



InWEnt Capacity Building

Human resource and organisational development in
international cooperation



Internationale Weiterbildung
und Entwicklung gGmbH

Capacity Building
International, Germany

Introduction

The Capacity Building Concept is the framework for InWEnt's activities in the field of advanced professional training, as well as in human resource and organisational development. It is used as a guide for the conceptualisation and implementation of InWEnt's activities in these areas. The Capacity Building Concept is the fundamental pillar of InWEnt's strategic direction and defines the framework for action in the medium term. In the context of development cooperation, "Capacity Building" encompasses advanced professional training, as well as human resources and organisational development. Its aim is to enhance the partners' capacities to plan and implement viable development strategies and policies. Advanced professional training is perceived as part of human resource development, which consequently shapes the development of organisations. InWEnt systematically facilitates access to knowledge as a strategic development resource. InWEnt hence considers itself as an international knowledge facilitator. InWEnt fosters dialogue, provides advanced training, builds networks and offers consultancy services for professionals and decision makers, and consequently supports change processes in organisations and institutions as well as economic, political and social reform processes worldwide.

The company

Our Capacity Building Programme is based on InWEnt being perceived as a **Learning Organisation**. InWEnt regards learning through advanced professional training and dialogue as an interactive process amongst equal partners. Through dialogue with our partners around the world, we at InWEnt continuously expand and adapt our own skills and competences as well as the skills and competences of those who implement the programmes, in order to develop new problem solving strategies. InWEnt provides the third pillar of Germany's development cooperation, the other two being financial and technical cooperation. Being both coherent and methodologically flexible, InWEnt is

thus a vital contributor to Germany's development cooperation profile. To this end, InWEnt systematically makes use of its:

- **Methodological-didactic competence:** InWEnt offers needs-oriented capacity building based on its long-standing international experience. Its programmes are characterised by two main features: firstly, its methodological-didactic competence which has been verified by decades of practical experience, and, secondly, its high degree of flexibility in methods and the duration of learning, according to the types of capacity building activity, and the place of its realisation; however, the focus of learning locations remains Germany.
- **Private-sector relationship:** InWEnt fosters intense working relations with the German business community, business associations and with international companies.
- **Decentralised structure and a firm base in Germany:** InWEnt collaborates closely with the Federal Ministry for Economic Cooperation and Development (BMZ), and other federal ministries, as well as with bodies of the federal states and local authorities.
- **Contacts worldwide:** InWEnt acts on behalf of German organisations and companies in developing and transition countries as well as in other industrialised countries.

InWEnt assures the quality of its programmes within the framework of a quality management system, focusing on needs-orientation, methodology/didactics, effectiveness, efficiency, and sustainability.

Capacity Building – People shape changes

Conceptual approach

InWEnt is guided by the conceptual approach of global sustainable development. This concept is characterized by the capacity for economic performance, social justice, ecological sustainability, and political responsibility.

The objective

InWEnt's activities in Germany and abroad aim at fostering the problem-solving competences of decision-makers and executives on different levels. We focus on strengthening the structures required for these processes, enhancing the perception of social responsibility and human values, and on systematically conceptualising access to knowledge as a strategic development resource. InWEnt perceives social change as a complex process which involves people with different competences and different organisations autonomously shaping their working and living conditions. They effect these changes in the political realm by creating the preconditions for economic, social, ecological and cultural development, as well as in organisations of the civil society, the private sector and public administration. Involving those who promote change is, therefore, both the precondition for and the objective of the political focus and the methodological approach of InWEnt's Capacity Building Concept. The equal participation of women in decision-making processes and in policy-shaping has to be strengthened. InWEnt systematically follows the Gender Mainstreaming approach in the conceptualisation and design of its programmes as well as in the selection of partners and participants.

