

## Draft Work Plan for the Capacity Development Working Group

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### 1. INTRODUCTION

Under the GEO Work Programme 2017-2019, COMMUNITY DEVELOPMENT is one of the Foundational Tasks. Only one sub-task “Capacity Building Coordination” covers this FT, coordinated and facilitated by a Working Group, which operates under the GEO Secretariat. A Foundational Task, as described in the WP 2017-2019, allows GEO to implement selected, enabling tasks to achieve GEO Strategic Objectives and Targets. These include coordination actions, gap analyses, the implementation of technical elements for accessing GEOSS, and other routine operations of the GEO Secretariat. Thus, they provide important support functions to GEO Flagships, GEO Initiatives, and GEO Community Activities. The WG-CBC is established to support the realization of the GEO CB strategy and currently coordinates the capacity building activities associated with the acquisition, processing and use of Earth Observation data and information for policy and decision-making. It includes the definition and use of clear mechanisms for identification of the “global CB offer”, its gaps and promotion of coordinated actions to address them.

The strategy that guides GEO Capacity Building efforts has been approved during the GEO-III event in November 2006. Five objectives and six priority actions were linked and mapped in a diagram. Some priority actions have been achieved and others are in need of revision or updating. Considering our rapidly changing world with new and complex challenges and related CB needs, a revision of the CB vision and strategy, parallel to the development of the workplan 2020-2022, is needed.

Crucial for the coming period will be to define what Capacity Building *in practice* will entail and for which target audience and if the traditional understanding of CB is still valid in a changing GEO landscape. The mandate, tasks and responsibilities of the WG-CBC should be aligned accordingly.

GEO is currently in the process of reflecting on its vision, focusing on a more result-oriented and project-driven secretarial approach and the evolution of the GEOSS platform into a Knowledge Hub. The challenge is moving from innovations to scalable services focusing on the development of robust, reproducible outcomes, results and even societal impact. The WG-CBC can contribute to this process, ensuring societal impact by supporting and facilitating the design, development, implementation and evaluation of capacity building interventions of the Flagships, Initiatives, Regional GEO's and (in less extent) the Community Activities.

The GEO Secretariat is currently in the process of restructuring the GEO Foundation Tasks and it is proposed to position the sub-task “Capacity Building Coordination” under the Foundational Task “Work Programme Support”.

This document aims to reflect on the actual vision on CB and the current state of affairs and achievements regarding the WG-CBC workplan 2017-2019 and to pave the road for a new workplan 2020-2022 in line with the result-oriented and project driven vision of GEO.

## 2. FOCUSING THE WORKPLAN 2020-2022

The following re-shapes the CD vision of GEO and guides the CD workplan 2020-2022.

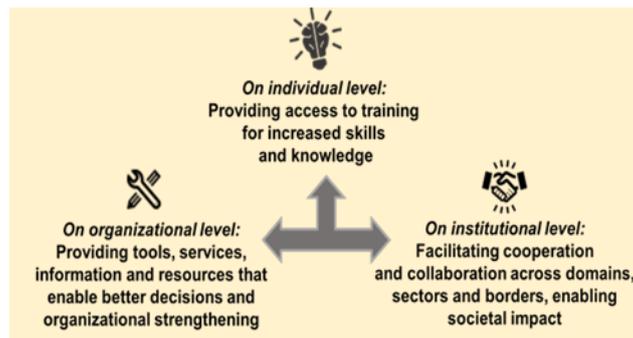
### RE-BRANDING

To standardize the terminology and to align ourselves with international common practice, the term CAPACITY BUILDING (building something new from the ground up) is replaced by CAPACITY DEVELOPMENT (building on existing skills, knowledge, etc.).

The new name of the Working Group will be: Working Group Capacity Development (WG-CD)

### A HOLISTIC APPROACH TO CD

GEO's interpretation of CD is based on the definition established at the 1992 United Nations Conference on Environment and Development (UNCED) which encompasses human, scientific, technological, organisational and institutional resources and capabilities. UNCED recognised that a fundamental goal of capacity development is to enhance the abilities of stakeholders to evaluate and address crucial questions related to policy choices and different options for development. Other (similar) definitions exist. According to the definition of the UNDP it is about transformations that empower individuals, leaders, organisations and societies. The OECD/DAC defines CD as the ability of people, organisations and society as a whole to manage their affairs successfully. All these definitions refer to a holistic and systemic approach to CD which encompasses different levels of interventions; individual, organizational and institutional / societal, which interrelation are visualized in the following scheme:



### CO-CREATION AND THE THEORY OF CHANGE MODEL AS GUIDING PRINCIPLES FOR CAPACITY DEVELOPMENT

In the world of Development Cooperation, CD can be perceived in different ways. Flagships, initiatives and regional GEO's have the tendency to focus primarily on individual capacity strengthening by means of training, MOOC's, webinars, etc. sharing new knowledge, skills and insights (which can be considered as the traditional approach to CD). However, as indicated before, a more holistic vision on CD might be of added value when it comes to real and measurable impact. Co-creation of CD efforts where supply and demand comes together is a methodology in support to this holistic approach.

