



NORTH CENTRAL PROVINCE INSTITUTIONAL ASSESSMENT



This report is part of an initiative supported under the Capacity Development of Local Governments (CDLG) project implemented by the United Nations Development Programme (UNDP) in Sri Lanka with the financial assistance of the European Union (EU).

CDLG is a four-year project (2020-2023) targeting the Eastern, Northern, North-Central and Uva Provinces of Sri Lanka. It is part of the European Union's STRIDE (Strengthening Transformation, Reconciliation and Inclusive Democratic Engagement) programme focused on strengthening the capacities of local government authorities to be inclusive, responsive and accountable, and improve service delivery.

***Disclaimer**

This document was produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union.

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Acronyms

| | |
|---------------|--|
| CDLG | Capacity Development of Local Governments |
| CDO | Community Development Officer |
| CLG | Commissioner of Local Government |
| EU | European Union |
| FA | Financial Assistant |
| GoSL | Government of Sri Lanka |
| LA | Local Authority |
| LAPDP | Local Authority Participatory Development Plan |
| LDSP | Local Development Support Project |
| MC | Municipal Council |
| NCP | North Central Province |
| STRIDE | Strengthening Transformation, Reconciliation and Inclusive Development |
| TAF | The Asia Foundation |
| UNDP | United Nations Development Programme |
| WB | World Bank |

1. Context

The Government of Sri Lanka (GoSL), with support from the European Union (EU) and the World Bank (WB) is implementing the Local Development Support Project (LDSP) in four provinces – North, North Central, Eastern, and Uva – to strengthen local service delivery and local economic infrastructure, and enhance bottom-up approaches to support public engagement in local decision-making processes, including through participatory planning and feedback mechanisms for service delivery. The LDSP is funded through a loan agreement with the World Bank and contribution of EUR 22 million from the European Union under the latter’s broader EUR 40 million ‘Strengthening Transformation, Reconciliation and Inclusive Democratic Engagement (STRIDE)’ Programme. The STRIDE Programme also includes the Capacity Development of Local Governments (CDLG) to be implemented by UNDP.

The overall objective of the CDLG project is to strengthen the capacities of Local Authorities (LA) to be inclusive, responsive, and accountable and be able to plan, enhance resilience, and deliver better services. The capacity development support, coupled with the fiscal support (through Basic Transfers and Performance Transfers provided through LDSP project) for inclusive service delivery and economic investment, is aimed at strengthening the role of elected representatives at the local level. It is about improving local governance systems and making local governments “fit for future”, as well as increase downward accountability of elected officials and local governments. The project also aims to strengthening mechanisms for public engagement in local decision-making processes.

Towards this end, UNDP has commissioned The Asia Foundation (TAF) to conduct a ‘Diagnostic Study on Local Government Institutions and Finances, and Capacity Needs Assessment’ in the four target provinces. A key component of the assignment involves a study on the institutional systems (institutional assessment) associated with service delivery, and the finance systems to understand and profile the factors constraining effectiveness and efficiency of local service delivery, the robustness and efficiency of local and regional level equalization measures and local government performance. Since this component was carried out by TAF for three provinces – North, East and Uva – as part of an assignment carried out for the World Bank in 2018, analysis was carried out for the North-Central Province (NCP) by employing the same methodological tools.

This report discusses the key findings from the institutional assessment carried out for the 27 LAs in NCP.

2. Methodology and Approach

The institutional assessment of 27 Local Authorities (LAs) in the NCP focused on the following functional domains:

1. Service Provision - Common Services
2. Service Provision - Regulatory Services
3. Service Provision - Social Dev Services
4. Administrative & Financial Management
5. Revenue Management Capacity
6. Institutional Capacity
7. Governance

