



United Nations Development Programme

Overview of UNDP's Capacity Assessment Methodology

Capacity Development Group
Bureau for Development Policy
United Nations Development Programme
August 2009



UNDP Capacity Assessment Methodology – Context

Draws upon.....

- Capacity development and capacity assessment documents, case studies and reviews from UNDP, the UN system, partner organizations and the private sector
- Technical review provided by representatives within UNDP, the UN system and partner organisations
- 50 + applications to date

Remains a continuous learning process for all of us.....

UNDP Capacity Assessment Methodology: Introduction

*A **capacity assessment** is an analysis of desired capacities against existing capacities; this generates an understanding of capacity assets and needs and serves as input to formulating a capacity development response.*

UNDP has developed a systematic yet flexible methodology for conducting a capacity assessment. This methodology consists of:

- 1) The UNDP Capacity Assessment Framework
- 2) A process for conducting a capacity assessment
- 3) Supporting tools



UNDP Capacity Assessment Methodology – What's New?

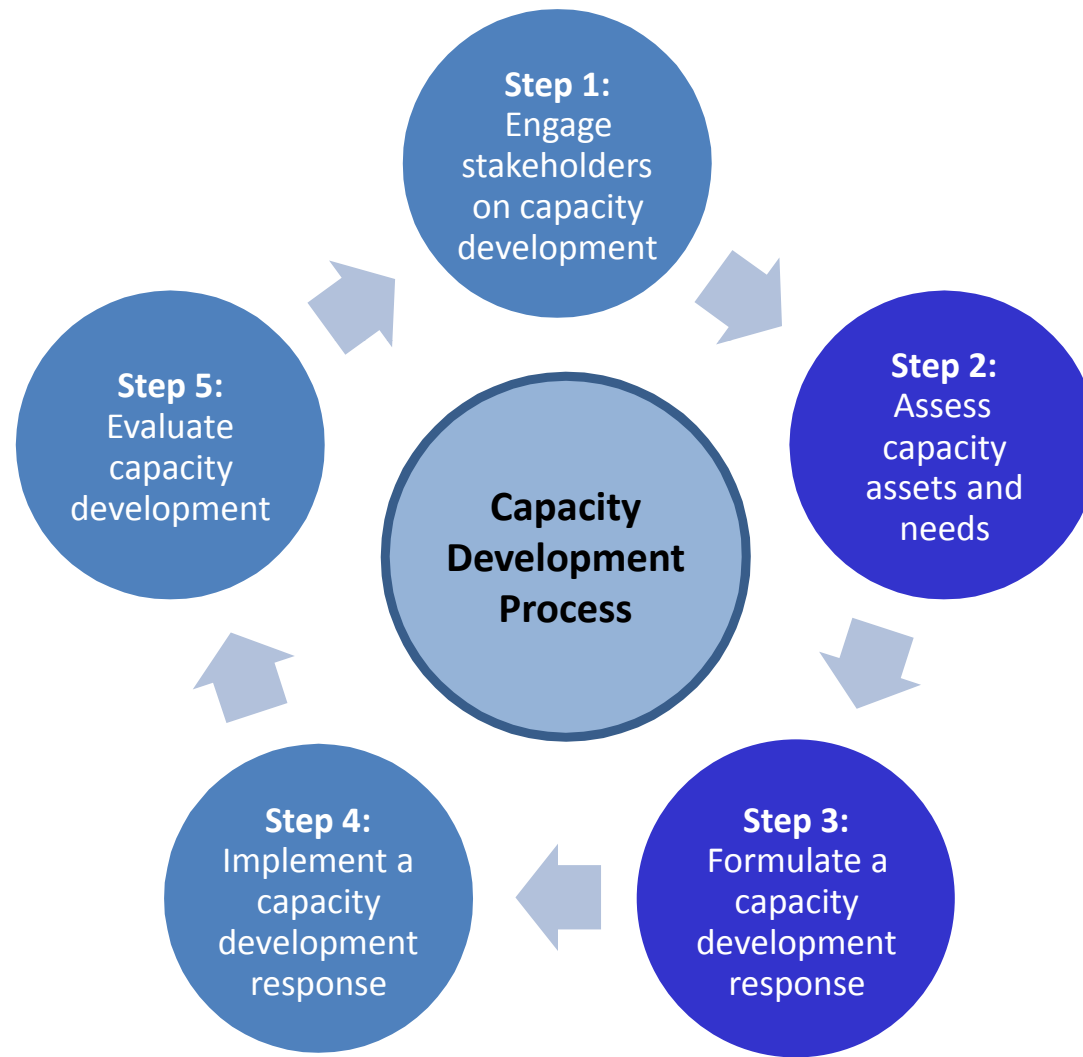
- Brings rigor and a systematic **process** for assessing existing capacities and needs and formulating a capacity development response
- Provides a **structure** for discussion about the scale and scope of a capacity assessment and more generally about a capacity development agenda
- Provides **resources and tools** to support a capacity assessment including **content** for assessing the various cross-sections of point of entry, core issue and functional capacity



UNDP Capacity Assessment Methodology – What’s Different?

- Focuses on capacity... as a complement to other types of assessment, e.g., organizational, functional, risk
- Emphasizes the link with capacity development responses... tries to move beyond “analysis paralysis” – people are happy to stay in the analysis phase... most have skills in this area, accountability for results is limited... it’s a safe area
- Establishes indicators... the indicators used to assess capacity become the benchmarks against which to measure progress

UNDP Capacity Development Process



UNDP Definition of Capacity Development

Capacity Development: The process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time



UNDP Definition of Capacity Assessment

Capacity Assessment: An analysis of desired capacities against existing capacities that offers a systematic way of gathering critical data & information on capacity assets and needs and serves as input for the formulation of a capacity development response



Capacity Assessment and Capacity Development... Key Design Questions

Capacity for Why?

Capacity for Whom?

Capacity for What?

