



# **WORKING GROUP**

## **“CAPACITY BUILDING COORDINATION”**

An innovative impact-driven approach on Capacity Building (CB) for GEO flagships, thematic and regional initiatives and community activities.

**Working Group-Capacity Building Coordination**  
**GEO Secretariat**

# OBJECTIVES OF THE SIDE-EVENT

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- ❑ To describe and discuss how GEO can facilitate capacity building on different intervention levels
- ❑ To share effective methods and modalities in the design, development and implementation of CB activities
- ❑ To provide tools and methods to design, monitor and evaluate the results and impact of CB interventions
- ❑ To share ideas on how to use project outcomes, results and impact for internal (organizational) learning and external accountability

# PREVIOUS SIDE EVENTS

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- ❑ GEO side event ‘Strengthening Regional Capacity Building Initiatives in Earth Observation’ GEO-XII Plenary, 9 November 2015, Mexico City
- ❑ GEO side event ‘Capacity Development for Stimulating Innovation in Global Monitoring of Agriculture: from research to operations’ GEO-XIII Plenary 8 November 2016, St Petersburg, Russian Federation
- ❑ GEO side event ‘From Data to Decisions to Impact—New Practices in Capacity Building for Earth Observations’ GEO-XIV Plenary, 24 October 2017, Washington, D.C.

# THE WG-CBC APPROACH TO CB

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## TO PROMOTE AN INTEGRATED THREE-SIDED APPROACH TO CB:

### *A holistic approach to CB:*

Capacity strengthening on individual, organizational and institutional level

### *A needs-oriented approach to CB:*

Equal partnership and shared responsibilities by Co-Creation of CB activities

### *A result-oriented approach to CB:*

Impact-orientation by promoting a Theory of Change model

# THE WG-CBC SUPPORT

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## A FOCUS ON FACILITATION AND CENTRAL COORDINATION OF GEO CB INITIATIVES:

Facilitation by providing CB methods and tools, sharing experiences and showcases, supporting impact assessments

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Coordination by maintaining a documentation and event portal, organizing events, networking, resource mobilization, private sector engagement

# THE WG-CBC SUPPORT

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**2019**

Organization of a **Capacity Building Symposium** which will assemble all major institutions active in CB programs, providing the opportunity to present their priorities, plans, and how they operate; it will also be used to maintain the inventory on needs and resources;



**ITC**

UNIVERSITY OF TWENTE.

Venue: ITC/UTwente, The Netherlands

| <b>PRESENTER</b>   | <b>MAIN TOPICS</b>  | <b>TIME</b>        |
|--|---|--------------------|
| <b>OPENING SESSION</b>   |   | <b>13.30-13.45</b> |
| ITC: Freek van der Meer  | -Welcome and Introduction<br>-Objectives and modality of the side-event<br>-Agenda  |                    |
| <b>Session 1: Defining and monitoring the impact of GEO CB interventions</b> |   | <b>13.45-14.15</b> |
| GEO-secretariat: Joost Teuben  | -A holistic, needs-oriented and result-oriented approach on CB for thematic and regional GEO initiatives  |                    |
| SERVIR: Raymond French   | -Theory of Change: Beyond Monitoring, Evaluation and Learning in SERVIR   |                    |
| <b>Session 2: GEO Regional Initiatives</b>                                   |   | <b>14.15-14.45</b> |
| AmeriGEOSS: Angelica Gutierrez   | -Capacity Building: needs assessment, target audience, funding, modalities, tools and methodologies, successes and pitfalls   |                    |
| AfriGEOSS: Lerato Dube   |   |                    |
| <b>COFFEE BREAK</b>  |   | <b>14.45-15.00</b> |
| <b>Session 3: GEO Thematic Flagships</b>                                     |   | <b>15.00-16.00</b> |
| GEO Flagship GFOI: Virginia Burkett  | -Capacity Building: needs assessment, target audience, funding, modalities, tools and methodologies, successes and pitfalls   |                    |
| GEO Flagship GEOGLAM: Ian Jarvis   |   |                    |
| GEO Flagship GOS4M: Nicola Pirrone   |   |                    |
| GEO Flagship GEOBON: Laetitia Navarro  |   |                    |
| <b>Session 4: GEO Initiatives</b>  |   | <b>16.00-17.00</b> |
| EARSC / EO4GEO: Monica Miguel-Lago   | -Capacity Building: needs assessment, target audience, funding, modalities, tools and methodologies, successes and pitfalls   |                    |
| GEO LDN: Sasha Alexander   |   |                    |
| GEO-Cradle: Haris Kontoes  |   |                    |
| SERVIR HUB ISIMOD: Birendra Bajracharya                                      |   |                    |
| <b>Open discussion forum</b>   |   | <b>17.00-17.30</b> |
| Audience   | <p>Questions for further discussion:</p> <p>How to make training events, materials and CB tools, methods available to the GEO community?</p> <p>In which way the WG-CB can facilitate / support the design and implementation of CB activities?</p> <p>In which way a CB symposium can contribute to sharing and improving CB activities?</p> |                    |



