



# Strategic competency development

## Advisory service

### The challenge

Whether based in developing countries, emerging economies, or industrialised nations, state institutions face the challenge of creating a sound framework for sustainable development. Global risks such as climate change and food crises highlight the compelling need for complex structural change. Decision-makers in government, business, and civil society need to think and act according to new categories of local, regional, and global responsibility – for both themselves and society. To meet this challenge, stakeholders in key positions require individual skills as well as the ability to manage change and engage in life-long learning. This is precisely what strategic competence development supports.

### Our approach

GIZ supports capacity development at three levels: individuals, organisations, and society.

Strategic competence development focuses on people. It aims to enhance individual, personal, and professional skills; bring together people in networks; and organise learning in a way that enables people to realise their full potential in organisations and society.

The approach consists of three methodological steps:

1. Planning learning interventions to enable change, by selecting change agents strategically.
2. Implementing learning interventions using sound didactic principles
3. Ensuring sustainability by mainstreaming learning in partner systems.

### Our services

Based on these steps, GIZ offers a variety of coordinated services that are available as a package or individually.

#### 1. Planning learning interventions to enable change, by selecting change agents strategically

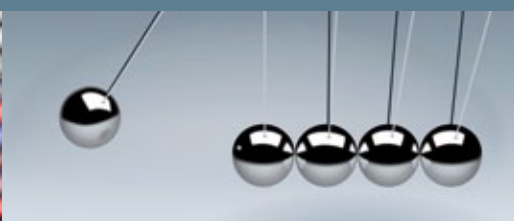
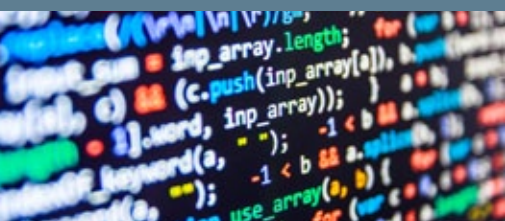
Planning starts with a five-step assessment to analyse individual potential for change through a capacity development strategy. The assessment then carries out a stakeholder analysis of the partner system, conducts a needs analysis for current and targeted job profiles, and designs a results model for targeted learning interventions.

This assessment provides clarity about who the key stakeholders are, and what they need in order to meet the core challenges of their work as change agents.

#### 2. Implementing learning interventions using sound didactic principles

Quality in competence development is based on tried-and-tested didactic principles, which ensure that the interventions meet the needs of stakeholders and promote independent and self-directed learning. Another important factor in successful learning is the ability to reflect on one's own personality as a key influence on one's professional actions.

The learning process is divided into four areas: sectoral competence, methodological competence, social competence, and personal competence. These competences are structured in a way that enables individuals to act directly – not only in the current situation, but also in regard to complex future challenges.



By offering a combination of the following six services, we help your programme to achieve lasting impact:

1. Theoretical and practical learning to strengthen the proactive capacity of experts
2. Leadership programmes to enable decision-makers to shape institutional and societal change
3. Strengthening managerial responsibility to empower decision-makers as drivers of change in their organisations and policy fields
4. Strengthening personal and social skills to improve effectiveness at the individual level
5. Train-the-trainer programmes to help mainstream competence development in partner institutions
6. Setting up networks to establish learning and cooperation as permanent processes.

Depending on specific needs, a variety of learning formats are available – ranging from virtual learning through digital media, to face-to-face courses and blended learning. These formats can be combined and tailored to achieve optimal impact.

### 3. Ensuring sustainability by mainstreaming learning in partner systems

GIZ combines a range of tried-and-tested approaches to scale up learning results. These approaches include mainstreaming learning results through transfer projects, prototyping, training disseminators, establishing training hubs, offering train-the-trainer workshops, and building sectoral and trainer networks. This package enables us to consolidate local, regional and global knowledge – even after the end of your programme.

### The benefits

Strategic competence development helps decision-makers implement changes at the organisational and systemic level in a responsible way.

Combining competence development with other GIZ services (such as policy advice, organisational development advice, and financing) has a mutually reinforcing effect.

### An example from the field

#### Wave: improving services in the water sector

As part of a strategic competence development programme, 2,000 water managers from Kenya, Uganda, Tanzania, Zambia, and South Sudan have strengthened their individual effectiveness, sectoral competence, and capacity for creative and sustainable management. Key individuals have been equipped to act as disseminators, trainers, and advisors. The programme included a mix of training courses (some of which were virtual), specialised study trips, coaching on implementing action plans and strategies, and train-the-trainer measures.

As a result, water utilities, regulatory authorities, training institutions, and associations are now able to work more effectively and efficiently. Specifically, water losses have been reduced, additional income has been generated, the water supply network has been expanded, and the water supply in low-income areas has been increased. Networking among the five countries ensures that advice and information will continue to be shared beyond the end of the programme.

### Imprint

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