

What makes for successful cooperation?

Managing partnerships is one of the core challenges of international cooperation. A new GIZ publication explains how to put this into practice.



'Cooperation must be systematic in design if we are to bring about successful change processes,' says Christoph Beier, Vice-Chair of the GIZ Management Board.

What is the philosophy behind the GIZ management model Capacity WORKS?

Addressing most social problems in the world today requires cooperation between various organisations. Capacity WORKS provides answers to the question of how partnerships can be designed so that all parties jointly contribute to finding the optimum solutions to a social problem. The strength of Capacity WORKS lies in asking the right questions and not simply imposing answers. Each project manager approaches tasks in a different way and is highly motivated. Capacity WORKS embraces this potential. The focus is on creativity, strategy and flexibility. The concept succeeds in helping everyone to

find their own individual path, but also to achieve the same goal: that of successfully implementing change and cooperation. The universal solution is that there is no universal solution.

Every partnership is unique. So how has it been possible to develop a transferable concept?

Our day-to-day business involves a variety of different roles and responsibilities, countries, partners and clients. Our hallmark is achieving high quality and clear outcomes despite the wide range of contexts. This cannot be done using templates or ready-made answers; instead we have a toolbox to help us arrive at intelligent solutions which may differ very widely.

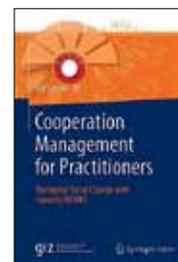
How relevant is Capacity WORKS to GIZ's work on the ground?

Based on years of experience using the model, we have now decided to make Capacity WORKS a binding model for managing our projects. Our cooperation projects cannot simply be run in a hierarchical way like organisations, they require intelligent steering. Capacity WORKS offers the methodological tools needed to do this. A holistic approach to planning and steering greatly simplifies quality assurance. The model enables everyone to find their bearings, regardless of professional background, nationality, cultural identity or age. Defined criteria for success, a checklist, a methodological toolbox and practical examples guarantee quality and flexibility in equal measure. And of course, Capacity WORKS forms the basis of GIZ's standardised commitment to deliver services to its clients, partners and commis-

sioning parties. The way GIZ goes about planning and implementing its projects is in its DNA.

What does the concept offer other organisations and companies?

The book is the distillation of 30 years of GIZ management experience. This experience has been pooled, studied within the context of recent approaches to theoretical system analysis and prepared in such a way as to make it usable in practice across all fields – such as the energy transition, digital change or structural policy challenges. As a federal enterprise, GIZ of course also takes great interest in sharing its knowledge with others. For all those involved in providing targeted support for social change processes, the management model shows how challenging goals can be achieved in a complex and unpredictable world through systematic cooperation management. Capacity WORKS provides the orientation and structure for practical action.



'Cooperation Management for Practitioners' pools the experience gathered over 30 years of GIZ activities. Published by Springer Gabler, the book is available in German (2014) and in English, French and Spanish (2015).