Co-creation is about equal partnership, shared ownership, joint responsibility and stakeholder engagement, recognising the needs, ambitions, knowledge and specific expertise of the participating parties. It is about a collaborative process of problem-solving within a learning cycle, rather than just providing the solutions. It is about merging and strengthening the capacities and capabilities of all involved (individuals, organisations and society as a whole) to create value.

The concept of co-creation (or co-design) should ideally go hand-in-hand with a theoretical reference model that visualizes the pathways or strategic directions needed to achieve the desired impact or change and a Monitoring&Evaluation system to assess both the efficiency and effectiveness of the process and the level of achievement of the final results of the CD interventions.

The Theory of Change is a useful model to define the pathways that lead to the desired impact or change. This model is essentially a comprehensive description and illustration of how and why a desired change is expected

to happen in a particular context. It focuses on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.

Different frameworks can be added as a reference for impact assessment like Baseline Studies, Logical Frameworks, Result Chains, etc. In a broader context the Sustainable Development Goals, the Paris Agreement on Climate Change, the Sendai Framework for Disaster Risk Reduction and/or Aichi Targets of The Convention on Biodiversity, among others, should be used as a reference.

**FROM COORDINATION TO FACILITATION**

The current work programme 2017-2019 of the WG-CD focuses on the coordination of Geo’s CD efforts, among others by maintaining databases and calendars of activities and by providing reports on the number and modality of CD efforts conducted under the GEO regional and thematic activities. The GEOcab website served as a communication and information resource portal.<sup>1</sup>

For the work programme 2020-2022, it is proposed that the WG-CD focuses primarily on the facilitation of GEO’s CD efforts, promoting the principle of co-creation and providing conceptual support to the design, development, implementation and evaluation of CD activities on the three levels of intervention.

**3. OUR TARGET AUDIENCE**

At the moment we occasionally support some of the flagships and initiatives of GEO based on a specific request. Engagement however with the GEO community is still limited. The relation with the regional GEO's seems one that is more direct as they also organize CD interventions in the regions that are not strictly bound to a certain thematic area or specific GEO Flagship or Initiative. Our strategy will be to strengthen our dialogue with the Regional GEO’s.

**4. GOVERNANCE**

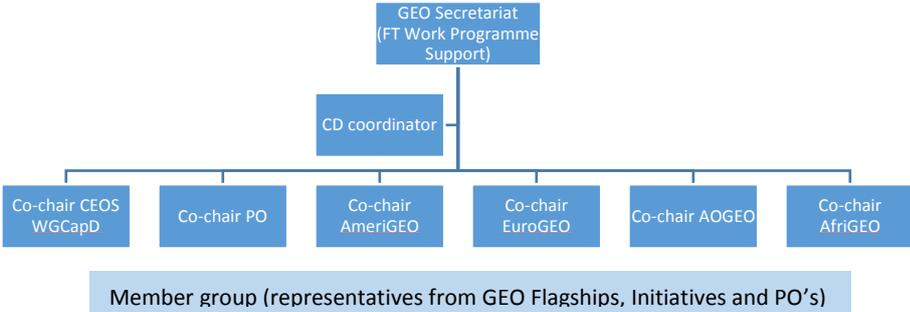
The WG-CD is governed by a team of 6 co-chairs:

1 representative from a Participating organization, one from the CEOS WGCapD, one from each Regional GEO.

The GEO Secretariat provides support to the WG by appointing a WG coordinator. This can be by secondment, part-time or full-time, virtual or based at the GEO office.

Co-chairs will be elected for a period of three years and follow the GEO work programme period.

The WG actively involves members to support the WG workplan. A maximum of 15 members is proposed which might be grouped in sub-groups.



<sup>1</sup> This portal is currently off-line and it is proposed to make it part of the general GEO website or Knowledge Hub.

## **5. RESOURCES**

- Allocation from the GEO Trust Fund
- In kind contributions (Working Group)
- Secondment by GEO member

## **6. ACTIVITY PLAN 2020-2022**

Q4 2019:

- Elections for new / additional co-chairs
- Establishment and formalizing the member group

2020-2022:

- Monthly telecom meetings with the WG
- CD needs assessment among GEO community
- Supporting GEO Flagships and Initiatives on request, promoting a holistic approach on CD
- Supporting Regional GEO's in the design, implementation and evaluation of CD interventions
- Developing, improving and providing CD tools
- Collecting and documenting best CD practices for sharing
- Organizing CD seminars, teleconferences and side-events
- Analyzing the incorporation of CD data, information and documentation on the GEO Knowledge Hub platform
- Impact assessments