- **Capability development**

These activities support the successful development and monitoring of the capabilities\(^1\) that underpin an organisation's ability to conduct its business. They aim principally at promoting the re-use and sharing of infrastructure (statistical and technical), both inside the organisation and across organisations, thus facilitating harmonisation and coherence of statistical outputs.

<table>
<thead>
<tr>
<th>Capability development</th>
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<tbody>
<tr>
<td>Plan capability improvements</td>
<td>Develop capability improvements</td>
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</table>

**Figure 6 The Capability development activity area of the GAMSO**

This activity area is broken down into 4 activities. The activities are:

- Plan capability improvements
- Develop capability improvements
- Monitor capability improvements
- Transfer support of capability improvements

**Plan capability improvements**

These activities aim at planning the best way forward to develop a new capability or improve an organisation's capabilities. They require a thorough organisational view of change requirements, the prioritisation of options through an efficient, iterative approval process until a work programme for capability improvements is finalised. These activities further coordinate the planning and resourcing of cross-cutting / reusable capability improvement projects (both large and small), to ensure key improvement work is integrated across the organisation, with interdependencies understood and the resources optimized across the work programme. These activities also monitor the ongoing progress of the work programme and report to the relevant governance fora to ensure all required change requests occur in an efficient and effective manner. These include:

- Identify disruptions and capability improvements
- Propose capability improvement projects
- Manage capability improvement programmes

**Develop capability improvements**

These activities develop approved improvement projects from the requirements stage through to their completion. The developers will undertake background research, define the detailed requirements, coordinate the design and building, and finalize all aspects of the capabilities being developed, including their deployment for operational use. The activities mainly concern the development of capability improvements for multiple statistical business processes, including cases where capability improvements are developed through partnering with other statistical organisation or through implementing reusable infrastructure originally developed by others. Capability improvements in the context of a single statistical business process are included in the Production activity area. The activities include:

- Undertake background research
- Define detailed capability requirements
- Design capability solution
- Build/procure and deploy capability solution

**Monitor capability improvements**

These activities aim at monitoring the organisation capabilities, ensuring the organisation reaps maximum benefits from investments. They involve maintaining capabilities, evaluating them or suggesting where improvements are required. Staff members undertaking these activities effectively become the custodians / reference persons for the capabilities, taking responsibility for their fitness for purpose. These include:

- Maintain capability improvements
- Promote capability improvements
- Evaluate capability improvements

**Transfer support of capability improvements**
These activities provide the technical hands-on assistance required across the organisation to ensure that the capability improvements are actually used in support of the statistical work programme. These activities also guide the successful operation of individual reusable business processes and transfer of shared infrastructures. When a capability improvement is fully integrated in Production, its support is transferred to one or more activities of Corporate Support. These include:

- Transfer design
- Transfer operations
- Transfer user support

1. The Open Group Architecture Framework (TOGAF) defines a capability as “An ability that an organisation, person, or system possesses. Capabilities are typically expressed in general and high-level terms and typically require a combination of organisation, people, processes, and technology to achieve.”