## **Presentation 1:**

**A holistic, needs-oriented and result-oriented approach to CB for thematic and regional GEO initiatives**

**CB side-event  
GEO WEEK 2018**

**Joost Teuben, M.Sc  
WG-CBC Coordinator  
GEO Secretariat**



# CAPACITY BUILDING DEFINITIONS

## **United Nations Conference on Environment and Development, UNCED;**

“to enhance the abilities of stakeholders to evaluate and address crucial questions related to policy choices and different options for development”.

## **United Nations Development Programme, UNDP;**

“it is about transformations that empower individuals, leaders, organisations and societies”.

## **The Organisation for Economic Co-operation and Development OECD/DAC;**

“the ability of people, organisations and society as a whole to manage their affairs successfully”.

## **European Commission:**

“enabling human, technical and institutional capacity for coordinating, accessing, using and sharing environmental data, information and services”

***They all refer to a holistic approach to CB!!***

# THE WG-CBC APPROACH TO CB

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## TO PROMOTE AN INTEGRATED THREE-SIDED APPROACH TO CB:

### *A holistic approach to CB:*

Capacity strengthening on individual, organizational and institutional /societal level

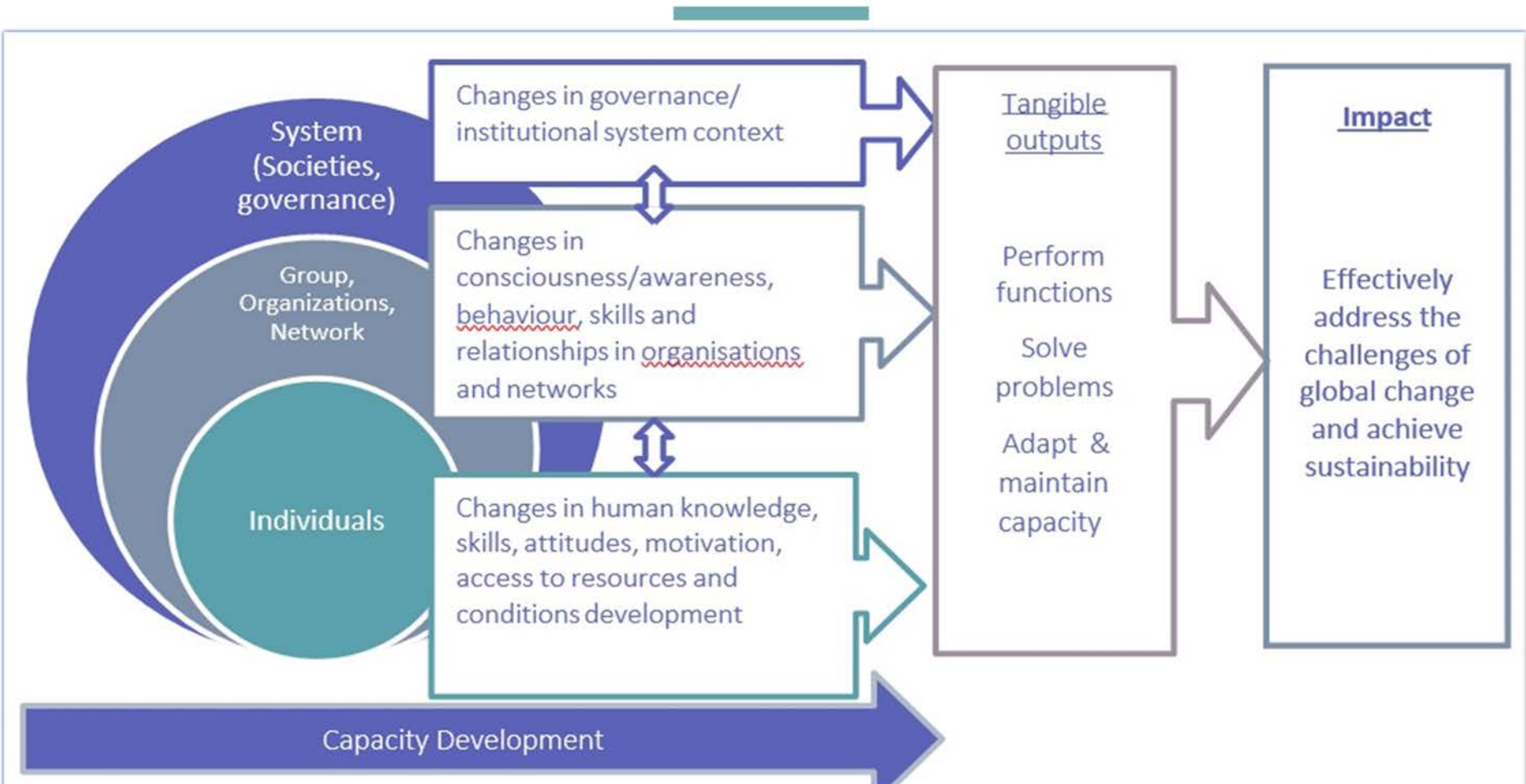
### *A needs-oriented approach to CB:*

Equal partnership and shared responsibilities by Co-Creation of CB activities

### *A result-oriented approach to CB:*

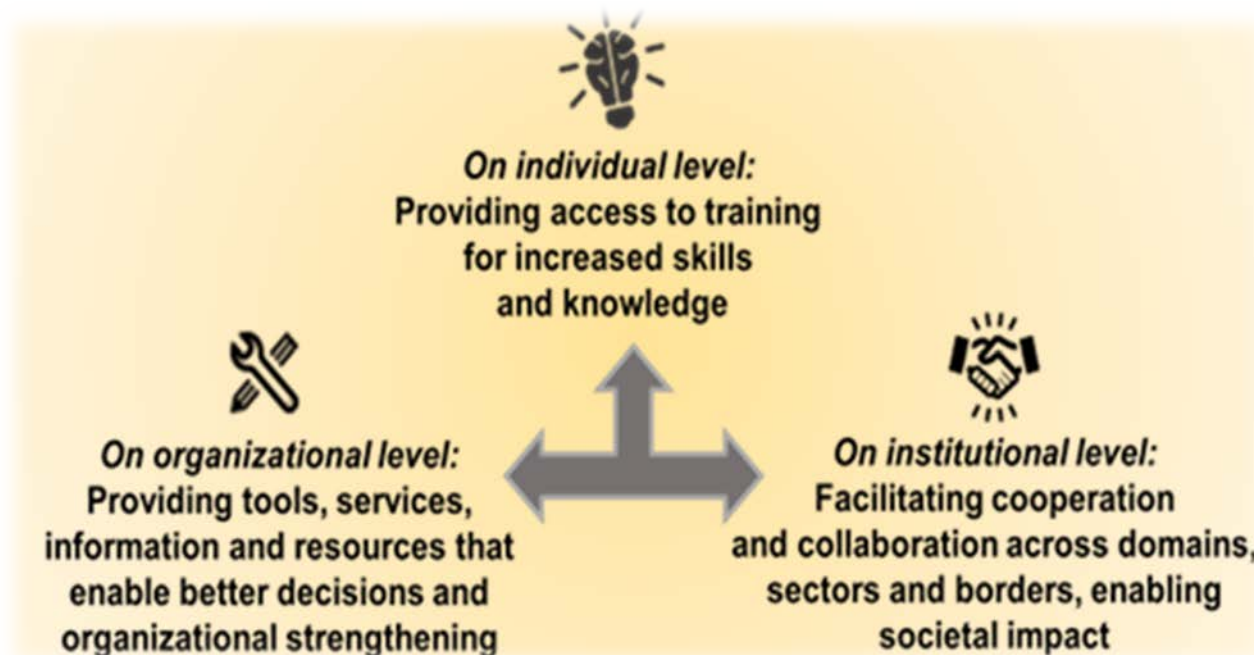
Impact-orientation by promoting a Theory of Change model