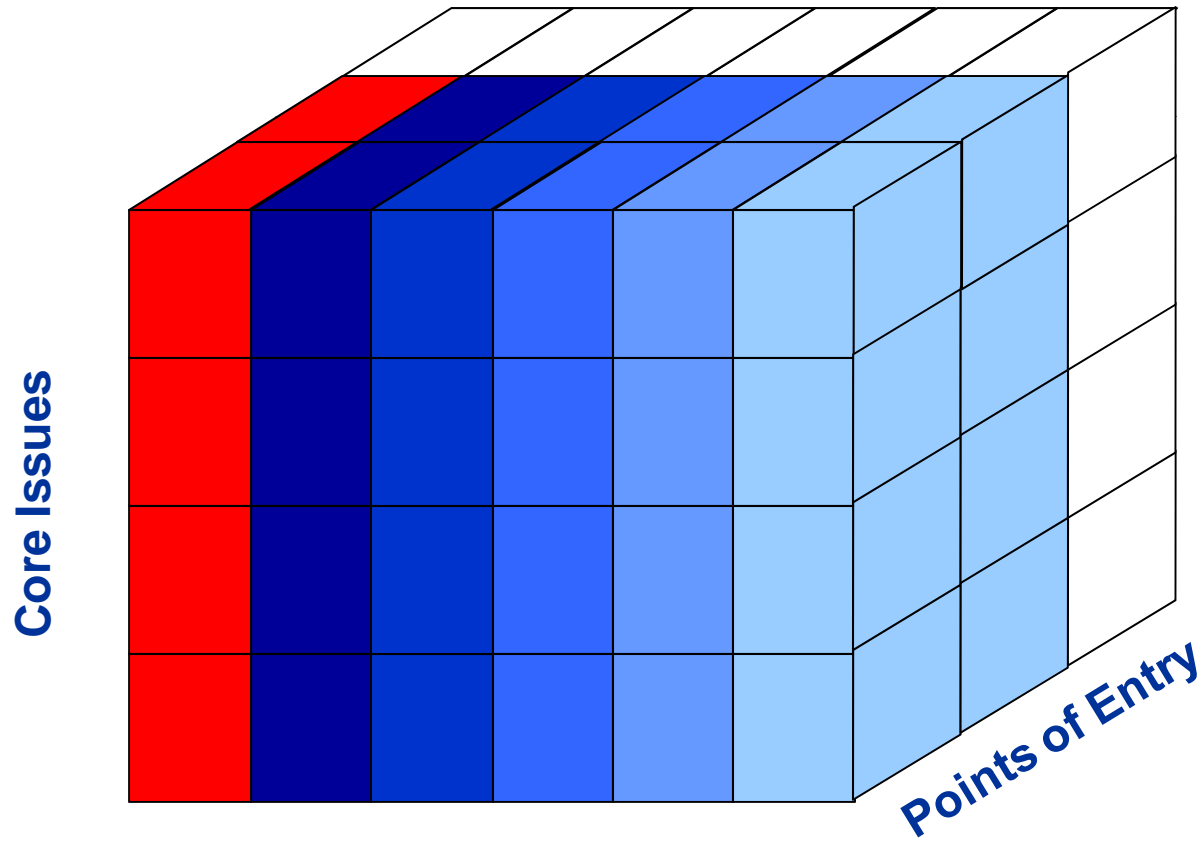
UNDP Capacity Assessment Framework

Technical Capacities

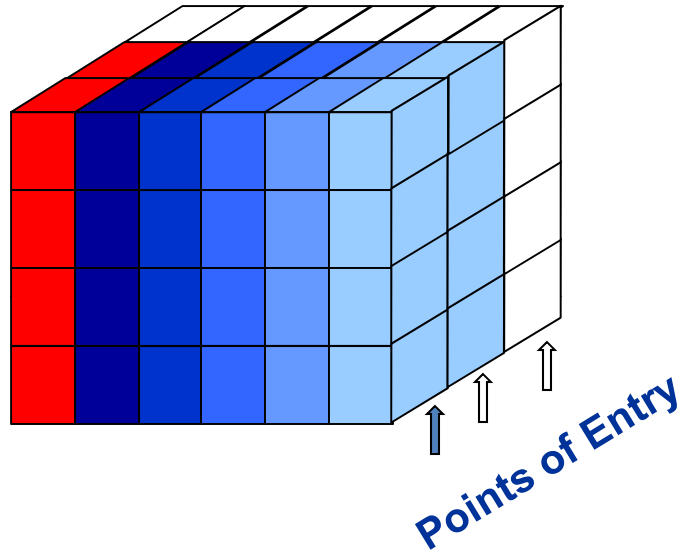
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Functional Capacities

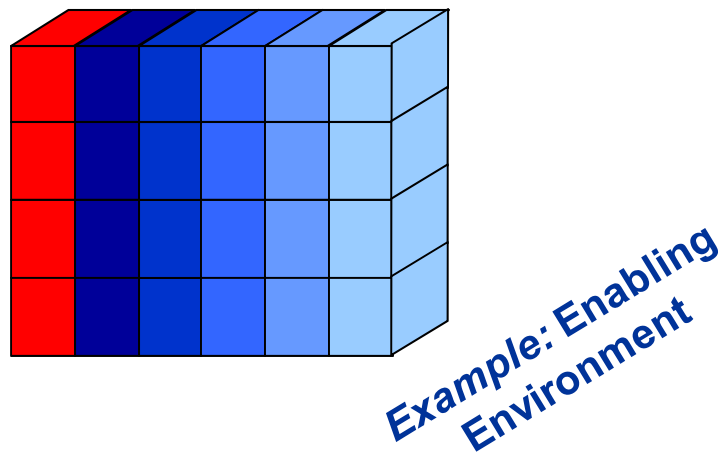
(Within a Sector/Thematic Context)



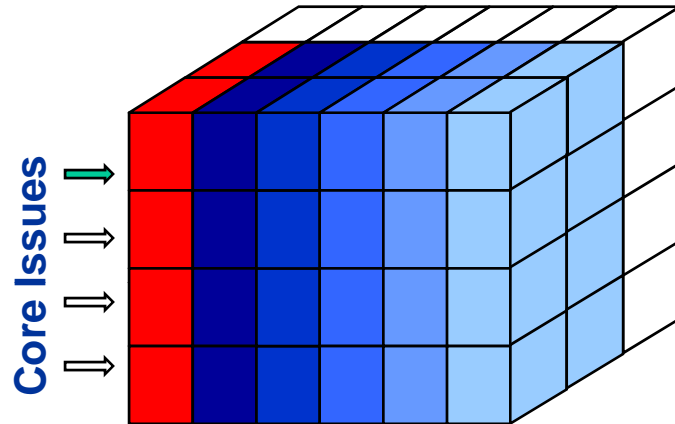
UNDP Capacity Assessment Framework – Points of Entry



- Enabling Environment
- Organizational level
- Individual level

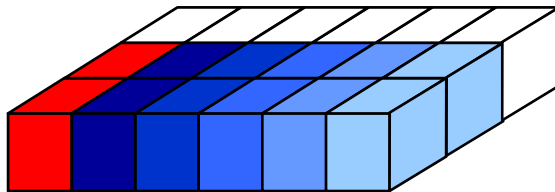


UNDP Capacity Assessment Framework – Core Issues

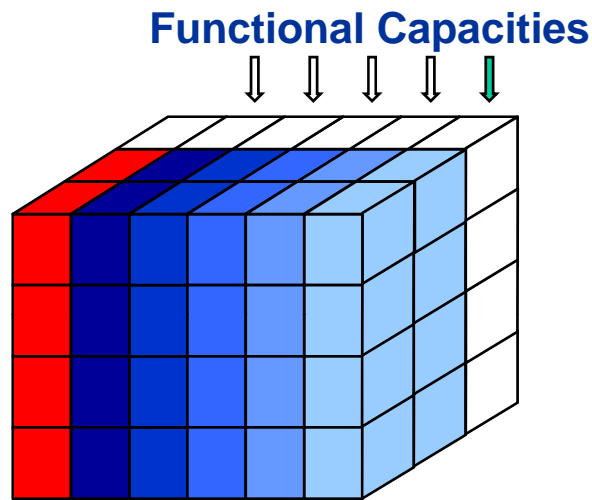


- Institutional Arrangements
- Leadership
- Knowledge
- Accountability

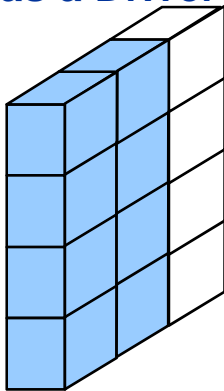
Example: Institutional Arrangements as a Driver of Design



UNDP Capacity Assessment Framework – Capacities



Example: Capacity to Evaluate as a Driver of Design



- **Technical Capacities**

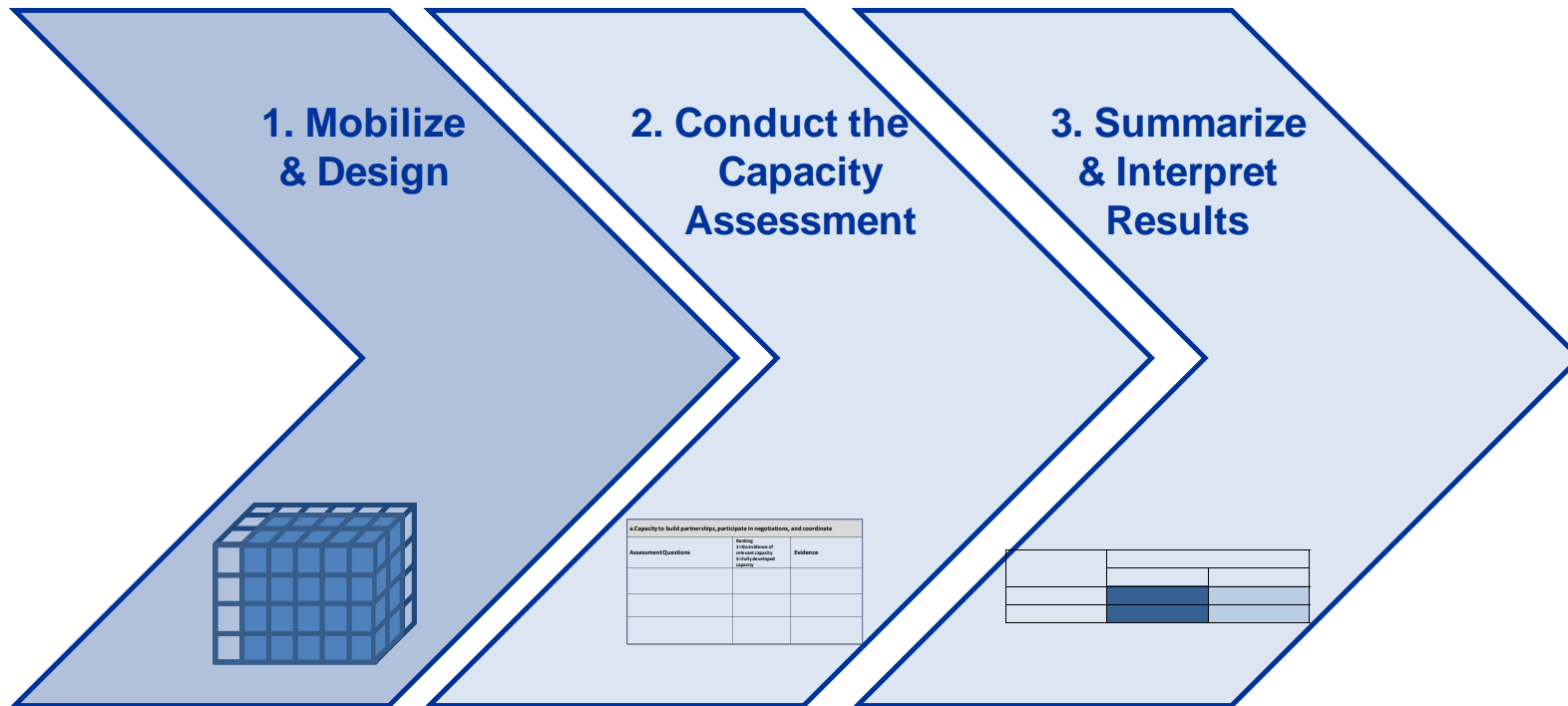
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- **Functional Capacities**