Data was collected from **27 indicators** identified across the seven functional domains. Altogether **75 datapoints** was checked to generate scores across the 27 indicators as illustrated below:

| Functional Domain | Indicator | Datapoints |
|---|---|---|
| 1. Service Provision - <i>Common Services</i> | 1. Availability of key assets | 1. Availability of critical assets for delivering services: Road rollers Motor graders Excavators Fire engines Gully Emptier |
| | 2. Availability of staff for key services | 2. Availability of adequate number of staff for delivering waste management and road related services |
| | 3. Good practices in office management | 3. Availability of Road Inventory 4. Availability of Asset register 5. An online system is available for citizen to request services 6. All the services can be accessed at a single location (Front Office) by a visiting citizen |
| | 4. Service Coverage/Availability | 7. No of services delivered by the LA out of 16 common and special services |
| 2. Service Provision - <i>Regulatory Services</i> | 5. Regulatory Service Delivery | 8. No of regulatory services delivered (<i>Building Permits, Trade License, Environmental Protection License, Streetline Certificate, Non-vesting Certificate, Ownership Certificate, Change of Ownership & Sub-division and Amalgamation approval of land plots</i>) |
| | 6. Innovation in Regulatory Services | 9. Online/ customer friendly-regulatory services are delivered |
| | 7. Good Practice in Regulatory Service Delivery | 10. Basic good practices such as maintenance of manual register and issuing acknowledgement are practiced |
| 3. Service Provision - <i>Social Dev Services</i> | 8. Delivering Social Development Services | 11. Delivery of any of the following social – development services (<i>Psycho-social support programs, Livelihood support programs, Poverty-eradication programs & Support to vulnerable communities</i>) |
| | 9. Allocation for Social Development Services | 12. Clearly identified budget allocation for social development services |
| | 10. Expenditure for Social Development Services | 13. Expenditure made against allocation in actual terms for social development services |
| 4. Administrative & Financial Management | 11. Human Resources | 14. Availability of Secretary / Commissioner throughout in 2019 15. Availability of Technical Officer / Engineer throughout in 2019 16. Availability of Accountant / Qualified Financial Staff as the key staff in charge for finance throughout in 2019 17. Number of vacant cadre (against approved cadre) |
| | 12. Use of ICT | 18. Application of ICT in routine functions (e.g., digitization of personnel files, correspondence management, electronic payment system, electronic financial management system and electronic grievance redress system) |

| | | |
|--------------------------------|--|---|
| | 13. Legal Compliance in Financial Management | 19. Monthly financial statement is done for Oct 2019 20. Monthly financial statement is done for Sept 2019 20. Final Accounts for 2018 is done 21. Obtained satisfactory remarks for the Final Accounts for 2018 22. Obtained satisfactory remarks for the Final Accounts for 2017 23. Board of Survey is completed for 2019 25. Valuation is done within last five years |
| | 14. Innovative Practices in Financial Management | 26. Computerized Financial management system is in place 26. Citizen can pay their payments through online 27. Citizen are issued computerized bills 28. K-Form is generated through computerized system 30. Revenue with arrears collection reports generated through computerized system |
| 5. Revenue Management Capacity | 15. Budgeting in 2019 | 31. Own revenue percentage 32. Allocation for capital expenses using own revenue 33. Allocation for total recurrent expenses from own revenue |
| | 16. Revenue Collection Efficiency in 2019 | 34. Collection of own revenue against budget and actual 35. Collection of own revenue from 'Rent' 36. Collection of Own Revenue from 'License' 37. Collection of own revenue from 'Fee for Services' |
| | 17. Expenditure Efficiency in 2019 | 38. Actual expenditure of total recurrent expenditure against budget 39. Actual expenditure for 'Supplies and Requisites' against budget 40. Actual expenditure for 'Repairs & Maintenance against budget 41. Actual expenditure for 'Transportation, Communication & Utility Services' against budget |
| 6. Institutional Capacity | 18. Planning Capacity | 42. Training received in planning during 2018/2019 43. Availability of trained staff in planning 44. Availability of LAPDP for 2018/2019 45. Availability of staff with additional skills like GIS, physical planning, etc. |
| | 19. Procurement | 46. Training received in procurement during 2018/2019 47. Availability of trained staff in procurement 48. Projects handled through local procurement in 2018 and 2019 |
| | 20. Social Protection | 49. Training received in social protection during 2018/2019 50. Availability of trained staff in social protection 51. Projects adopted with social protection measures |
| | 21. Environment Management | 52. Training received in environmental management during 2018/2019 53. Availability of trained staff in environmental management 54. Projects adopted with environmental management measures |

