ANNEX 6
THE PEOPLE-CENTRED CAPACITY AND INTEGRITY FRAMEWORK

The People-Centred Capacity and Integrity Framework (PCCIF) helps teams assess institutions across four dimensions and identify strategic entry points for strengthening people-centred capacity and integrity.

Use this tool during institutional assessments, strategy development or stakeholder dialogue to guide reflection on capacity and integrity. It complements tools such as the Six Dimensions Tool and participatory co-design methods.

See **Section 5.2**: Co-creation and local ownership.

The PCCIF was developed by Leanne McKay and builds on the original Capacity and Integrity Framework in UNDP's Vetting Public Employees in Post-Conflict Settings: Operational Guidelines (2006), adapting it to focus on strengthening institutions in ways that are inclusive, accountable and grounded in people's rights, justice and security needs, and experiences.
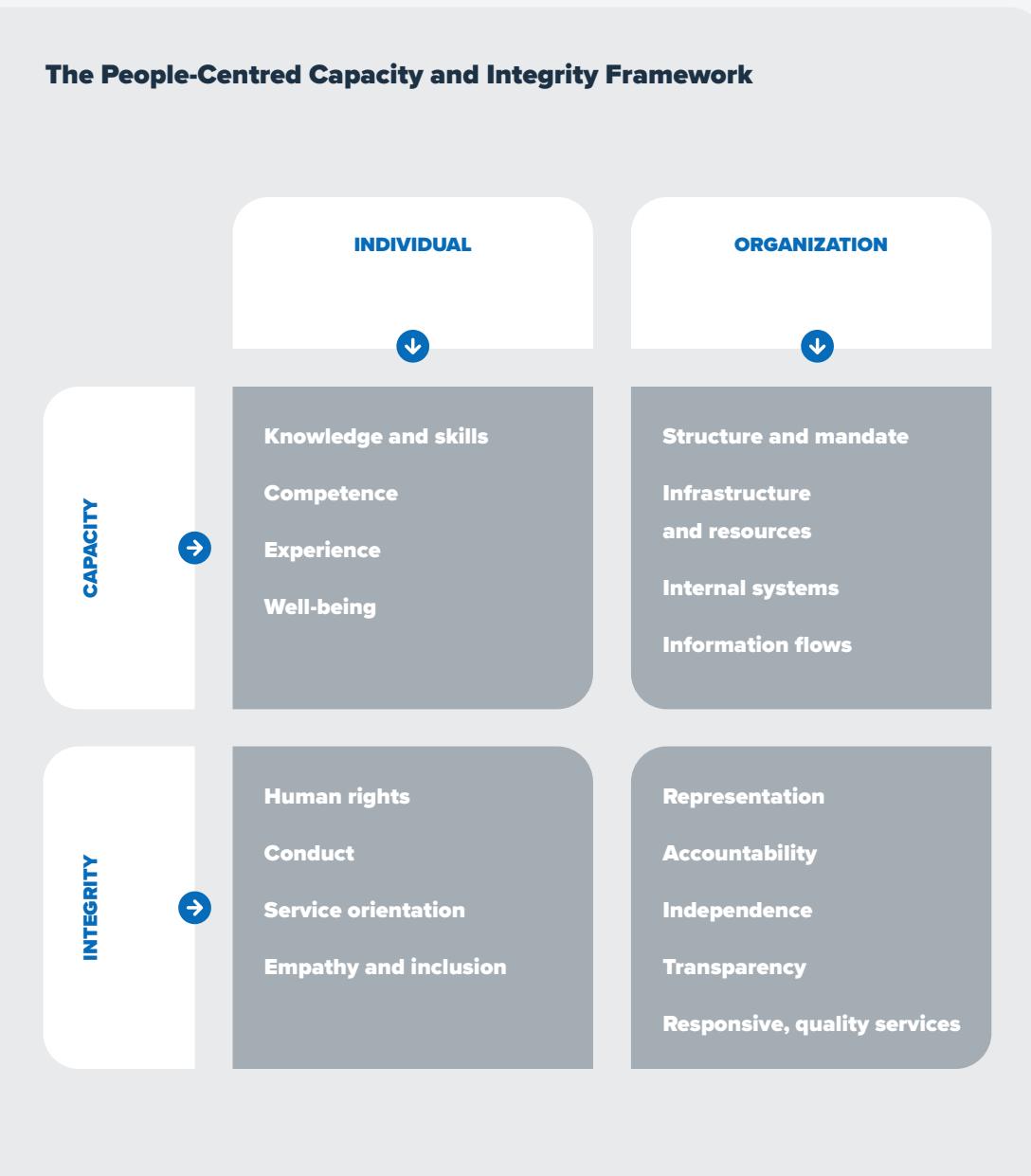
To capture these dimensions, the framework looks at two core dimensions of any institution:

→   The individuals who work within it

→   The organization as a whole

It also examines two qualities that are essential across both dimensions for a people-centred approach:

→   Capacity—the ability to do the job well

→   Integrity—the ability to do the job fairly and in line with human rights and rule of law principles

The result is a 2x2 matrix covering individual and organizational dimensions of both capacity and integrity, summarized below:

The People-Centred Capacity and Integrity Framework

	INDIVIDUAL	ORGANIZATION
CAPACITY	Knowledge and skills Competence Experience Well-being	Structure and mandate Infrastructure and resources Internal systems Information flows
INTEGRITY	Human rights Conduct Service orientation Empathy and inclusion	Representation Accountability Independence Transparency Responsive, quality services

Individual capacity encompasses the knowledge, skills, competence, experience and well-being of personnel.

Individual integrity encompasses the behaviour, ethics, human rights commitment and inclusive mindset of personnel.

Organizational capacity encompasses the institution's structure, systems, resources and information flows for effective service delivery.

Organizational integrity encompasses how institutions uphold public trust through representation (e.g., gender, ethnicity, geographic origin, religion); accountability (e.g., disciplinary and complaint procedures, oversight mechanisms); independence; transparency; and the provision of responsive, quality services.

The PCCIF is designed to support strategic, people-centred interventions.
It helps teams:

→ Diagnose an institution's current status, strengths, weaknesses and priority areas for change

→ Facilitate dialogue with institutional personnel, government actors, civil society and development partners on opportunities for change

→ Identify entry points and design practical, people-centred interventions by using the PCCIF alongside the Six Dimensions Tool

→ Track progress over time

It promotes a holistic view of institutional transformation, strengthening both the technical and public-facing sides of justice and security systems so they work better for the people they serve.

The matrix can be used to:

→ Understand where strengths and weaknesses lie across technical and normative dimensions

→ Identify whether bottlenecks are rooted in people, systems, values or resources

→ Prioritize change efforts that improve both functionality and fairness in service delivery

→ Align institutional strengthening with people's expectations and rights

The following breakdown unpacks each quadrant of the framework, providing definitions to guide assessment and reflection.

Capacity × Individual

→ **Knowledge and skills:** Practical and technical abilities to perform a role effectively.

→ **Competence:** Applying knowledge, skills and judgment to meet professional standards.

→ **Experience:** Accumulated practical exposure that enhances insight, problem-solving and contextual awareness.

→ **Well-being:** Mental, emotional and physical health to support sustainable, ethical and effective work.

Capacity × Organization

→ **Structure:** Institutional setup, roles and mandates that define how the organization functions.

→ **Infrastructure and resources:** Physical facilities, staffing and financing needed to deliver services.

→ **Internal systems:** Policies and mechanisms for internal coordination, management and decision-making.

→ **Information flows:** How information is generated, shared, received and acted upon within an organization and with the public.

Integrity × Individual

→ **Human rights:** Commitment to uphold dignity, equality and rights of all people.

→ **Conduct:** Ethical behaviour and professionalism in how one exercises power and interacts with others.

→ **Service orientation:** A mindset focused on meeting people's needs fairly and effectively.

→ **Empathy and inclusion:** Understanding diverse experiences and engaging all people fairly and respectfully, especially the vulnerable and excluded.

Integrity × Organization

→ **Representation:** Reflecting the diversity and perspectives of the population.

→ **Accountability:** Mechanisms for public oversight and participation, and accountability (e.g., complaint handling).

→ **Independence:** Freedom from undue political or external influence, upholding fairness and impartiality.

→ **Transparency:** Openness and public access to institutional information, processes and decisions.

→ **Responsive, quality services:** Delivery of timely, fair, accessible and effective services that meet people's needs.