- Engage Stakeholders
- Assess a Situation and Define a Vision and Mandate
- Formulate Policies and Strategies
- Budget, Manage and Implement
- Evaluate

UNDP Capacity Assessment Process

1. Mobilize & Design



Mobilize & Design – Key Activities

1. Engage stakeholders throughout the process to ensure ongoing success
2. Clarify objectives and expectations with primary clients
3. Adapt the UNDP Capacity Assessment Framework to local needs
4. Determine the data & information collection and analysis approach
5. Determine how the assessment will be conducted
6. Plan and cost the capacity assessment



Mobilize & Design – Team Composition

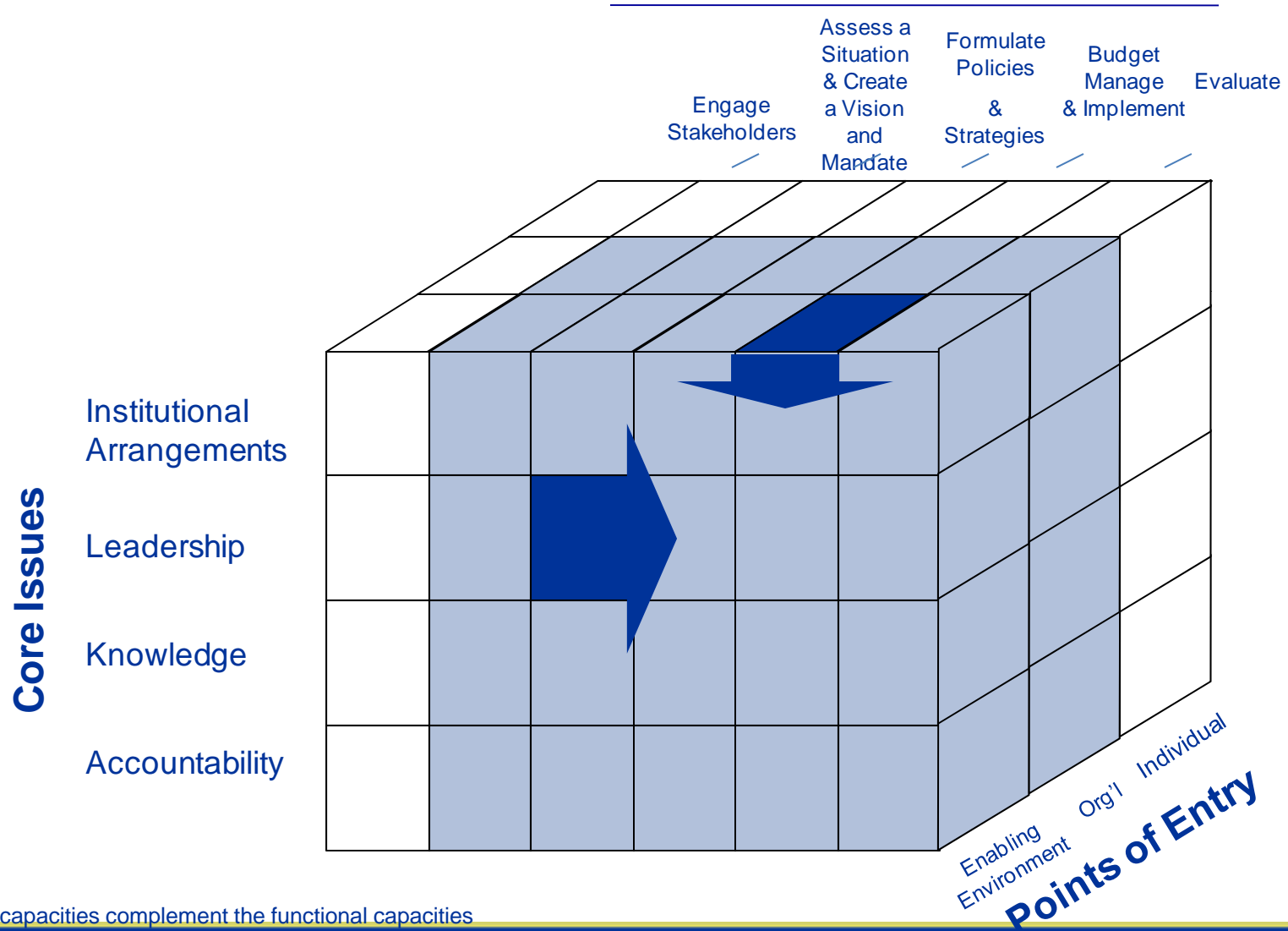
- **Context:** context experts bring understanding of the political and socio-economic landscape in which the assessment is conducted
- **Content:** content providers bring detailed and technical knowledge of the sector or theme under assessment, as well as knowledge of the functional (and technical) capacities to be assessed
- **Process:** a methodology facilitator can help manage the process. This facilitator should be able to manage discussions around the scale and scope of the capacity assessment, the adaptation of the UNDP Capacity Assessment Framework, the execution of the assessment, including data collection techniques to be used, and the interpretation of assessment results

Mobilize & Design – Design Considerations

- Select one cross-section to all 40 cross-sections
- Amend or replace core issues and capacities as needed
- Go into more depth on any given cross-section, e.g., split ‘Budget, Manage & Implement’ into three sub-capacities
- Customize according to how much time is available for the assessment ; if there is only limited time, conduct a high-level assessment or narrow the scope

A capacity assessment can be as ‘light’ or ‘heavy’ as needed

Mobilize & Design – Drivers



* Technical capacities complement the functional capacities

Mobilize & Design – Quantitative Data vs. Qualitative Information

Quantitative Data

Advantages

- May be seen as more ‘legitimate’ than qualitative information
- Makes it easier to compare the level of capacity across core issues and capacities

Disadvantages

- Risks being used for comparison purposes that are not necessarily valid

Qualitative Information

Advantages

- Can provide context for the quantitative data
- Can be used to create a repository for ‘institutional memory’
- Provides an opportunity to elaborate on and contextualize capacity gaps

Disadvantages

- More difficult to compare capacity levels across core issues and capacities

Mobilize & Design – Sources of Data & Information

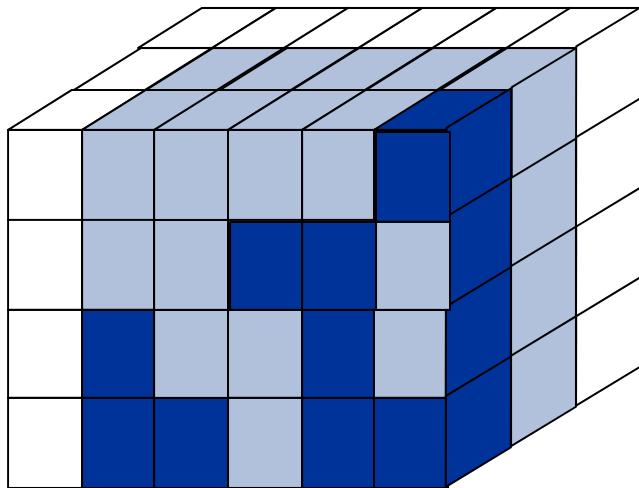
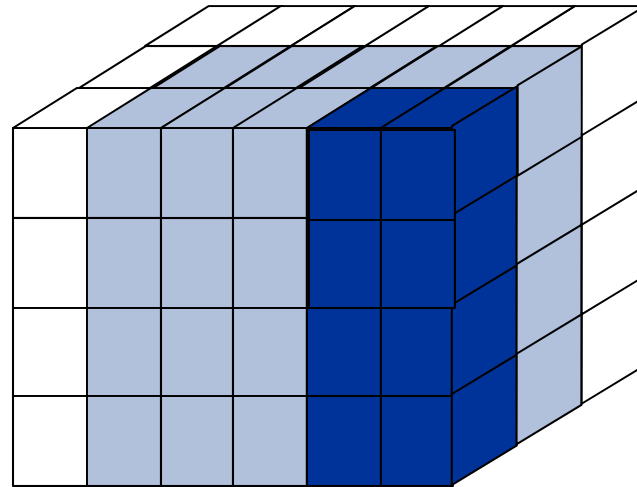
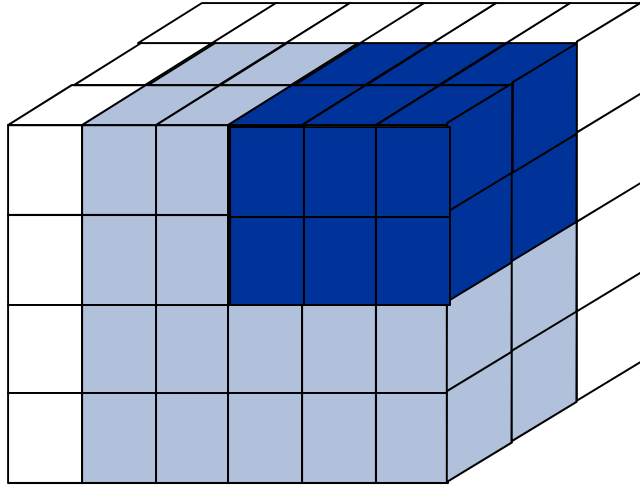
- Stakeholders: can provide facts and figures, as well as opinions and insights
- Politicians, researchers and other opinion leaders: information pertaining to broader socio-cultural, political and economic trends
- Managers and employees of an organization: insights on what works in their organization and where difficulties lie & nuances between the formal organizational set-up, rules and procedures and the way things are practiced on a day-to-day basis
- Customers or the public at large: information on their level of satisfaction with service delivery

