool 5</b> Work Planning	<b>Tool 6</b> Steering and Quality of Advi- sory Processes	How can we foster optimum work planning? How can we enhance the results and quality of advisory processes?

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SF 4 Processes	<b>Tool 1</b> Core Processes	<b>Tool 2</b> Communities of Practice (CoP)	Which processes do we need to ob- serve more closely in order to optimise them? What are our core processes? How can processes be optimised in practical terms?		
	<b>Tool 3</b> Process Optimisation	<b>Tool 4</b> Interface Management	How can critical process patterns be recognised and optimised? How can interfaces / seams be de- signed?		
	<b>Tool 5</b> Shaping Change Processes and Projects	<b>Tool 6</b> Dealing with Resistance	How are successful change processes designed? How can change projects be formulated? How can resistance to change be over- come and harnessed constructively?		
SF 5 Learning and innovation	<b>Tool 1</b> The Innovation Diamond	<b>Tool 2</b> Different Forms of Learning	How innovative are we? Which new forms of learning promote innovative thinking and action?		
	<b>Tool 3</b> Product-based Knowledge Management	<b>Tool 4</b> Intervision and the Resistance Culture	How can we achieve effective knowl- edge management in programmes? How do we utilise implicit, person- bound knowledge?		
	<b>Tool 5</b> Organisational Learning and Obstacles to Learning	<b>Tool 6</b> Scaling up and Mainstreaming Experience and Knowledge	How can we promote organisa- tional 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> <li>Managing for development results / results model / results chain: http://intranet.gtz.de/wirkungsorientierung/</li> <li>Guidelines for TC : Results-based monitoring</li> <li>Recommendation for implementation: Establishing results-based monitoring – first steps</li> <li>PPM</li> <li>Operational planning: http://intranet.gtz.de/</li> <li>Elements of external evaluation</li> <li>Guidelines for project preparation:</li> <li>http://intranet.gtz.de/wirkungsorientierung/</li> </ul>				

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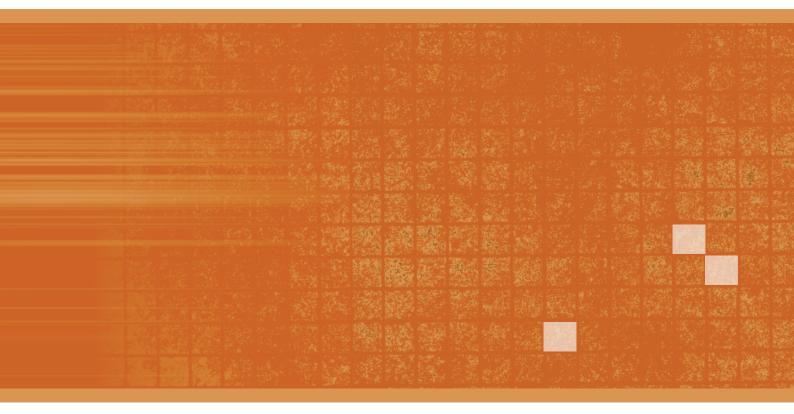
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