# Abstrat.

This thesis aims to evaluate the impacts of organizational changes in local governments in terms of capabilities and identify possible causes of this results, referring to the technical parameters of design used and the treatment of the institutional dimension of change.

The thesis continues the line of work on local governance recovering two theoretical schools that are part of the current debate in political science and in the field of public administration: governance and the new institutionalism (Martínez Nogueira, 2012). From this perspective change in the design of local government organizations is evaluated according to its contribution to governance structures and processes, as promoters of capabilities for managing complexity. In addition, institutions are recovered as a central aspect of changing processes, as restrictors and also as enablers of transformation through the game of power of organizational actors. Therefore, organizational change is treated as a matter of institutional change and not merely as a result of design and capacity building as the result of institutional change (Brugué, 2013, Martínez Nogueira, 2012, Serna, 2001).

The research is based on local governments of Rosario Metropolitan Region, Argentina, based on the results of the first measurement of the Index Management Capabilities for Development. The main results are: low capabilities of local governments and high levels of changes into organizational design. Regarding design parameters of change, is concluded that the most implemented devices are clearly linked to the bureaucratic model. However, it is important the positive relation found between the index of capabilities and the implementation of networks; in the same way the implementation of internal coordination mechanisms. About institutional dimension of change it is noted, that despite the lack of attention paid to this dimension, the skill levels of the local governments have a positive relation with their institutionalization.

These results allow the identification of some key for approaching change processes that impact on capacity building:

1. Organizational design based on organic parameters adapted to new contexts.
2. Incorporation of the “political game of stakeholders” perspective and incentive measures for institutional change into changing processes.

Based on this, is proposed the E. R. I. method - EXPERIENCE - REFLECTION - INNOVATION- that includes the variables identified in the processes of institutional change. The method assumes as a basic design criteria that the incorporation of technologies requires deep learnings on the actors and sustained efforts. In this sense, the method attaches great importance to the participation and involvement of stakeholders and the treatment of the institutional dimension.