Tap multiple sources of data & information to obtain a balanced view

Mobilize & Design – Collection Techniques

- Self-assessment instruments
- Semi-structured, one-on-one interviews
- Questionnaires
- Focus group discussions
- Surveys of end users, e.g. client satisfaction surveys
- Workshops

Mobilize & Design – Scoping Options



Mobilize & Design – UNDP Capacity Assessment User's Guide

Contents

1. Introduction to key concepts
2. Assess capacity assets and needs
3. Formulate a capacity development response
4. Operational Guidelines
5. Questions and indicators by core issue
6. Frequently asked questions



Mobilize & Design – Questions and Indicators

Core Issue	Leadership – Enabling Environment
Among the capacities assessed – abilities to foster ownership, manage relationships with key external stakeholders, including ability to negotiate; develop, communicate and give direction on vision, mission, and values; develop a system for overall management; and create an environment that motivates and supports individuals.	
Functional Capacities	
Engage Stakeholders	
Overall Question:	Do authorities have the capacity to manage relations with domestic and external stakeholders inclusively and constructively?
Additional Questions:	Do authorities have the capacity to: <ul style="list-style-type: none"> • Identify all relevant stakeholders? • Foster ownership of CD policies, legislations, strategies and programmes? • Negotiate with domestic and external donors? ...
Indicators	
<ul style="list-style-type: none"> • Existence of influential and outspoken champions for ownership and CD • Quality (e.g. transparent, participatory, engaged, respective) and frequency of dialogue between and among domestic and external stakeholders • Ability of authorities to effectively represent government (national or local) to external interests • Clarity of leadership philosophy to domestic and external stakeholders ... 	



Mobilize & Design – Questions and Indicators

Core Issue	Leadership – Organisational Level
Among the capacities assessed – abilities to foster ownership, manage relationships with key external stakeholders, including ability to negotiate; develop, communicate and give direction on vision, mission, and values; develop a system for overall management; and create an environment that motivates and supports individuals.	
Functional Capacities	
Engage Stakeholders	
Overall Question:	Does the organisation's leadership have capacity to manage relations with key stakeholders inclusively and constructively?
Additional Questions:	Does the organisation's leadership have the capacity to: <ul style="list-style-type: none">• Identify all relevant stakeholders?• Develop and maintain regular relations with political authorities of the appropriate executive and legislative areas?• Develop and maintain partnerships and networks with important stakeholders, e.g., citizens, NGOs, interest groups, industry, other public authorities?
Indicators	
<ul style="list-style-type: none">• Existence of influential and outspoken champions for ownership and capacity development.• Organisational ownership of policies, goals and structure.• Ability of management to effectively represent the organisation to external interests.• Clarity of leadership philosophy to internal and external stakeholders.	



Capacity Assessment Worksheet – Sample #1

Pillar # 2	Revitalize the National Economy
Objective # 1	Strengthening Fiscal Policy and Financial Management

a. Capacity to Formulate Policies and Strategies												
Assessment Questions	Ranking 1=No evidence of relevant capacity 5=Fully developed capacity	Evidence										
Do authorities have knowledge of fiscal policy, exchange rate policy, generally accepted accounting principles?	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	1	2	3	4	5	[Replace this text with details.]
1	2	3	4	5								
1	2	3	4	5								
Do authorities have capacity to formulate policies / financial management procedures based on national priorities?	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	1	2	3	4	5	[Replace this text with details.]
1	2	3	4	5								
1	2	3	4	5								
Do authorities have the ability to be gender-sensitive in formulating fiscal policy/financial management?	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	1	2	3	4	5	[Replace this text with details.]
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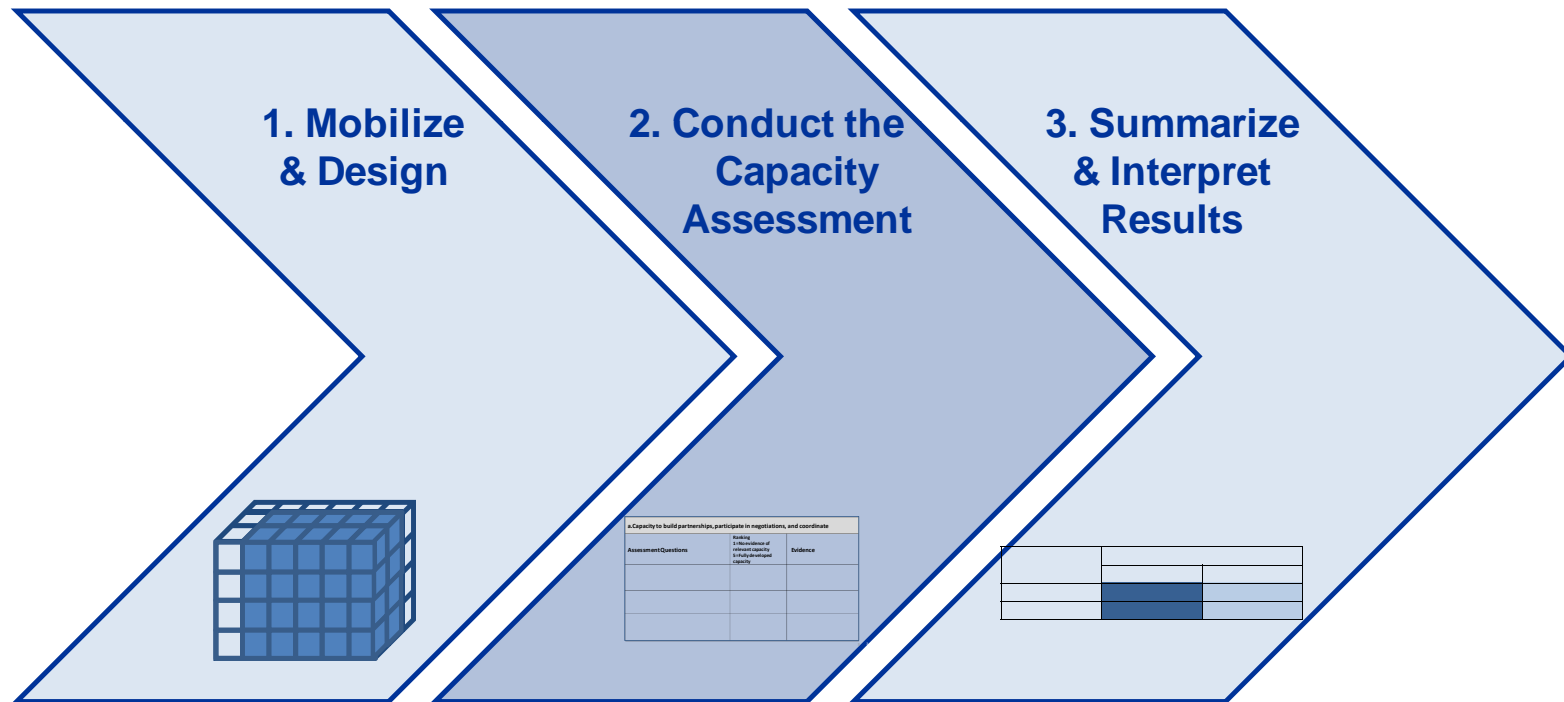


Capacity Assessment Worksheet – Sample #2

Development Issue: Leadership The organization’s leadership has capacity to develop and implement frameworks, processes and systems for overall management of policy, strategy and programme, including budget formulation and management; and programme implementation.	
Guide Questions:	Strengths
Potential Indicators:	Areas for Improvement
Evidence	
Score/Rating: 1 <u>No evidence</u> or only anecdotal evidence of a strategy/approach; 2 A strategy/approach <u>exists</u> . 3 The strategy is <u>planned and implemented</u> . 4 A strategy/approach is <u>planned, implemented and reviewed</u> on the basis of benchmarking data and adjusted accordingly. 5 An approach is planned, implemented, reviewed on the basis of benchmarking data, adjusted and <u>fully integrated into the organisation</u> .	
Current Capacity Rating/Score	Desired Capacity Rating/Score