The multi-level approach

To be widely effective, to build up structures and to promote Communities of Practice, InWEnt has a three-level approach combining advanced training, human resources and organisational development: the individual, the organisation, and the system. Systemic development management closely links activities on these three levels with each other in InWEnt's programmes.

“Organisations only learn if the individuals learn something. Individual learning is no guarantee that the organisation learns something but without individual learning, there is no learning organisation.”
Peter Senge ¹

Individual

InWEnt strengthens the decision-making competence of individual decision-makers, junior executives and professionals. It does so by systematically combining professional knowledge with the competence to take on political and legal responsibility, and to facilitate the interaction between organisations and the general population. International key qualifications and “Global Governance” competences are becoming increasingly important. These include negotiation and communications skills. InWEnt's capacity building measures thus highlight interdisciplinary and cross-sectoral cooperation, knowledge management and organisational management as well as international and intercultural competences. InWEnt's programmes do not focus solely on facilitating knowledge, but also aim at behavioural changes. InWEnt's methods are target-, implementation- and action-oriented and build on participants' experiences.

¹ Peter M. Senge is a Senior Lecturer at the Massachusetts Institute of Technology. He is also Chairperson of the Society for Organizational Learning (SoL). His research focuses on organisational development.

They promote active participation and self-learning competence. The advanced training programmes are practice-oriented and include simulations, observation visits, and internships. E-learning is used systematically in blended learning. Joint learning enables participants to experience intercultural communication both at first hand and as a competence required in all societies. All participants are encouraged to help shape change processes and to improve their own interaction, while expanding their social skills, intercultural competences and critical self-assessment.

Organisation

InWEnt improves the performance of companies, civil society organisations, and public authorities. On a national and an international level, these include:

- Private sector: associations, chambers and companies.
- Civil society: organisations representing special interest groups reflecting a broad section of the population.
- Governmental and public sector: institutions on a national and decentralised level, and regional associations.

InWEnt cooperates with partner organisations that have the potential to reach development objectives. Together, InWEnt and its partners analyse what they can contribute towards these objectives, define strategies for human resource and organisational development, implement them and measure their impact. National and regional training institutes whose competences are strengthened through 'Train the Trainer' programmes are InWEnt's main partners.

System

On a political level, InWEnt fosters action and decision-making competence, as well as the competence to take on responsibility. In a dialogue with the different political players, the scope for action,

available options along with varying perspectives are assessed while strategies for policy-design are discussed - always focussing on internationally agreed development goals, such as the UN Millennium Development Goals. In doing so, InWEnt contributes to the competence of international decision-makers and to strengthening our partner countries' institutional environment. In the realm of development cooperation, InWEnt aims to strengthen considerably the development potential of our partner countries as part of a global structural policy.

Instruments for Change

In its programmes, InWEnt applies different instruments for human resources and organisational development. In accordance with the goals agreed with its partners, InWEnt selects these instruments and combines and supplements them with one another. The instruments InWEnt applies include:

- Advanced education and training
- Dialogue
- Building networks
- Advisory services for human resources development

Advanced Education

InWEnt puts advanced education as parts of human resources development into practice, particularly through job-specific, practice-oriented advanced training programmes employing international standards. The programmes address people working for organisations and companies. Pre-requisites for participation are a degree and extensive professional experience. The programmes last between one week and 12 months. In addition to systematic preparation and follow-up (transfer and continuous learning), they include on-the-job internships and the provision of key qualifications ("soft skills") that can be applied across sectors. The programmes increase the participants' problem-solving capacity and thus improve the respective organisation's performance.

Advanced training programmes are tailor-made, have a modular structure, and improve the participants' self-learning competence. The International Long-Term Training (ILT) constitutes a special format which is characterised by its practice orientation. Junior executives, who are already engaged in implementing development processes in their respective countries spend approximately twelve months in Germany, where they obtain a practice-oriented and targeted qualification. This format targets future key executives and drivers of change processes, and supports them according to the foci of German development cooperation.

