



# Overview of WBI's Capacity Development and Results Framework

## Approach to Guide the Assessment, Design, Monitoring, and Evaluation of Capacity Development Efforts

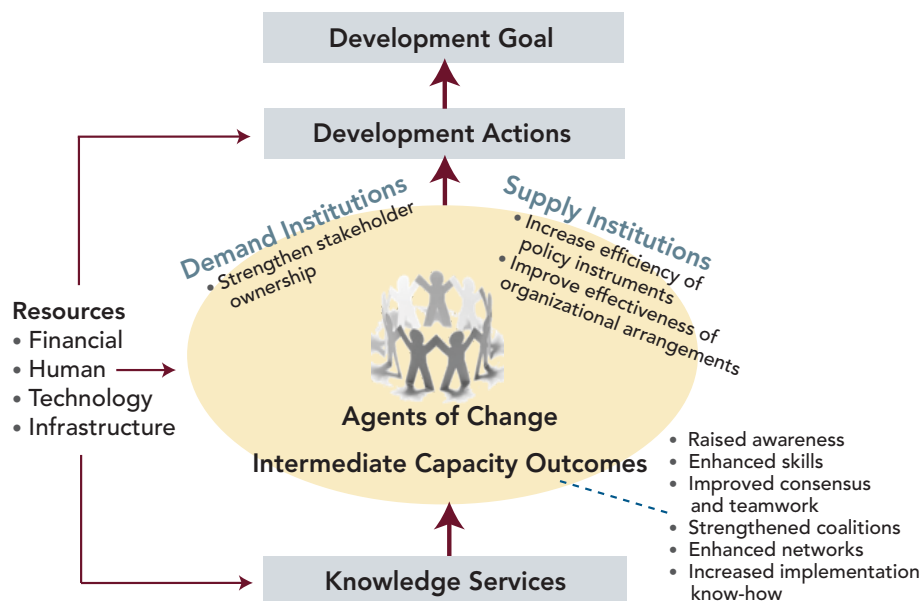
WBI works to improve the understanding, practice and results of capacity development, an important way to support development goals and priorities for aid effectiveness. WBI developed the Capacity Development and Results Framework (CDRF), as a strategic and country-led approach to capacity development that emphasizes the empowerment of local agents through learning, knowledge and innovation.

This approach guides a comprehensive analysis of institutional capacity areas and the design of change strategies that target institutional and policy-related constraints and opportunities. Sets of intermediate and institutional outcomes can be flexibly applied across sectors and countries to inform program design and results management. The integration of monitoring and evaluation (M&E) at all stages promotes timely corrective actions and systematic learning to determine and report what works and does not work in practice.

### Innovations of this Approach

- A structured framework to guide local stakeholders through the process of building their own “theory of change” on a case-by-case basis
- A new change process logic suited to the development of measurable results indicators to facilitate M&E
- A rare adaptability—when more information becomes available or underlying circumstances change in the program, it can be adjusted appropriately
- An anchor in local ownership and a development goal related to institutional capacities

### CDRF Capacity Development Process



### **Locally Owned Development Goal**

Capacity development efforts should be aimed at a specific development goal that is marked by strong consensus among stakeholders and owned by national leaders. The development goal should be well defined and its economic and social value articulated. A local champion should set the goal and assume responsibility for its attainment.

The development goal should derive from a broader, long-term development strategy—sector, country or regional—that establishes the priority and compatibility of the goal with other development priorities. The CDRF aids visioning and stakeholder alignment around the development goal, which is necessary to encourage buy-in from the start and local ownership.

### **Comprehensive Approach to Institutional Capacity**

Based on extensive practitioner consultations and learning, the CDRF identifies three broad institutional capacities as the operational targets of capacity development efforts:

- *Strength of stakeholder ownership* for the development goal (demand)
- *Efficiency of policy and other formal incentive instruments* that guide stakeholder behavior toward the goal (supply)
- *Effectiveness of organizational arrangements* established to achieve the goal (supply)

For each of these institutional capacities, the framework identifies a number of attributes or characteristics that contribute to the capacity. Practitioners can use these capacities to assess local capacity needs, inform program design and measure results.

### **Change Process**

The change process is the purposeful use of knowledge and information to achieve capacity outcomes. These outcomes enable local agents of change to trigger or advance positive changes in stakeholder ownership of the development goal, efficiency of policy instruments and effectiveness of organizational arrangements. Local agents of change can be individuals, groups, coalitions and others engaged in the learning process that can initiate or drive the change process.

### **Measured Results**

Intermediate capacity outcomes identify needed changes toward the improvement of a capacity area. Thus, they help practitioners to create milestones to track progress and whether program adjustments are needed. Intermediate capacity outcomes help to measure behaviors, relationships and processes, and products and services that result from capacity development activities. They help to measure at the level of the agent of change.

Institutional outcomes reflect changes in institutional capacities through indicators of their characteristics. They capture whether the intermediate capacity outcomes have had a favorable impact on institutional capacities that advance the achievement of the development goal.

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### **Some Applications for the CDRF**

Development practitioners can use this results-focused approach to guide:

- Stakeholder engagement for strategic planning
- Institutional capacity diagnostics
- Design of capacity development programs and projects
- Adaptive management of capacity development to learn what works and does not work
- Communication of capacity development results
- Evaluation of capacity development efforts

WBI applies the CDRF in different contexts such as World Bank projects and in country and regional institutions and helps practitioners apply, adapt, and customize it to their needs.

Context	Uses of the CDRF
Liberia	National strategic planning for capacity development and development
Korea Development Institute/WBI	Evaluation of KDI knowledge sharing programs and WBI knowledge exchange case
Center for Financial Reporting Reform	Results framework for regional/country program
China	Results-oriented capacity development for sub-national agencies
Bangladesh	Institutional capacity diagnostics for public financial management reform
East Africa	Stakeholder engagement for strategic planning

For more information contact the World Bank Institute's Capacity Development and Results Practice via email at [capacity4change@worldbank.org](mailto:capacity4change@worldbank.org) or visit [www.worldbank.org/wbi](http://www.worldbank.org/wbi).