UNDP Capacity Assessment Process

2. Conduct the Capacity Assessment



2. Conduct the Capacity Assessment – Key Activities

1. Determine Level of Desired Capacity

- Create a common understanding of the ranking scheme used
- Agree on the timeframe over which desired capacity is to be achieved
- Be ambitious but realistic

2. Assess Level of Existing Capacity

- Organize an info session to explain methodology
- Answer questions articulated during ‘Mobilize & Design’
- Assign a ranking to existing capacity

Conduct the Capacity Assessment – Options for Defining Capacity Levels

Option # 1	Same quantitative ranking scheme for all capacities	Pros: Easy and quick to apply Cons: Not specific to any capacity type or category
Option # 2	Different quantitative ranking scheme for different types of capacity	Pros: More detailed insights Cons: No specific insights on capacities within any type of capacity
Option # 3	Different quantitative ranking scheme for each question	Pros: Provides detailed insights on specific capacities within each capacity type Cons: Time consuming to develop and execute

Defining Capacity Levels – Option #1

1. No evidence of relevant capacity
2. Anecdotal evidence of capacity
3. Partially developed capacity
4. Widespread but not comprehensive capacity
5. Fully developed capacity

Defining Capacity Levels – Option # 2

P3M3 Project Management Maturity Levels

Maturity	Project Management
Level 1 <i>initial process</i>	The organisation recognises projects and runs them differently from its ongoing business. (Projects may be run informally with no standard process or tracking system)
Level 2 <i>repeatable process</i>	The organisation ensures that each project is run with its own processes and procedures to a minimum specified standard. (There may be limited consistency or co-ordination between projects)
Level 3 <i>defined process</i>	The organisation has its own centrally controlled project processes, and individual projects can flex within these processes to suit the particular project.
Level 4 <i>managed process</i>	The organisation obtains and retains specific measurements on its project management performance and runs a quality management organisation to better predict future performance.
Level 5 <i>optimised process</i>	The organisation runs continuous process improvement with proactive problem and technology management for projects in order to improve its ability to depict performance over time and optimise processes.

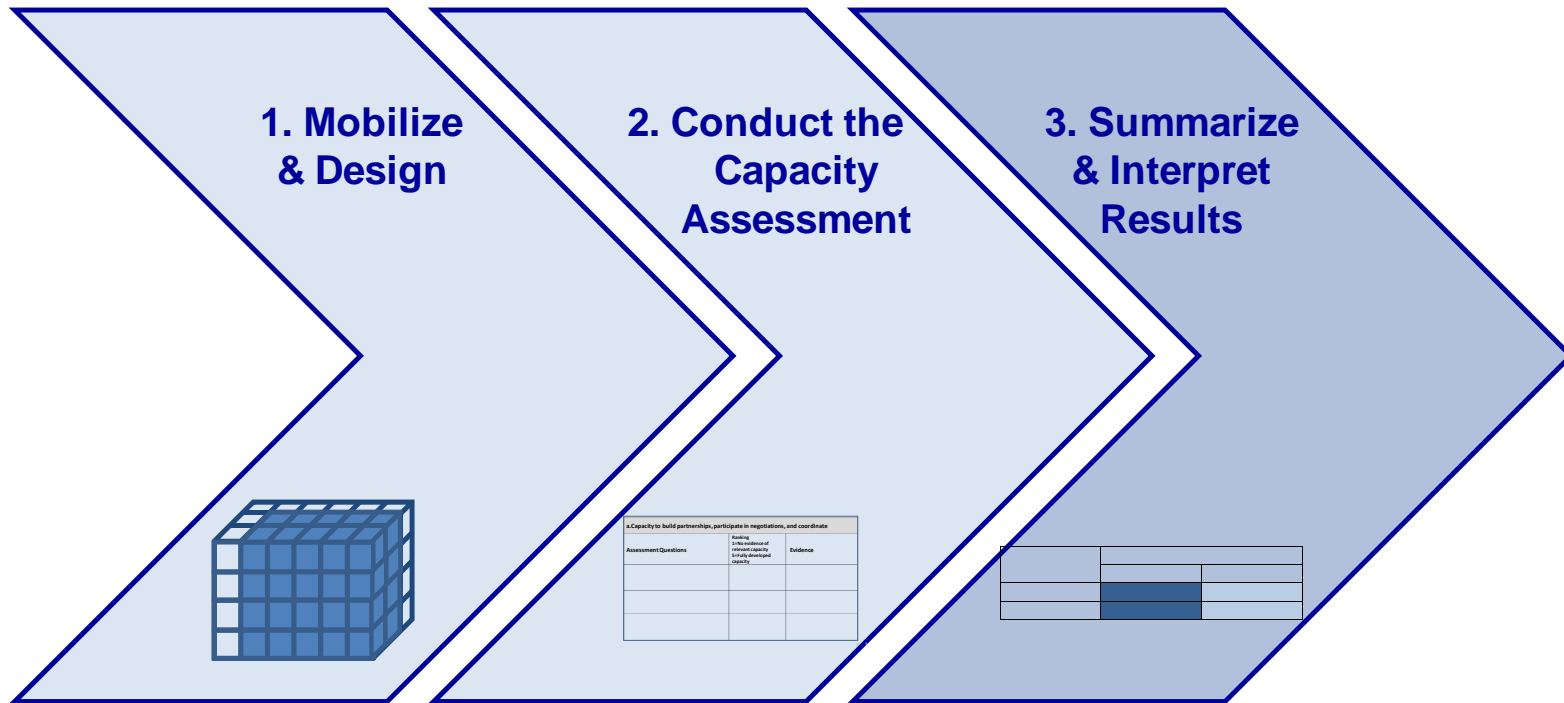


UNDP Capacity Assessment Supporting Tool

C24				
A	B	C	D	E
1	requires user input			
2	cells automatically populated			
3				
4				
5	Core Issue			
6	Leadership			1 No evidence of relevant capacity
7				2 Anecdotal evidence of capacity
8	Point of Entry			3 Partially developed capacity
9	Enabling Environment			4 Widespread, but not comprehensive, evidence of capacity
10				5 Fully developed capacity
11	Summary Rating			
12				
13				
14	Cross-Section Capacity Questions			Assess Capacity
15				
16	Functional Capacity	Questions	Capacity Level	Evidence (Narrative)
17			(1-5)	
18	Engage Stakeholders	Do authorities have the capacity to manage relations with domestic and external stakeholders inclusively and constructively?		
19		Q1		
20		Q2		
21		Q3		
22		Q4		
23		Q5		
24				
25				
26				

UNDP Capacity Assessment Process

3. Summarize & Interpret Results



Summarize & Interpret Results – Illustration

Core Issues	Budget	Manage	Implement	Avg
Leadership	3.4	3.0	3.2	3.2
Knowledge	1.3	1.7	1.5	1.5



1. Gap between desired and existing leadership capacities is relatively large across all capacities assessed
2. Gap on knowledge is less significant

Core Issues	Budget	Manage	Implement	Avg
Leadership	4.0	1.0	1.3	2.1
Knowledge	4.2	1.3	1.4	2.3



1. Gap in capacity to budget may need improvement
2. However, gaps in capacity to manage and implement are relatively small

Summarize & Interpret Results – Using the UNDP Excel-based Supporting Tool

Core Issues	Functional Capacities									
	Engage Stakeholders		Assess a Situation and Define a Vision & Mandate		Formulate Policies & Strategies		Budget, Manage & Implement		Evaluate	
	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level
01. Institutional Arrangements	4.00	3.00	3.25	1.88	3.25	2.40	3.35	2.10	3.25	1.93
02. Leadership	3.25	2.44	3.25	1.75	3.50	2.40	3.25	2.10	3.21	2.29
03. Knowledge	3.70	2.50	3.25	1.75	3.50	2.40	3.36	2.35	3.25	1.93
04. Accountability	3.50	2.44	3.25	1.75	3.50	2.40	2.90	1.80	3.25	1.93
05. Human Rights	3.25	2.44	3.25	1.75	3.50	2.40	3.25	2.10	3.29	1.57
Overall	3.73	2.64	3.25	1.92	3.50	2.40	3.20	2.08	3.25	1.93

Illustrative

Capacity Assessment – Expected Results

- Leads to insights regarding existing capacity assets, needs and priorities
- Informs the formulation of capacity development strategies
- Does not necessarily generate “surprises”
- Can help confirm priorities and build consensus → moving forward off of a common platform