Dialogue

As an important instrument for shaping and accompanying change processes, dialogues are gaining importance within InWEnt's portfolio. They constitute a flexible instrument whose quality depends on the topic and participant-specific formats. Dialogues facilitate the active participation of all participants in a particular way. Successful dialogue events lead to new ways of looking at problems, a common understanding and/or joint action plans. The impact of dialogues is enhanced by other InWEnt activities, such as increased co-operation with partner organisations, or pursuing problems over longer periods of time. Internet forums or making dialogue an intrinsic part of training programmes are additional sustainability measures.

Depending on the topic and on the participants, global political dialogues, sector policy dialogues or expert dialogues are chosen. The global political dialogues, which in the past have usually been organised by the Development Policy Forum (EF), provide momentum to German and international development policy debates. They serve as a model for BMZ by promoting dialogue with anchor countries. The fact that partner countries have recently been granted more self-determination and more independent policy-making has led to a growing demand for sector-specific dialogue as part of development cooperation. The debate on how to best structure political priorities within a sector is setting the course for future allocation of resources. InWEnt's expert dialogues, which take the form of workshops, seminars or conferences

on a clearly defined topic, constitute platforms for a lively exchange amongst experts. The success of such an international exchange largely depends on the participants' expertise.

Building networks

Initiating international networks is an integral part of InWEnt's work. Through the co-operation with a great number of InWEnt alumni and by applying e-learning and the internet, InWEnt creates lasting connections between participants and graduates of international programmes emphasising the high priority of regional and trans-national approaches.

E-learning components play an important role in creating networks. The combination of interactive learning methods and web-based media is an important pillar of long-term knowledge exchange at an international level.

The web-based learning and communication platform is called Global Campus 21@ (www.gc21.de). Global Campus 21@ is based on a learning management system employing modern web technology. Within a short period of time, tele-tutors learn how to create and to maintain virtual work spaces. Moderated by the tele-tutors, the participants of a learning group can exchange documents, contribute to discussions, arrange chats, and solve tasks. They can use the system around the world and around the clock without the need for special software or technical support.

InWEnt's alumni program is open to all former participants and offers a variety of products. Working with alumni is part of the continuous learning process and enables an exchange with former participants and partner organisations on specific topics. In this way InWEnt accompanies the transfer of the acquired competences into the respective working environments. Interdisciplinary components give alumni the opportunity for regional and national networking as well as participating in InWEnt's cross-sectoral e-learning programmes. The alumni programme is an integral part and a quality feature of InWEnt's advanced training measures.

InWEnt initiates and coordinates strategic capacity building alliances with international partner organisations and the private sector as well government authorities and civil society organisations both in partner countries and in Germany. This approach allows each partner to contribute their strengths to the joint project of future-oriented capacity building. Cooperating within networks allows the partners to share their experiences and to find flexible, customised responses for different capacity building needs. Integrating former participants and partner organisations into international virtual learning communities safeguards the on-going transfer of knowledge and the exchange of practical experiences.

Advisory services for human resource development

Guided by the principle of impact-orientation in international cooperation and in the context of German “unified development cooperation”, InWEnt focuses on players from relevant organisations and institutions, who work to bring about reforms and who act as contacts for German development cooperation organisations. Institutions and their contexts are assessed in close co-operation with international partners from the respective priority or reform area.

The organisational assessment includes an analysis of potentials regarding both human resources and the development of a demand-oriented capacity building strategy, including a human resources development plan. Learning objectives and transfer projects are mutually agreed as a point of reference for the actual training measures. The decisive aspect of this undertaking is combining individual advanced training as human resource development with the objectives of organisational development.

Advisory services are based on methods of change management including development advice, process moderation and coaching.

Training locations

When deciding on a training location, InWEnt takes into consideration the programme’s objective and the needs of the client, the co-operation partner and the beneficiary. Experience has shown that a stay in Germany or another European country is very important for many of the partner countries.

