

Overview of UNDP's Approach to Measuring Capacity for Climate Change

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United Nations Development Programme
August 2010

UNDP's Capacity Development Mission

UNDP's capacity development mission is helping people and their institutions perform better, sustain that performance over time, and remain resilient during 'shocks' – to effectively contribute to national human development goals, including the MDGs.

Institutions as Engines of Human Development

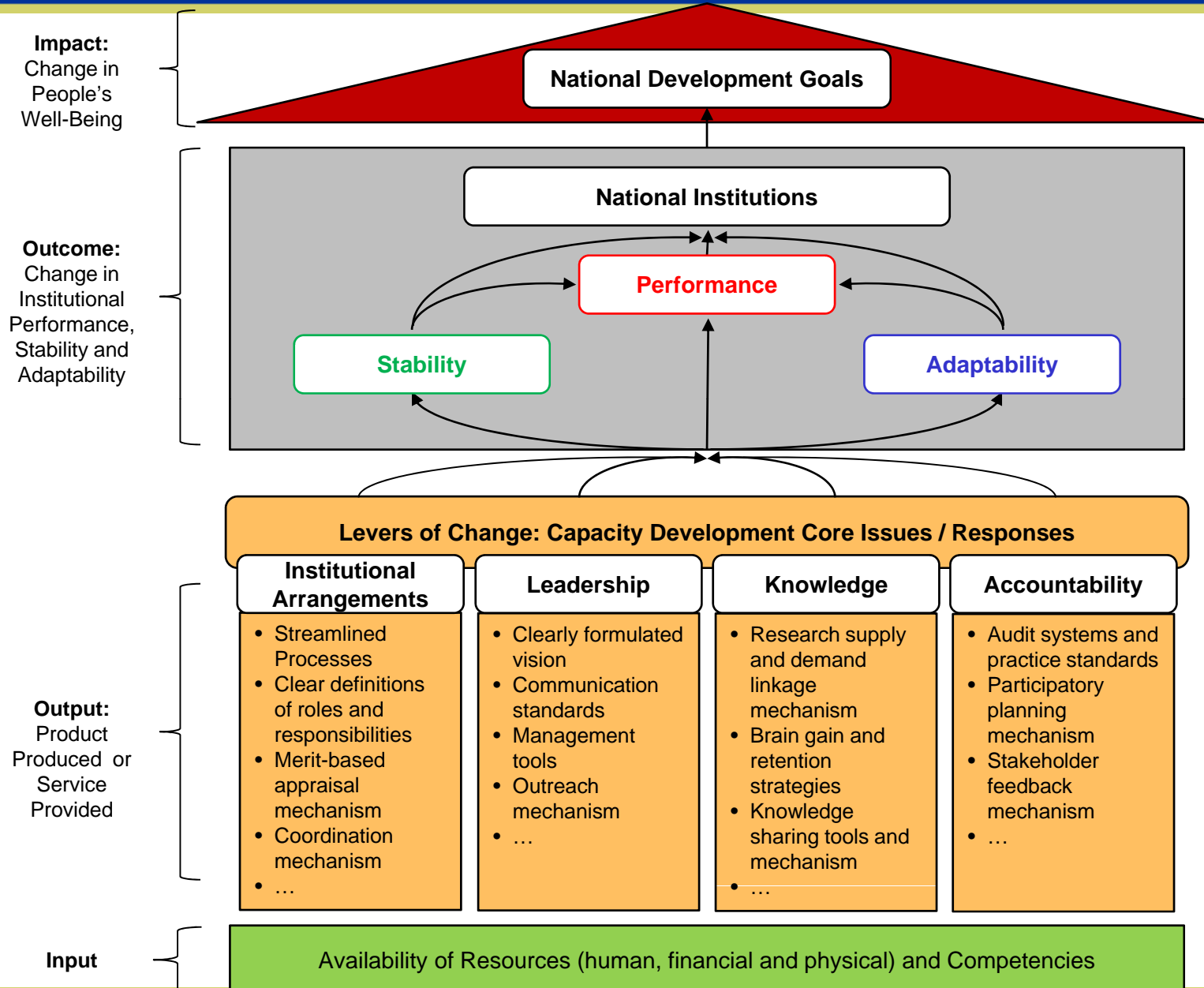
- Institutions have functions: formulate policies, manage human and financial resources, and deliver public services
- Institutions perform better when they have policies, systems, processes and mechanisms in place
- Flexible and adaptable institutions are able to withstand political, economic and climate shocks
- Institutional performance is measurable

Capacity indicators can measure changes in institutions: *Do they perform better? Are they more stable? Can they better manage change and shocks to the system?*

Challenges of Measuring Capacity Development

- Long-term nature of capacity development and incentives to report on short-term activities
- Lack of framework, structure and mechanisms to capture and communicate
- Contribution vs. attribution
- Historic focus on individual level

“The fact that capacity development is a long-term process and is one of many factors contributing to the achievement of development goals cannot be an excuse for lack of measurement; rather these should inform the formulation of a robust capacity measurement framework”



Increasing the Return on Capacity Development Investment

UNDP's measurement framework is intended to increase return on investment in capacity development in that it answers the following questions:

- **Do we have the right point of entry?** (it encourages a renewed focus on institutions)
- **Are we doing the right things?** (it encourages design of better, more effective programmes)
- **Are we communicating effectively?** (it facilitates clear capture and communication of results)

The Role of Measurement in the UNDP Approach



Planning

- Planning has to be participatory and intentional – what you plan for, and measure, is what you get
- Capacity assessments upfront provide indicators, baseline and agreement on what needs to change

Programming

- Programming builds off the baseline and states results at all levels

Monitoring & Evaluation

- Measurement must capture results to confirm/course-correct as necessary to get to the transformation required

App 1: Scorecard as a Measurement and Reporting Tool

- Has been widely used in more than 100 GEF capacity self-assessment projects in biodiversity, land degradation and climate change
- Provides a standardized framework of capacity indicators, baselines, and targets
- Is a pragmatic tool that measures baselines and monitors progress

Egypt's GEF capacity building project for RIO conventions with focus on climate change targets institutional and systemic capacity for better monitoring and reporting

App 2: Capacity Assessment/Measurement Tool as a Means of Defining Programmatic Response

- Has been adapted for a variety of thematic areas, including climate change, disaster risk reduction, results-based management
- Layers on the dimension of core issues or most common hurdles to capacity development
- Examination of capacities related to core issues drives formulation of effective capacity development responses

The Philippines focuses on institutional arrangements, knowledge, accountability, governance, and financial resources management for climate change

Conclusions

- Measurement of capacity can appear daunting
- UNDP's capacity development approach and measurement framework offer options to plan, assess, programme, and measure investments in capacity development
 - *App 1*: scorecard with ratings to report on progress
 - *App 2*: capacity assessment/measurement framework to design programme
- UNDP has a wide range of supporting tools

These applications have been widely used; these or variations could be further elaborated in partnership with others, if requested by Parties