Capacity Assessment – Lessons Learned

- Adapt to the local context and to suit local needs
- Build in enough time for mobilizing stakeholders and designing the assessment
- Ensure sufficient time for the collection of data & information
- Ensure local ownership
- Be creative
- Leave the prioritization of a capacity development response and follow-up actions to the end

Capacity Assessment – Good Practices

- Consider capacity assessments as a normal part of good management that can assist stakeholders in enhancing capacity and improving performance and that can add value to the processes of needs identification, planning, implementation, monitoring and evaluation, rather than treating them as stand-alone activities
- Ensure that any assessment is nationally and/or locally led, although external facilitation is the most effective way to make the assessment as objective as possible
- Engage stakeholders from the outset to ensure appropriate design and buy-in, and where appropriate, to encourage self-assessment
- Budget for capacity assessments as an ongoing part of institutional reform and change management
- Use capacity assessments to galvanize interest for change and to promote organisational learning and empowerment
- Incorporate lessons learned on an ongoing basis into a capacity assessment by taking an iterative approach to the overall process
- Remain flexible, ensuring optimal use of existing information sources while taking opportunities to build synergies with other ongoing initiatives/processes
- Encourage an open and honest assessment process to ensure fairness and acceptance of the assessment's procedures and results

Considerations in Conducting a Capacity Assessment

- Assessment fatigue
 - Skepticism about value and validity of results emerging from a capacity assessment
 - Suspicion that capacity assessments are being used by senior management for re-profiling or retrenchment
 - Disconnect between capacity assessment and formulation of capacity development strategies: basing strategy formulation on “guesstimates” of capacity gaps
 - Facilitation level: too much may lead to “coached” outcomes; too little may result in a “wish list” of capacity development strategies
- 
- “Zoom in” on the issues
 - Importance of building consensus
 - Assessments for overall development effectiveness
 - Focus on the link between assessment results and capacity development strategies
 - Endogenous process, ownership

Other Assessment Approaches

- **Business Process Re-engineering:** analysis of process flow to identify key steps, decision points and bottlenecks, and redesign the process
- **Functional Review:** before a capacity assessment to review functional activities to determine where a function could best be exercised
- **Horizon Scan:** review of development trends and dynamics and the policy environment (enabling environment) and its internal procedures etc. (organisational level)
- **MDG Needs Assessment:** the 'what', required to achieve the MDGs; can be conducted in conjunction with a capacity assessment
- **Organizational Design:** an analysis of an organization's vision, formal structure, roles and responsibilities and culture

Other Assessment Approaches (cont.)

- **Performance Assessment:** assessment against a set of predetermined criteria of the economy, efficiency and effectiveness with which an organization or an individual carries out a particular activity or range of activities
- **Risk Assessment:** to define operational and financial risks, e.g. for implementing partners
- **Stakeholder Analysis:** mapping of key stakeholders and their position viz. an entity's objectives
- **SWOT:** analysis of strengths & weaknesses (organizational level) and opportunities & threats (enabling environment). Variation on a capacity assessment
- **Training Needs Assessment:** collection and analysis of organizational, occupational and individual competencies critical to performance

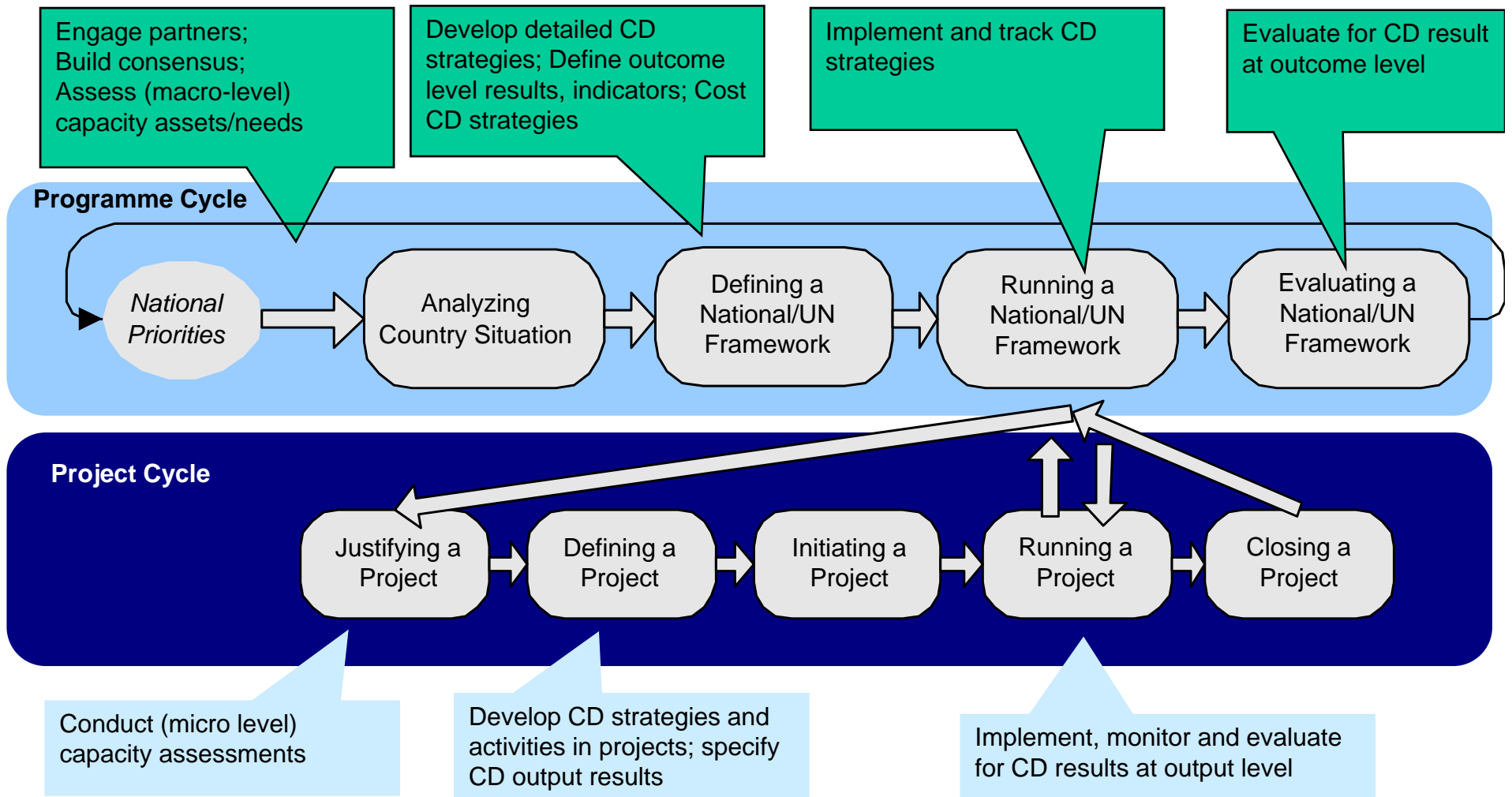
Supplementary Capacity Assessment Methodologies – Select List

Methodology / Tool	Purpose
General	
Venture Philanthropy Partners (McKinsey) Capacity Assessment Grid	Assess non-profits' organizational capacity, including identifying strengths and areas for improvement, measuring changes in capacity over time, and drawing out different views within the organization
EFQM Excellence Model	Comprised of nine main aspects requiring consideration in any organizational analysis, grouped into Enablers and Results
Thematic	
UNDP Civil Society Organization Capacity Assessment Tool	Assess CSO commitment to UNDP principles of participatory human development and democratic governance Assess CSO capacity for project management
UNDP Generic Participatory, Result-oriented Self Assessment (PROSE) Tool for CSOs engaged in policy advocacy	Assess in-depth the capacities of CSOs in Africa to engage in policy analysis, policy dialogue, policy advocacy, and the monitoring and review of the performance of public policies
OECD/DAC Joint Venture on Procurement	Offer a standardized instrument which developing countries and donors can use to assess the quality and effectiveness of national procurement systems
UNDP Aid Effectiveness	Adaptation of the UNDP capacity assessment methodology to support assessment of capacity to manage aid effectively
Sector	
OECD/DAC Good Practice Guidance on Strategic Environmental Assessment (SEA)	An analytical and participatory approaches to strategic decision-making that aim to integrate environmental considerations into policies, plans and programmes and evaluate the inter linkages with economic and social considerations
UNDP GEF National Capacity Self Assessment	Assess functional capacities from an environmental perspective, as input into environmental and overall policy and programme planning

