

The Development Story:

UNDP Framework for Defining and Measuring Changes in Capacity and Capacity Development Results

Capacity and Results

There are many reasons why capacity is often not measured: it is perceived to be 'soft' or intangible, capacity development is a long-term process, and there is pressure to show quick results. However, concrete changes in capacity can be measured. The development story or results logic (or theory of change) that defines the different levels of results and the linkages in the results chain can be a useful framework to clearly define, capture, and communicate capacity development results.

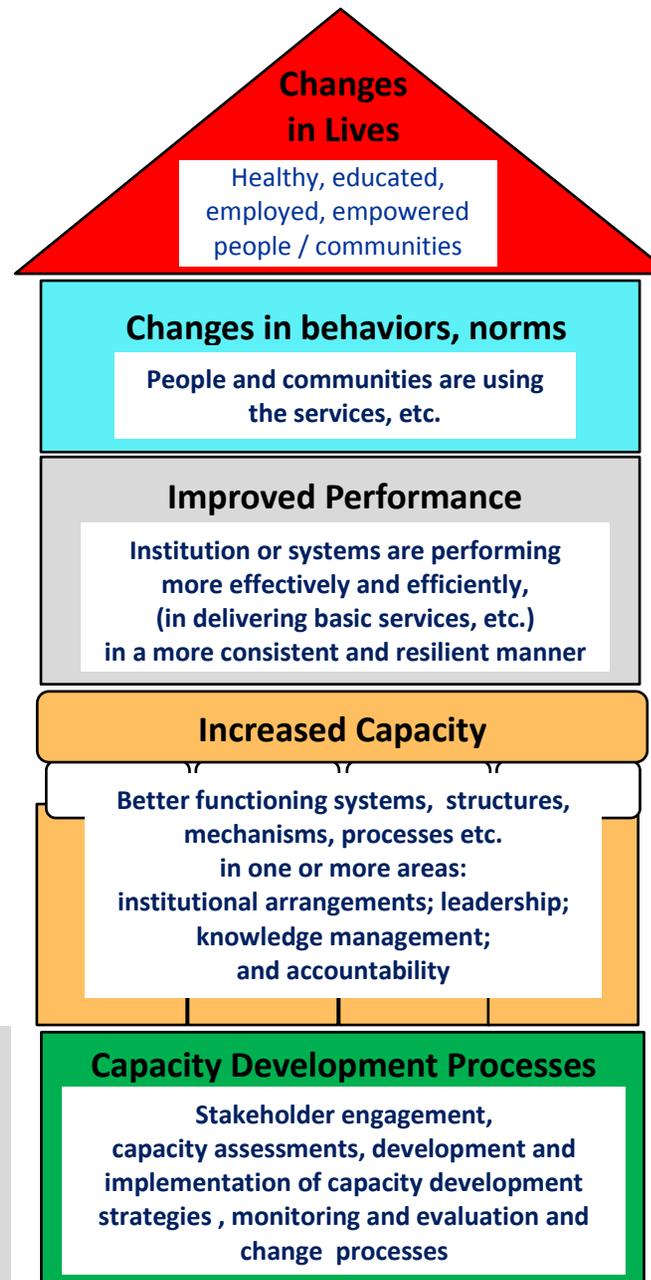
The Development Story

The results logic that holds true for the country must be the basis of results and measurement frameworks* used by stakeholders (including donors or development agencies), as ultimately the results are national results achieved by and owned by the country. The logical flow of results is the following: capacity development processes strengthen national capacities and systems, structures, mechanisms, processes; these lead to institutions or systems performing more effectively / efficiently in a more consistent and resilient manner; this contributes to people and communities using services and changing their behaviors; these finally result in positive changes in the lives of people and communities.

*(*What the result is called - outcome / output - may depend on the context; it is more important to get the results logic or development story right.)*

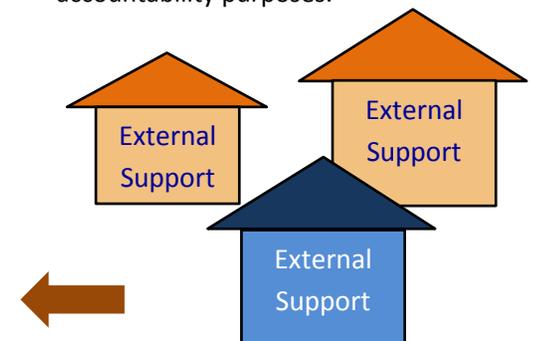
Maternal Health Example

A capacity development initiative based on analyses of capacity issues is implemented to strengthen the service delivery system established by the Department of Health. This leads to increased coverage and quality of maternal health services in remote areas. Mothers in remote regions start using these services, resulting in healthier mothers and reduced maternal mortality rates.



Endogenous / Exogenous Processes, & Attribution/ Contribution

Capacity development does not start when a capacity development project is funded by a development partner and 'experts' from outside the country/ institution/ system begin providing support. Capacity development is normally already taking place, as part of various endogenous processes. It is important to understand this and acknowledge that it is unreasonable or even undesirable for any project (or external party) to claim attribution for a result; a development partner can only ensure the quality of the support to capacity development processes and contribute towards the achievement of a result. What is important is to systematically track the contribution it is making as part of project performance management, and for accountability purposes.



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UNDP (updated 2012)