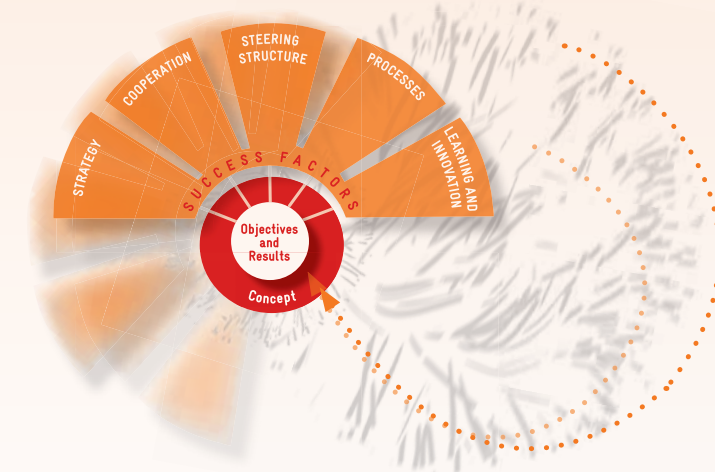
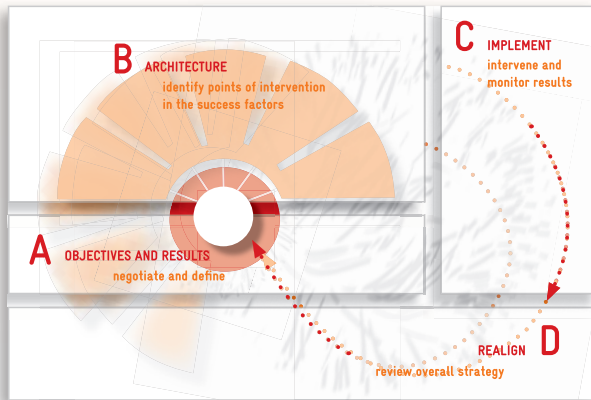


How does Capacity WORKS operate?

The structured approach of Capacity WORKS: focus on objectives and results

► Using Capacity WORKS means focusing on the objectives and results of projects and programmes. The model guides and supports users in determining how the objectives and results agreed on with the partner can be achieved. The project/programme is jointly structured on the basis of the five success factors.

Capacity WORKS involves applying the success factors and tools to continuously review the path taken. This enables users to respond flexibly to changed conditions in a dynamic setting.



Capacity WORKS

The Management Model for Sustainable Development

As of 1 January 2011:

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH

Corporate Development Unit
Organisational Development Section

Dag-Hammarskjöld-Weg 1-5
65760 Eschborn/Germany
T + 49 61 96 79 - 0
F + 49 61 96 79 - 11 15
E CapacityWORKS@gtz.de
I www.gtz.de

Eschborn 2010

gtz Partner for the Future.
Worldwide.

What is Capacity WORKS?

Promoting sustainable development: GTZ's approach to capacity development

► Sustainable development takes place when the needs of today's generation are satisfied without placing tomorrow's at risk. For this to succeed, people, organisations and institutions must be able to formulate, negotiate and implement their own vision of reform and development. The challenge for many societies lies in developing the capacities of individuals, organisations and institutions. GTZ supports this process of capacity development in its partner countries. It often performs the role of facilitator and intermediary operating between the various actors of the state, civil society and the private sector. In its day-to-day work, GTZ employs its management model – Capacity WORKS.

Capacity WORKS: the Management Model for Sustainable Development

► Since the beginning of 2009, GTZ has been using the Capacity WORKS management model to steer the complex capacity development projects and programmes that it implements on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and other federal ministries in the field of international cooperation. Whether this involves new national environmental legislation, reform of the code of criminal procedure, economic reforms or the development of social security systems, the Capacity WORKS management model ensures that all potential stakeholder groups as well as objectives and results are kept in focus from the outset. With Capacity WORKS, GTZ is implementing international agreements such as the Millennium Development Goals and the Paris Declaration.

The Fundamentals of the Model

Focus on five key aspects: the Capacity WORKS success factors

► The Capacity WORKS management model draws on GTZ's many years of experience in international cooperation. This experience tells us that five factors are decisive for the success of projects and programmes.

An overview of the five success factors

Success Factor Strategy

What strategic approach will enable us to achieve the agreed objectives and results efficiently?

Success Factor Cooperation

Which actors in the country should cooperate in order to achieve results?

Success Factor Steering Structure

How do the relevant actors take decisions?

Success Factor Processes

Which processes in the policy field need to be managed, and how should they be managed so that results can be achieved?

Success Factor Learning and Innovation

How are learning organisations, cooperation systems and policy fields managed in order to facilitate sustainable development?

GTZ's concept of sustainable development, consultancy principles, success factors and tools: an overview of the Capacity WORKS model

► Our concept of sustainable development, the consultancy principles based on our many years of experience, the proven success factors and the orientation toward objectives and results – these are the components of the Capacity WORKS management model.

The success factors Strategy, Cooperation, Steering Structure, Processes, and Learning and Innovation are shaped and fine-tuned with a toolbox containing 40 tools. These help in making sound management decisions.