Core Issues and Capacity Development Responses

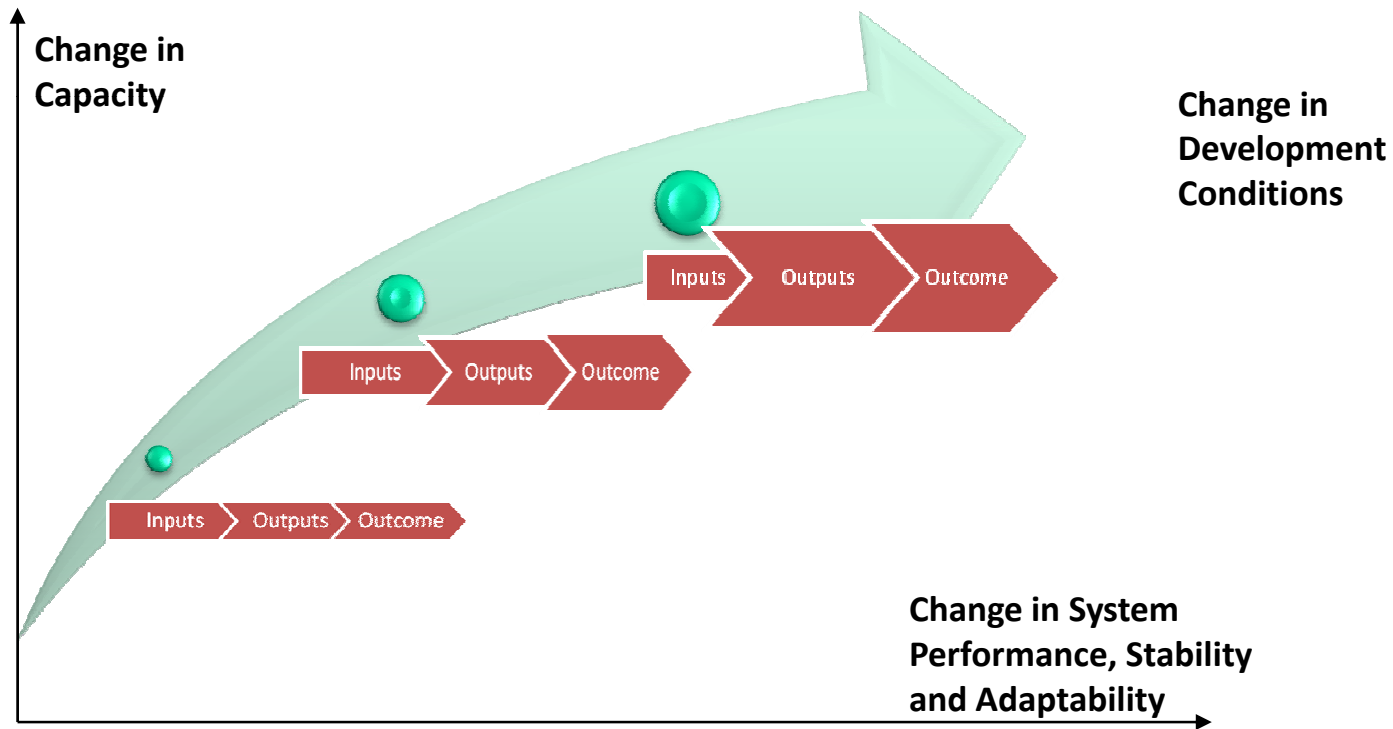
- 1. Institutional Arrangements:** e.g., support to functional reviews and the design of human resource management systems, monetary and non-monetary incentive mechanisms and results-based management.
- 2. Leadership:** e.g., support to visioning, systems thinking and strategic planning exercises; promotion of peer-to-peer mentoring; coalition building and negotiation skills development; design of career management systems.
- 3. Knowledge:** e.g., support to education reform strategies to incorporate human development needs into curriculum reform; facilitation of partnerships for investment in reforming post-secondary education; support to south-south learning solutions.
- 4. Accountability:** e.g., design and support to monitoring and evaluation systems and independent partner review mechanisms; promotion of public information disclosure policies and legislation; support to civic education.

Capacity Development in the Country Programming Cycle

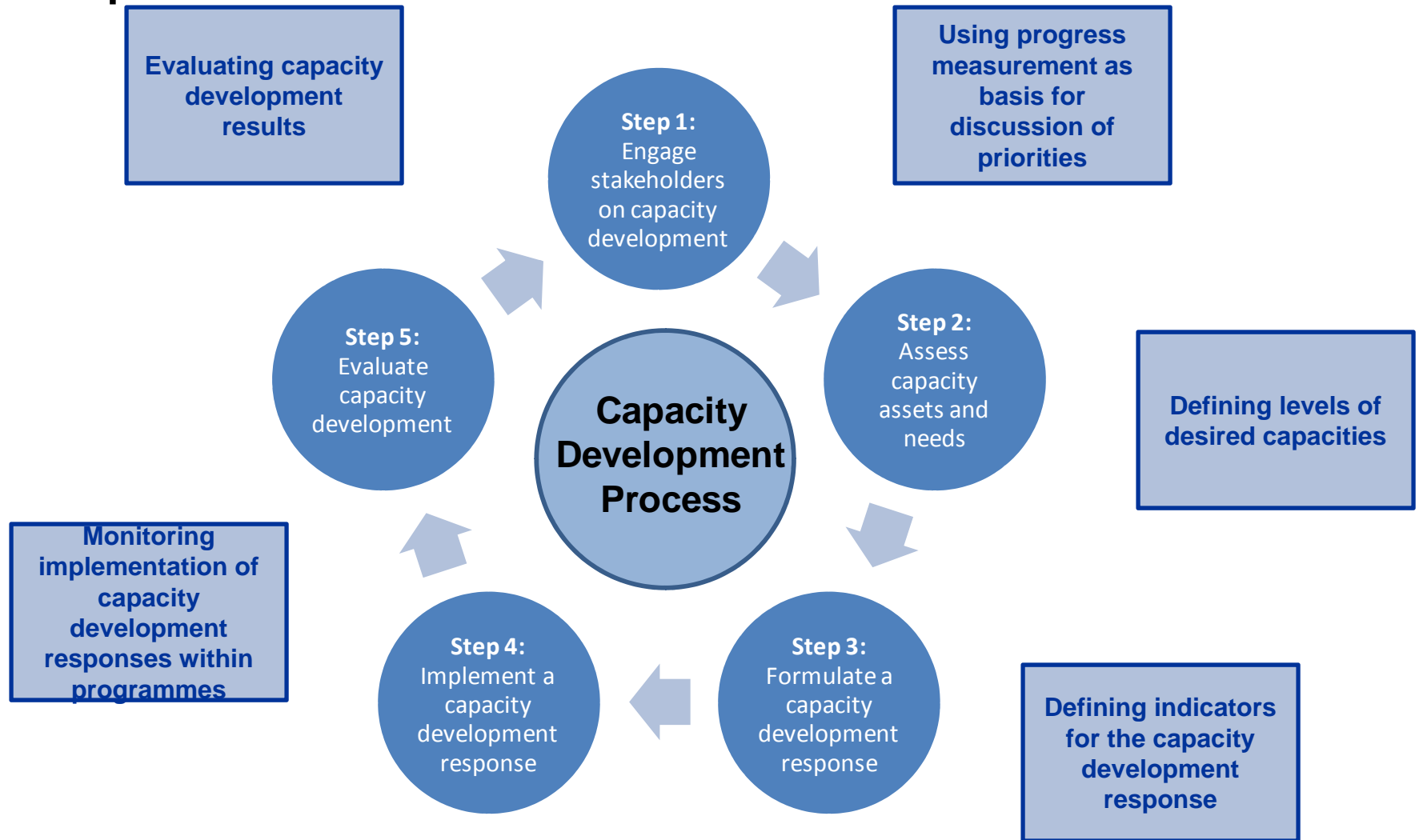


Measuring Capacity Development

An improvement in capacity accelerates achievements of development goals



Using Capacity Assessment throughout the Capacity Development Process





UNDP Capacity Development Website: www.undp.org/capacity

UNDP | Capacity Development - Windows Internet Explorer

http://www.undp.org/capacity/index.shtml

United Nations Development Programme
Capacity Development

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Core Issues

- Institutional Arrangements
- Leadership
- Knowledge
- Accountability

Five Step Process

- Engage
- Assess
- Respond
- Implement
- Evaluate

Global Initiatives

- National Implementation
- Aid Effectiveness
- Local Service Delivery

Search

Supporting Capacity Development

The world has just seven years left to reach the internationally-agreed Millennium Development Goals (MDGs), including the overarching goal of cutting extreme poverty in half by 2015. While additional financial resources will be essential to reaching these targets, success will ultimately hinge on how able people, organizations and societies are to transform their lives for the better.

For local authorities in the aftermath of conflict, societies struggling to meet rising food prices or states dependant on highly volatile commodity markets, effective change can be one of the hardest things to get right as the capacity to change is often limited. Without sufficient capacity like effective leadership and succession planning, aid coordination and financial management skills, a functioning civil service, a skilled labour force or an environment conducive to business countries lack the foundations on which to plan, implement and evaluate their development strategies. Capacity development works to strengthen this foundation.

