**Defining and Measuring Capacity Development Results**
UNDP, July 2010

UNDP has developed a framework for better defining, capturing and communicating capacity development results. The framework begins with the end in mind – national development goals – and focuses on two levels of results that contribute to the achievement of such: outcomes as measured by the change in institutions' ability to perform efficiently and effectively, sustain that performance over time, and manage change and shocks; and outputs or the products produced or services provided that result from investment in key capacity development response areas.

The framework can help UNDP development practitioners in that it i) encourages a renewed focus on institutions as the connection between capacity development support we provide and achievement of national development goals; ii) encourages design of programmes that contribute to targeted institutional change and that are based on capacity development responses that have been proven to be effective; and iii) it enables us to capture and communicate the results of capacity development efforts.

Following the logic of the results chain, the framework presents a flow of how improvements in people's lives -- the **impact** level – are affected by changes in institutional performance, stability and adaptability – the **outcome** level – which in turn are affected by the products and services produced from programming actions – the **output** level. Human, financial and physical resources are the **inputs** that are needed to generate the outputs.

The levers of change are the four core issues that UNDP research indicates are the most effective in developing capacity, namely: (i) institutional arrangements, (ii) leadership, (iii) knowledge, and (iv) accountability.
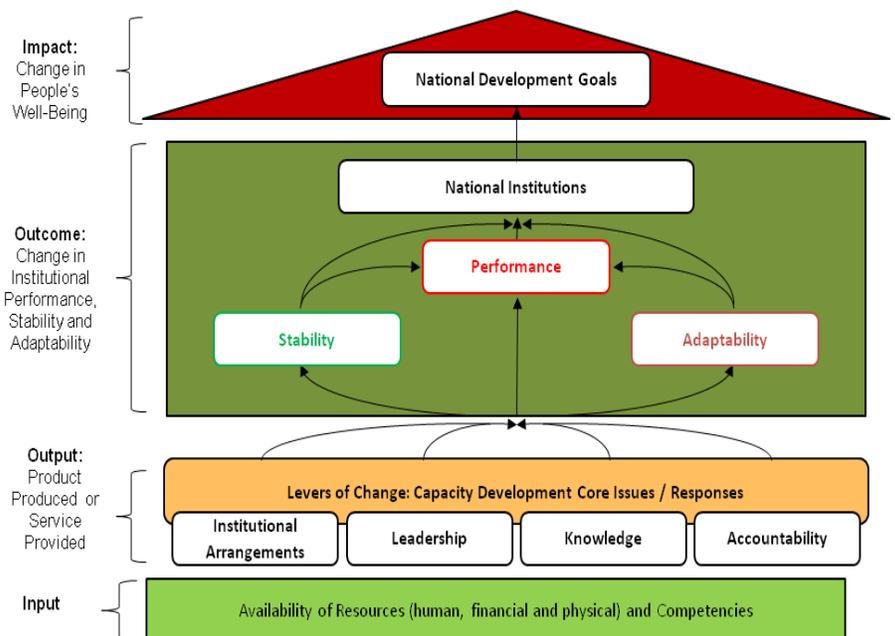
It should be noted that capacity development is a key dimension of the planning process, as the articulation of institutional objectives defines what level of performance, stability and adaptability (outcomes) is required and in turn defines what kinds of capacity development responses (outputs) can be most effective. The indicators of such results can then go into monitoring and evaluation plans, which will enable systematic monitoring and reporting of capacity development throughout programme implementation and review and contribute to better performance management, accountability and learning.

Resources available for defining, measuring and communicating capacity development results include:
1. UNDP Report on Measuring Capacity, Jun 2010
2. UNDP Capacity Measurement "App" (beta version available on Teamworks)
3. UNDP Sample MDG Results Matrix
4. UNDP Guidelines for Instilling Capacity Development in UNDP Programming: a Focus on UNDAF, CPD and CPAP
5. UNDP "Handbook on Planning, Monitoring and Evaluating for Development Results, Sep 2009
6. UNDG UNDAF Guidelines