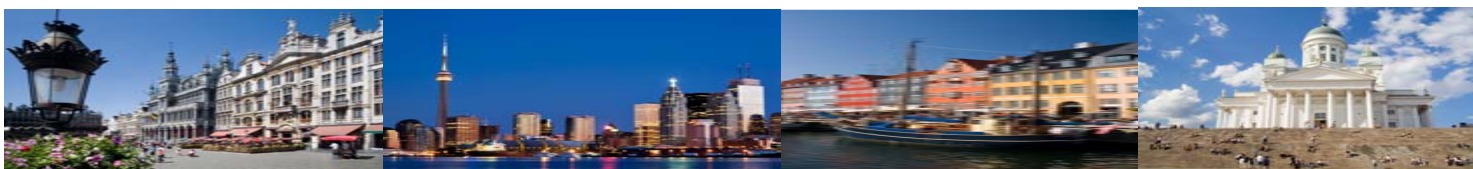


Office of the First Minister and Deputy First Minister

International Research Project

“Building Capacity Alongside Major Change”



**GOLDBLATT
McGUIGAN**

in partnership with



Social Research Centre

Independence Integrity Excellence

“Building Capacity Alongside Major Change”

Topics

1. What were we asked to do?
2. What did we do?
3. What did we find? The Key Messages

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What were we asked to do?

Capacity Building – “Developing the right organisation, systems, partnerships, people and processes to deliver against a particular agenda or plan”.

Find out how other jurisdictions have built capacity for major structural and functional change within public administration

Identify lessons learned and advise on implications.

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What did we do?



Stage 1 : Initiation, scoped project and agreed broad areas



Stage 2 : Desk research, systematic cascade research (lots!) to identify appropriate consultees



Stage 3 : Telephone Interviews (& further desk research)



Stage 4 : Draft report



Stage 5: Quality Assurance – internal and external



Stage 6 : Report and present

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Our Case Studies



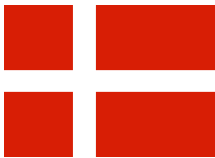
Belgium

Move to e-government – 2,000 public & private organisations



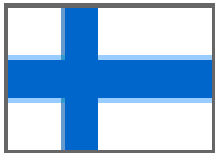
Canada

Six municipalities merge into one – the City of Toronto



Denmark

Reform: Counties (13 to 5); Municipalities (270 to 98)



Finland

Reform of Municipalities – Based on co-operation

Variety within this sample

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What did we find? – The Key Messages

- RPA core - dismantling and rebuilding teams.
- Parallels with team building theory
- Effectiveness determined by performance of new teams
- **Capacity-building** is mission-critical.

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Capacity Building Issues – By Stage











Short Term (2006 / 7)		Medium Term (2007/8)	Long Term (2009 and Beyond)
Creating The Conditions	Preparing For Implementation	Implementation (including pilots)	Operationalisation
Political Consensus	Structures & Processes	Culture	
Directives on Strategic Matters		Organis'l Capability	
Ownership	Info. Systems		
Risk and Reward		Intellectual Capital	
Eliminate Fear	Project Management	Stabilisation	
		Individual Capacity	
	Equality/ Equity		
		Communication	

Figure 1: Stages of Capacity Building Under the RPA

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Creating the Conditions – Immediate (2006/7)



- Political consensus
- Make non-optional elements clear
- Secure ownership
- Balance risks and rewards
- Strive to eliminate fears and concerns

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Preparing for Implementation – Short Term (2006/8)



- Structures and processes for capacity building
- Information systems
- Project Management
- Equality / equity of service provision

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Implementation – Medium Term (2007/8)

- Organisational capacity
- Culture
- Systems and processes
- Protecting intellectual capital
- Stabilising the environment
- Building individual capacity
- Communication



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Operationalisation – Long Term (2009+)



- Equality / equity of service provision
- Structures and processes for capacity building
- Information systems
- Project management
- Organisational capacity
- Culture
- Systems and processes
- Protecting intellectual capital
- Stabilising the environment
- Building individual capacity
- Communication

Essential Reading

Two Related International Research Projects

“Building Capacity Alongside Major Change”

http://www.rpani.gov.uk/capacity_building_final_report_22112006.pdf

“Moving to Common Boundaries”

http://www.rpani.gov.uk/common_boundaries_final_report_goldblatt.pdf



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