If human development is the 'what' of UNDP's mandate, then capacity development is essentially the 'how'. UNDP works with national governments to identify what capacity exists in terms of skills, knowledge, institutions and relationships. Driven by the priorities of the country in question, it looks as how to retain what is there, what can be improved upon, where the gaps are and how to fill them, so that the countries' human development strategies can move from aspiration to implementation.

NEWS

- Capacity is Development' video from Panama
The UNDP Regional Capacity Development Team for Latin America and the Caribbean have recently created a short video, which explores the concept of capacity development. [more...](#)
- Outcome report of the conference on public sector CD in Afghanistan
The conference on Public Sector Capacity Development held in Kabul, Afghanistan, from April 1 -2 represented a much needed opportunity to debate how to tailor future joint efforts in capacity development to the specific Afghan context and needs. The two-day conference was organized Independent Administrative Reform & Civil Service Commission for Afghanistan and the United Nations Development Programme. [more...](#)
- UNDP Annual Report 2009 - Living up to Commitment
UNDP continues its commitment to Capacity Development - the organisation's overarching service in the 166 countries where it has a presence. In 2008 the organisation experienced a dramatic increase in the demand for Capacity Development, as developing countries face the challenges brought about by the food, fuel and financial crisis. [more...](#)

Conversation on Capacity Development

From technical assistance to capacity development: is there a difference, really? - 16 April 2009

An interview with Kanni Wignaraja, Director of UNDP's Capacity Development Group. She shared her opinions on income versus human development, the changing nature of development assistance, and answered the burning question on whether aid is dead. [\[Read the full interview\].](#)

Capacity Development Global Event 2009

'Capacity is Development' 2009 Campaign: The Urgency of 'How' - What Works for Capacity Development?

In 2009, UNDP Capacity Development Group has launched a global campaign on capacity development with the aim of gathering more evidence on what works in capacity development. This is also a call to partners for engagement and a convening of the global community of experts and practitioners. Throughout the year, UNDP will host a series of events to foster research and dialogue among the key players on critical issues of capacity development. In November 2009, there will be a final global event of the series. These efforts will be sustained by a global capacity development facility. [See more information.](#)

UNDP Capacity Assessment Services

UNDP and its network of partners support national stakeholders with advocacy, policy advisory and implementation services in the following areas:

1. Provision of a UNDP Capacity Assessment Methodology, including a User's Guide and Supporting Tools, for use by UNDP staff and national partners.
2. Engagement in exercises to determine the scope of the assessment and support to implementing it, including adapting the methodology to specific contexts.
3. Engagement in analysing findings and formulating capacity development responses.
4. For countries that decide to use more than one methodology, assistance in comparing the UNDP methodology with other assessment frameworks, such as the Harmonized Approach to Cash Transfers, Human Rights-Based Approach, Post-Conflict Needs Assessments and the UNDG Capacity Assessment Methodology; and facilitation of such combined assessments.
5. Facilitation of learning sessions on capacity assessments at global, regional and country levels for UN/UNDP staff and national partners.



UNDP Capacity Development Resources

Thematic Applications of the UNDP Capacity Assessment Methodology

- Procurement
- Aid Effectiveness
- Trade
- HIV/AIDS
- Disaster Risk Reduction
- Electoral Systems



UNDP Capacity Development Resources (cont.)

Theoretical and Case Study Publications

- Capacity for Development: New Solutions to Old Problems
- Developing Capacity through Technical Cooperation
- Ownership, Leadership, and Transformation: Can We Do Better for Capacity Development?
- Action Brief on Capacities for Integrated Local Development
- Action Brief on Brain Gain
- Action Brief on Ethics and Values in Civil Service Reforms

Practice Notes

- Practice Note on Capacity Development
- Practice Note on Capacity Assessment
- Practice Note on Supporting Capacities for Integrated Local Development
- Practice Note on Capacity Development during Periods of Transition



UNDP Capacity Development Resources (cont.)

Concept Notes on Capacity Development Responses

- Institutional Reform and Change Management: Managing Change in Public Sector Organizations
- Incentive Systems: Incentives, Motivation and Development Performance
- Leadership Development: Leading Transformations at the Local Level
- Knowledge Services and Learning
- Mutual Accountability Mechanisms: Accountability, Voice and Responsiveness
- Multi-Stakeholder Engagement Processes

Concept Notes on Capacity Development Applications

- Capacity Development and Aid Management
- Procurement Capacities



UNDP Capacity Development Resources (cont.)

Resource Guides and Tools (Selection)

- UNDP Capacity Assessment User's Guide and Supporting Tool
- A Review of Selected Capacity Assessment Methodologies
- UNDP Procurement Capacity Assessment User's Guide and Supporting Tool
- Resource Catalogue on Measuring Capacities: An Illustrative Guide to Benchmarks and Indicators

Training materials (For UNDP Staff)

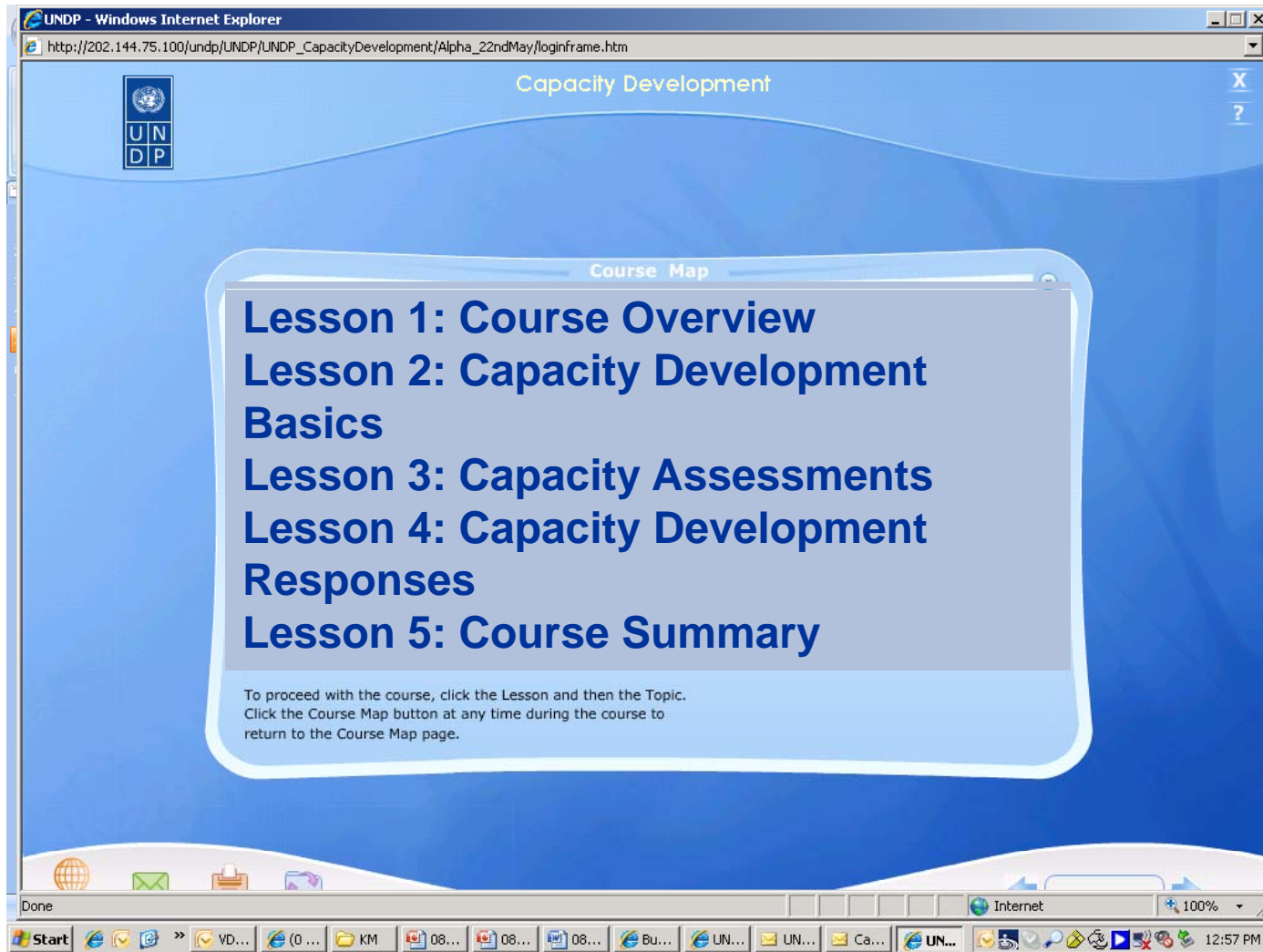
- Self-paced online course on Capacity Development
- Self-paced online course on Capacity Assessment

Network

- Capacity Development Network and Community of Practice



Online Course on Capacity Development (through UNDP Learning Management System)





Online Course on Capacity Assessment (through UNDP Learning Management System)

