



Catherine Vogel, German Technical
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**GTZ's approach to Capacity
Development**

16th Partnership
Meeting of the World Cocoa Foundation



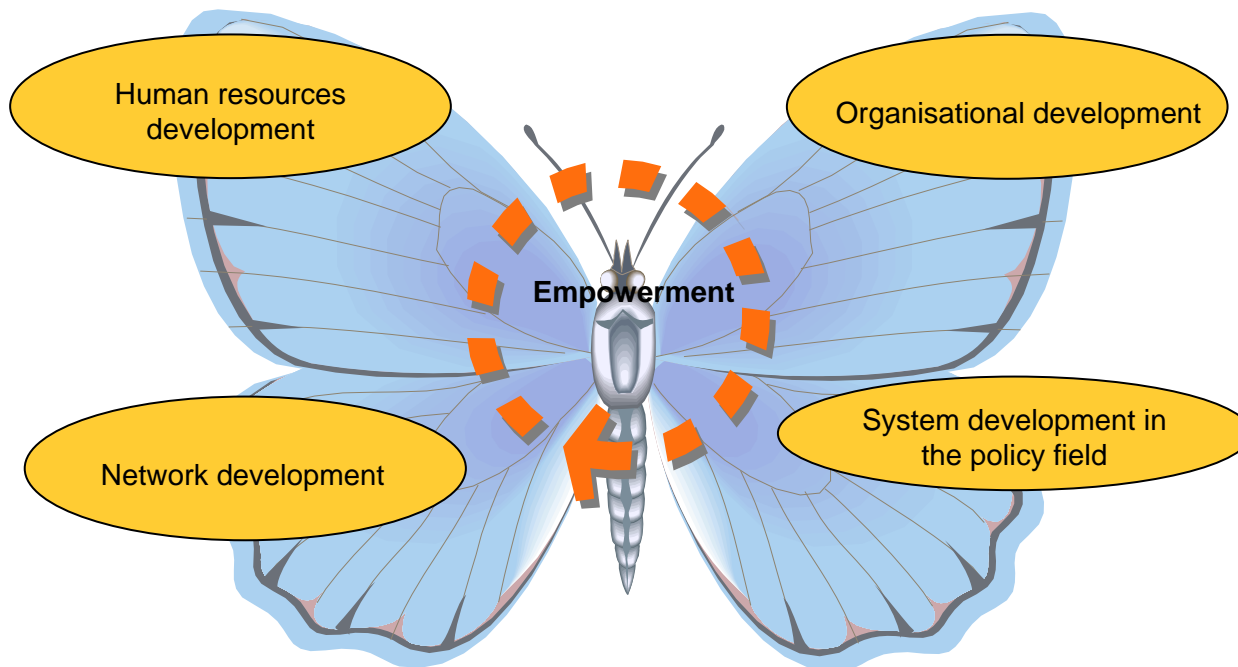
GTZ's core business: Capacity Development

- Holistic process through which people, organisations and societies mobilise, maintain, adapt and expand their ability to manage their own sustainable development.
- Enables people, organisations and societies to develop and expand their ability for proactive management.
- Must be stakeholder-driven and stakeholder-owned, i.e. the stakeholders must strongly identify with and be strongly committed to the desired change.
- Change processes of this kind will only be successful if they are systemic; only in exceptional cases will one-off interventions at the level of individuals or organisations be likely to achieve sustainable results.
- Cannot be implemented through financial transfers, but rather presupposes mutual accountability between the respective partner and GTZ.





The CD butterfly





Capacity and capacity development is based on the interaction of three dimensions:

people

Communicating knowledge, experience, skills; expanding opportunities to participate in social decision-making processes

...

organisations

Improving the performance, capabilities and services of organisations, improving the delivery processes, organisation and procedures, ...