Germany as a learning location strongly attracts foreign partner organisations, not least due to Germany’s role as an international centre of commerce, training, technology, and research. By assessing and analysing the situation in Germany, participants gain first-hand experience of the development process towards a knowledge-based and democratic industrial society.

As a German capacity building organisation with an international mission, InWEnt strengthens Germany’s position as a learning location both within and outside of Europe by networking between German and international knowledge centres.

Our Core Competences

InWEnt’s core competences consist of creating and implementing flexible and practical Capacity Building programmes using the instruments of advanced training, dialogue, network building and advisory services for human resources development . Applying such instruments combines professional, regional, market and methodological competence.

Professional competence

Professional competence always also means interdisciplinary competence. InWEnt provides knowledge where and how it is needed. Knowledge is not perceived as an end in itself but as a means of strengthening the abilities and performance of individuals and organisations. By focusing on specific issues, InWEnt also contributes to an international agenda setting. InWEnt focuses on ten operational fields which constitute the core of its Capacity Building approach:

- Good governance and reform processes
- Crisis prevention and peace development
- Social development
- Environment and natural resources
- Sustainable business
- Foreign trade and international relations
- International vocational training
- Education for international development
- International management skills in change processes
- Management of international education programmes

Regional competence

InWEnt's regional structure abroad ensures that international clients are met with a straight-forward structure of contacts. Due to its decentralized structure and its firm base in Germany, InWEnt has widespread contacts in within Germany whilst working on a global basis and in many different areas. InWEnt has a diversified structure at the level of the German federal states, which enables us to establish contacts between international partners on the one hand and organisations and companies in Germany on the other.

Market competence

International co-operation focuses on political framework conditions at a global, regional and national level. The complexities in this area require direct cooperation based on trust, with decision-makers and opinion-leaders at the management level of national and international institutions. Relationships based on trust between InWEnt and its key partner organisations result in our programmes and products always being tailored to the actual demand. The excellent co-operation with both German and international companies and

business associations facilitates the creation and implementation of practical and targeted training measures.

Methodological competence

Participant involvement is an intrinsic political and methodological principle of InWEnt's programmes. Advanced professional training continues where prior learning processes have left off, enabling critical reflection and the definition of one's own situation. This makes them more than mere measures of knowledge transfer. Presence and distance modules are used as needed, striking a balance between theory and practice. InWEnt's idea of training is firmly based on this balance between method and content. The combination of measures promoting an individual person's competence development with the aim of controlling and shaping organisational development processes and of initiating and accompanying both political opinion-forming and development processes, characterises the methodical core competence in InWEnt's Capacity Building approach.

To ensure impact orientation and the sustainability of our programmes, the transfer and the subsequent monitoring of the newly-acquired competences are integral components of our methodological approach (follow-up contacts, international alumni networks and coaching).

Conclusion

For our programmes to offer optimum solutions, we at InWEnt combine professional, regional, market, and methodological competence in a demand-oriented and flexible way, whilst cooperating with competent professional partner networks. InWEnt acts as a global provider of Capacity Building through advanced training, dialogue, as well as human resources and organisational development, as part of development and international cooperation.

InWEnt – Internationale Weiterbildung und Entwicklung gGmbH
Capacity Building International, Germany

InWEnt stands for the development of human resources and organisations within the framework of international cooperation. InWEnt's services cater to skilled and managerial staff as well as to decision makers from business, politics, administration and civil societies worldwide. InWEnt cooperates equally with partners from developing, transition and industrialised countries. Each year some 55,000 persons participate in our measures.

InWEnt – Internationale Weiterbildung und Entwicklung gGmbH
Capacity Building International, Germany

Friedrich-Ebert-Allee 40
53113 Bonn, Germany
Phone +49 228 4460-0
Fax +49 228 4460-1766
www.inwent.org

August 2006
GF-0005-2006

