



Managing complex projects and programmes

Advisory service

The challenge

Reforming the health sector or the education system, extending an airport, reducing government debt or internationalising a business: all of these mean societal change, a subject that is increasingly on the agenda, in Europe and around the world.

Any societal change process makes high demands on the quality of interaction between the state, the economy and civil society, sometimes even beyond national borders and continents. As the interdependencies between countries and their various stakeholders increase, the pressure on joint steering becomes immense, with negotiations having to produce decisions that all sides can uphold. This is generally anything but straightforward.

Multi-stakeholder dialogues play a key role here because they render interests transparent and incorporate them into the negotiation process. But it takes more than dialogue and traditional project management approaches to carry through a solution when dealing with the objectives of an entire society. Management models therefore need to adopt a structured approach capable of embracing complex cooperation contexts rather than just focusing on individual organisations. This is something that current models (e.g. EFQM, Six Sigma, Balanced Scorecard) are not constructed to do.

A new management logic is needed to support stakeholders at all levels in finding a common language focusing on 'how' that will enable them to structure purposeful, target-oriented processes and debate. Such an approach also needs to emphasise the importance of basic values – transparency, economic efficiency and sustainability – in achieving results. This is not just about designing a social and political decision-making process but about actually realising solutions.

Our approach

GIZ assists societal change in various roles: as a facilitator, intermediary, mediator and also as a co-designer that sets the stage for the actors involved. GIZ applies the logic that underlies its management model Capacity WORKS, accessibilising it for joint project activities. Condensed into this model are some 30 years of GIZ expertise in German international (development) cooperation in many different societal change processes worldwide.

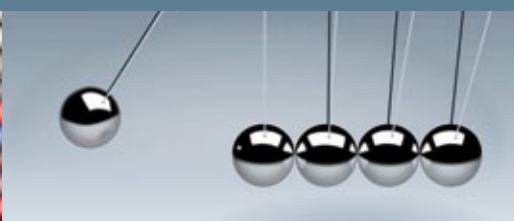
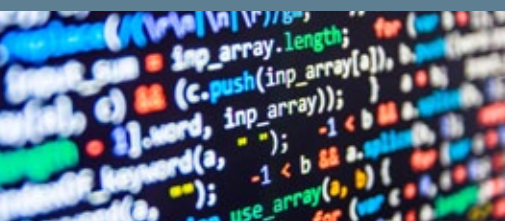
Our services

We assist our commissioning parties, clients and partners in the design and roll-out of societal change processes by supporting them in engaging in transparent negotiations that encompass the interests of all relevant actors constructively using negotiation dynamics in agreeing objectives exercising pragmatism in defining realistic results that correspond to the goals promoting sustainable negotiation processes that result in new structures, procedures and rules for inter-organisational action making decisions and communicating them through transparent processes that the various actors can understand embracing a logic that delivers fast and exemplary results for stakeholders, thus making the most of the energy for change within society.

The benefits

As your partner, GIZ

- » analyses the complexity of the situation with you, facilitating its discussion and breaking it down into steps for action
- » sets the stage for relevant actors
- » assures quality in the steering of your complex projects and programmes



- » gears the process to fast results that demonstrate progress in the issues you are dealing with
- » offers you international benchmarks for social solutions
- » examines all aspects of your project with reference to five factors: strategy, cooperation, steering, processes and learning
- » constructively harnesses conflicts and contradictions as a resource to help drive forward the process
- » enters into close partnerships with actors in society in its capacity as a coach, sparring partner, supporter, facilitator and expert, depending on the given needs
- » has access to a flexible and international pool of advisors for specialist, political and management matters
- » is itself interested in identifying a sustainable solution

An example from the field

The dramatically high rate of child and maternal mortality in Tajikistan poses a great challenge for the Tajik health system. The government has therefore set itself concrete objectives to improve health service delivery in this area. To do so, it will need to valorise the inputs by a multitude of widely differing actors (municipalities, regional authorities, national actors, donor communities).

GIZ is assisting the Tajik Ministry of Health to anchor the requisite reforms in the country's national strategies and programmes in line with international standards. Our advisory services aim to sustainably strengthen the health ministry's steering capacity and to empower it to work with relevant actors to achieve the goal of lowering maternal and child mortality and ensure improvements are permanent.

Capacity WORKS helped identify the key actors needed to realise this goal and also the main principles, process stages and forms of cooperation which were then negotiated with the stakeholders:

- » Which actors can and should assume which responsibility and in what capacity?
- » Which forms of cooperation are appropriate here?
- » How can non-governmental actors be meaningfully involved?
- » How can the Ministry use policy to steer the inputs by a large number of donors in line with its objectives?

One of the key challenges was to coordinate the many different and in places parallel activities of the various donors. In a drawn-out and difficult negotiation process with national and international actors, GIZ worked intensively with the health ministry on a suitable steering structure. The result is a national platform for mother-and-child health care and reproductive health. This provides a clear framework for political steering which brings together all the communication and decision-making processes for the thematically structured service packages delivered by the various actors.

Underscoring the importance of Capacity WORKS, Tajikistan's First Deputy Minister of Health, Jobirova Saida, stated she is convinced that the drop in the rate of maternal and child mortality that can already be measured today is largely due to the application of GIZ's management model.

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