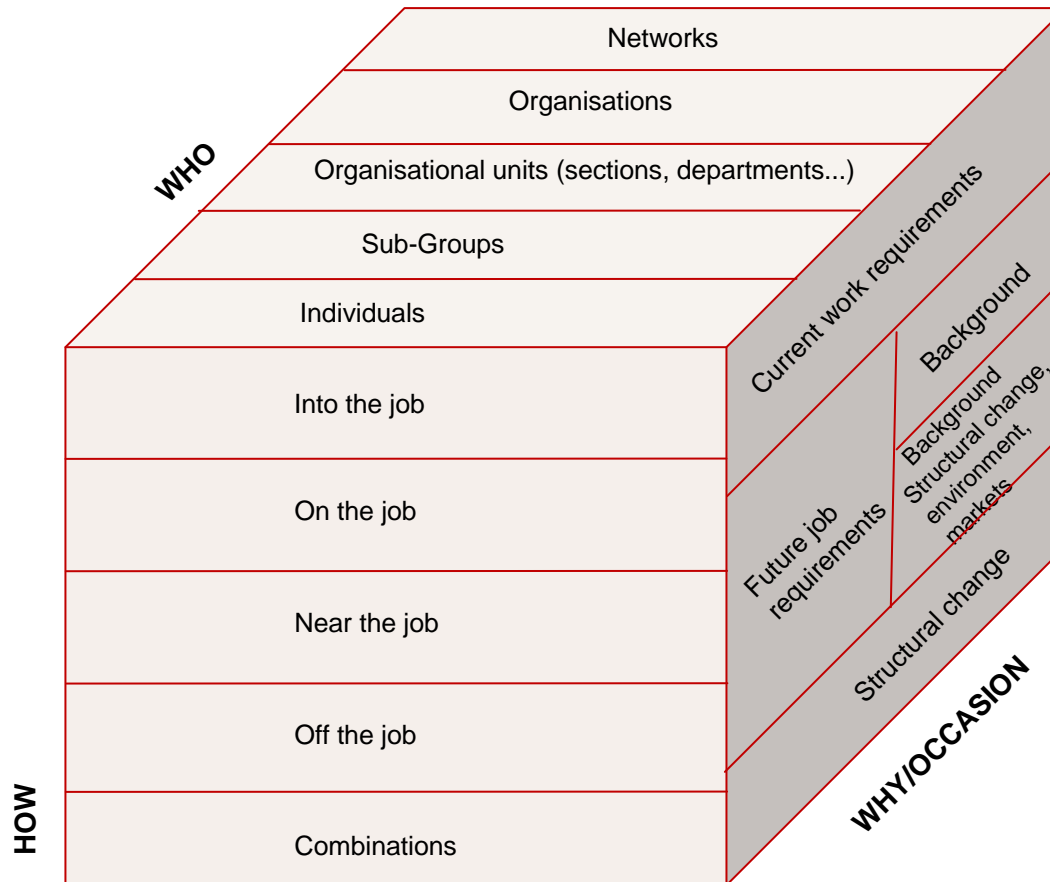
Social framework conditions

Establishing free market institutions with democratic, social and ecological orientation and committed to the rule of law, improving the legislative and administrative framework; establishing social consensus ...





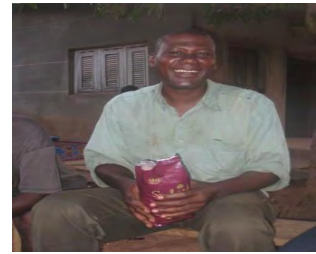
Designing learning settings





German cooperation modes for Capacity Development

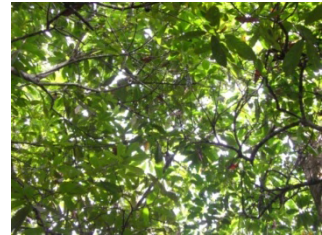
- **Coordinated bilateral and regional technical cooperation (TC) and international cooperation (IC) projects and programmes**
- **Stand-alone bilateral projects and programmes**
- **PPP - Public Private Partnerships**
- **CIM integrated expert programmes**
- **Supporting funds/pools**
- **Support of international initiatives**
- **Facilitation of international dialogues**
- **Event management for political communications**





Example: Sustainable management of natural resources in Ecuador

- **Objective:** Combine the longterm conservation of natural resources with the promotion of new income opportunities.
- **Desired impact:** Poverty reduction through sustainable agricultural production.
- **The programme supports smallholders in selected buffer zones of protected areas to produce high quality products for sustainable markets (such as organic or fairtrade).**
- **Together with the private sector, sound value chains from production to marketing are built up and improved.**





Capacity Development: mix of modes of delivery

- Implementation of ValueLinks:

A practical instrument of GTZ, for the assessment by the programme for the improvement of selected value chains. The work-concept has been transferred to counterparts such as the Agricultural Ministry and the Export Promotion Agency (CORPEI).

-Public Private Partnerships:

GTZ (and CORPEI) cooperate in order to integrate private companies into the value chains, such as coffee, cocoa and bananas. 40 PPPs have been supported so far (2003 – 2009).

- Cooperation with other donors

GTZ, Corpei and other donors such as the Swiss, Belgian and Spanish development cooperation jointly develop and contribute specific projects in order to support initiatives for the improvement of value chains. More than 35.000 small holders benefit of this strategy.





Capacity Development: mix of modes of delivery

Integrated experts

“CIM” programme of Germany’s development cooperation links up partner country organisations with highly qualified experts from Germany and EU and paves the way for know-how transfer. A CIM-Expert supported the transfer the GTZ PPP instrument to the local Export Promotion Agency.

Capacity building:

Within the PPPs producer groups and individuals are trained in order to increase their productivity, improve quality and achieve certification.

Promotion of networking and dialogue:

Round tables for the stakeholders of the value chain of public and private partners as well as international donors. Now also the ministry of agriculture is participating.





**Questions, comments,
discussion.**

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