# 1a. A HOLISTIC APPROACH TO CB; CONSIDERING THREE LEVELS OF INTERVENTION



# 1b. A HOLISTIC APPROACH TO CB; CONSIDERING DIFFERENT CB ACTIVITIES

A CB activity can be organized focusing on ONE intervention level or on a combination of TWO or THREE interrelated levels. Achieving (societal) impact is more likely to happen when an integrated holistic approach is applied!! In this case training is arranged by simultaneously supporting an enabling environment.



# 1c. A HOLISTIC APPROACH TO CB; APPLYING THE CONCEPT OF THE LEARNING ORGANISATION

Organizational learning is a **fundamental pillar** of a holistic approach to capacity development.

The CAPABILITY to learn, adapt and self-renew requires that **people and institutions learn from experiences**, share information and improve themselves.

A learning organization is “an organization where people continuously **expand their capacity**”.

- Collecting knowledge



- Sharing knowledge



- Using knowledge



## 2. A NEEDS-ORIENTED APPROACH TO CB; APPLYING THE CONCEPT OF CO-CREATION

Co-creation is about **equal partnership** and shared ownership, **recognizing the needs, ambitions, knowledge** and specific expertise of the participating parties.

It is about a **collaborative process of problem-solving**

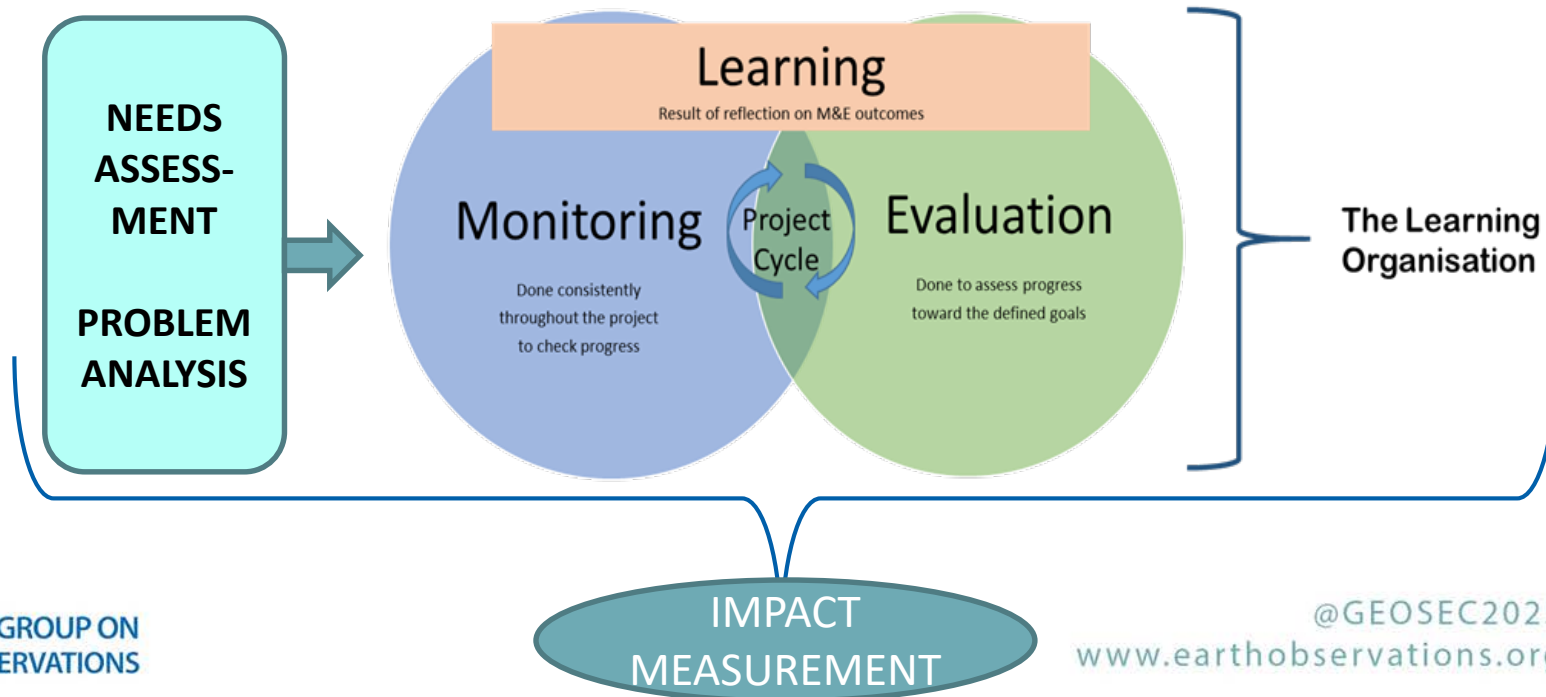


It is about merging and **strengthening the capacities of all involved**

It is about **achieving outcomes, results and even societal impact**, rather than focusing on the quality and quantity of inputs and outputs.

# 3. A RESULT-ORIENTED APPROACH TO CB; FOCUSING ON A DESIRED CHANGE OR IMPACT

- TO MEASURE RESULTS OR IMPACT OF CB ACTIVITIES, THESE SHOULD:
- BE REFERENCED BY A NEEDS ASSESSMENT AND PROBLEM ANALYSIS TO DEFINE THE DESIRED CHANGE
  - BE MONITORED AND EVALUATED IN A STRUCTURAL WAY
  - CONTRIBUTE TO THE CONCEPT OF “THE LEARNING ORGANIZATION”





# EVALUATING CB ACTIVITIES ON INDIVIDUAL LEVEL

## *The Kirkpatrick Model*



Level 1    Level 2    Level 3    Level 4  
Reaction   Learning   Behavior   Results

<https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model>

### **Level 1: Reaction**

The degree to which participants find the CB activity of good quality, favourable, engaging and relevant to their jobs

### **Level 2: Learning**

The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the CB activity

### **Level 3: Behavior**

The degree to which participants apply what they learned during the CB activity when they are back on the job

### **Level 4: Results**

The degree to which targeted project outcomes occur as a result of the CB activity



# EVALUATING CB ACTIVITIES ON ORGANISATIONAL LEVEL

**TO MEASURE RESULTS OR IMPACT OF CB ACTIVITIES ON ORGANISATIONAL LEVEL, THE DESIRED IMPACT OR ENVISAGED CHANGE SHOULD BE DEFINED ON FOREHAND, APPLYING E.G. THE “THEORY OF CHANGE” CONCEPT**

*The Theory of Change 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.*



*Continuous reflection on the underlying assumptions is key!!!*

# EVALUATING CB ACTIVITIES ON ORGANISATIONAL LEVEL

## ASSUMPTIONS.....

ALL SWANS ARE WHITE.



SKILLS ENHANCEMENT OF GEO PRACTITIONERS LEADS TO ENHANCED PERFORMANCE IN THEIR ORGANISATIONS.



# Thank You

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Communicate and Collaborate with GEO:

