

Human Capacity Development (HCD)

Approach of GIZ

Capacity Development is a process which enables individuals, organisations and societies as a whole to shape their own development sustainably and adapt to changing conditions.

In order to trigger sustainable changes in social systems, capacity development always addresses three levels – the individual, the systems of reference, and the systemic level. Systems of reference denote the individual's immediate sphere of influence, and can be an organisation, a company, a network or an informal community. Systemic level refers to the enabling environment where the individuals and systems of reference interact and grow.

'Delivering capacity development support for individuals, organizations and societies is one of GIZ's core competencies. As one of the world's leading service providers in the field of international cooperation for sustainable development, GIZ is also a leader in designing joint learning processes and developing individual capacities.'

GIZ's approach to Human Capacity Development (HCD) puts the individual at the heart of our strategies and measures. Our HCD measures aim at facilitating changes in the actions of individuals and the results of the changed contributions of individuals within their system of reference. Our HCD measures always address the individual level, but also manage individual learning processes and the networking of individuals and their organisations such that they help achieve optimum results for capacity development within the participants' systems of reference and at systemic level.

Foundation principles of HCD approach:

- A participatory approach in designing the capacity development measures
- Diversity of methods and holistic approach
- Covering three dimensions: knowledge, skills, and values
- Practice orientation and Participant orientation
- Tolerance and Transparency
- Joined-up thinking (multi-sectoral multi-disciplinary approach)
- Sustainability (strong partnerships with existing training and research institutions)
- Bringing the participants in a network for continued learning

GIZ's human capacity development services develop the capacities of individuals and shape joint learning processes such that these individuals are enabled to help achieve sustainable results within their own system of reference.

The range of HCD services we offer:

- Strengthening the personal and social skills of individuals by familiarising participants with the tenets of **self-management and knowledge management** and reflecting with them on their own actions and their understanding of their own role.
- By helping develop **practical technical expertise**, we enable experts to identify lasting solutions to the challenges facing them, to initiate change and to make the **transition from theoretical knowledge to practical action**.
- We familiarize managers with the concepts of efficient process and change design, and enable them to apply these concepts in practice within their own system of reference. We thus enhance their **ability to shape institutional and societal change** for sustainable development independently in the long term.
- Strengthen the **didactic and methodological capacities of trainers** and advisors and help them network so that they can **maximise their effectiveness as multipliers** in supporting learning processes at the level of the individual.
- We enable leaders and decision-makers to forge ahead with comprehensive changes in their own system of reference. We present various **leadership and strategy development** models, using a dialogue and value-based approach.
- We help individuals to become networked in learning communities either locally or in the form of virtual communities, which promotes knowledge sharing and facilitates change management. **We integrate former participants** in this networking as well to ensure sustainability in our efforts.

Comprehensive HCD measures consist of a combination of the above HCD services. Depending on the context and the needs of the partner, these services are put together in the form of a specially tailored package. Capacity Needs Assessment, therefore, is an important step to develop the HCD package, and continues throughout the life of the project.





Who are our Partners in the process of Human Capacity Development?

The measures are implemented together with National, sub-National and local governments, training and learning organisations and experts to achieve specific capacity development objectives. The project will engage with different sectors and stakeholders that are crucial for management of coastal and marine biodiversity.

Project name	Conservation and Sustainable Management of Existing and Potential Coastal and Marine Protected Areas
Commissioned by	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)
Project region	India
Lead executing agency	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Duration	01.08.2012 – 31.07.2017

HCD approach of the project- Coastal Marine Protected Areas

About the project

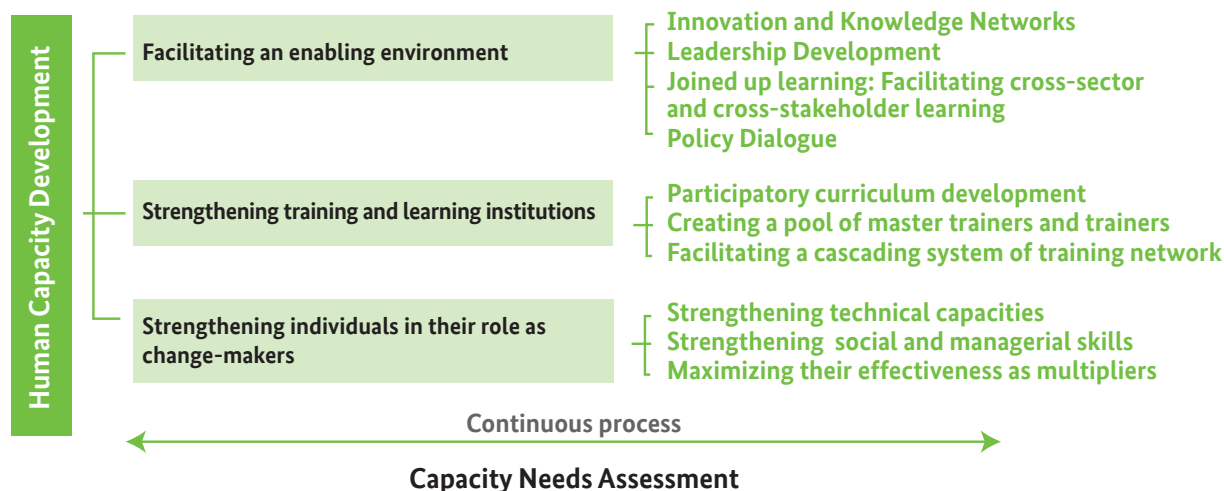
The Government of India and the Government of Germany are working together to implement a joint project entitled 'Conservation and Sustainable Management of Existing and Potential Coastal and Marine Protected Areas' (CMPA). The project is supported by the Federal Ministry of the Environment, Nature Conservation and Nuclear Safety (BMU), Government of Germany and implemented by GIZ, India in partnership with the Ministry of Environment and Forests (MoEF), Government of India.

The project aims at contributing to conservation of biodiversity through participatory approaches in the management of existing and potential coastal and marine protected areas in India. By involving concerned stakeholders at local, state, and national level, significant contribution can be made to the conservation of areas rich in biodiversity as well as sustaining the livelihoods of local communities.

The project activities are being developed on the following four pillars:

- Participatory management approaches for conservation of sites
- Capacity strengthening system for supporting participatory management of CMPAs
- Information, communication and awareness raising
- Indo-German scientific cooperation

Below is an indicative framework for capacity strengthening, drawn based on our HCD approach, which will serve as the starting point for developing HCD measures under the project.



An overview of possible measures for developing human capacities for participatory management of coastal and marine protected areas in India

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