| | | |
|---------------|--|--|
| 7. Governance | 22. Human Resource for citizen engagement | 55. Training received in community participation during 2018/2019 56. Availability of trained staff in community participation 57. Availability of CDO on exclusive basis |
| | 23. Established processes for citizen engagement | 58. Community consultations practiced in 2018/2019 for any reason 59. Community consultations are done for budget preparation in 2018/2019 60. Formation of Social Audit committees during 2017 – 2018 61. Formation of Social Audit committees in 2019 |
| | 24. Information Dissemination | 62. Trilingual/Bilingual Display of information 63. Budget document in accessible over website 64. Final accounts are displayed through website 65. Citizen Charter is displayed |
| | 25. GRM | 65. Use of Complaint box 67. Issuance of reference number for each complaint 68. Use of computerized GRM 69. Analysis showing performance in handling complaints displayed for public view |
| | 26. Inclusiveness | 70. Availability of separate toilets for male and female for visiting citizens 70. Availability of disabled-friendly counters 72. Availability of exclusive access facility for disabled people |
| | 27. Partnership | 73. Conducted meetings with the private sector in 2018/9 74. Participated in the meetings with Divisional Secretary office 75. Participated in the District Secretary meetings 76. Any formal partnership is formulated with community and business community |

Approach

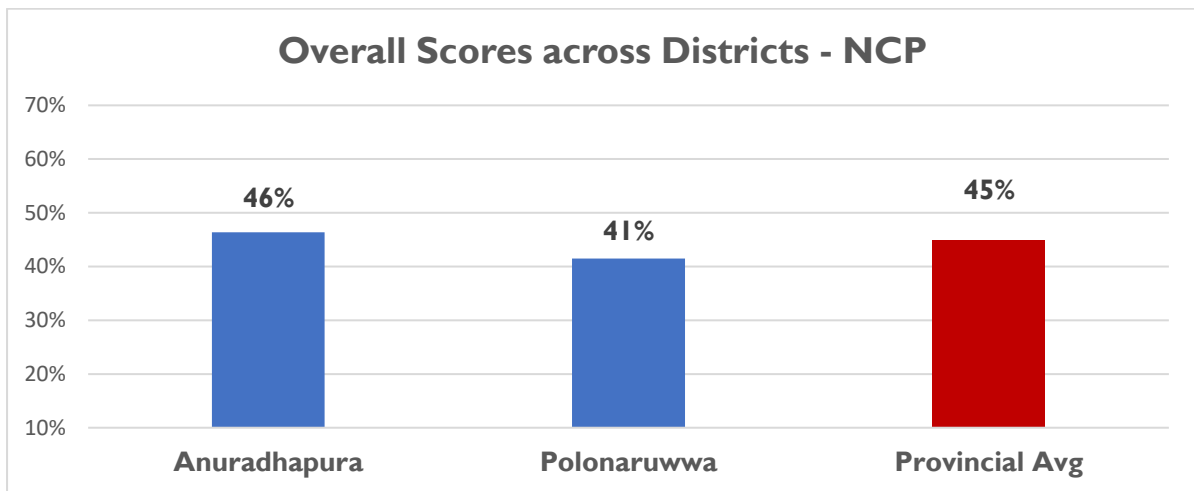
The Foundation engaged with the officials of Department of Local Government of the North Central Province to carry out the institutional assessment in all 27 LAs in the province. The following activities were sequenced to complete this assignment:

- The Foundation used the same questionnaire used for the previous World Bank assessment to collect information from the 27 LAs in NCP.
- Formal approval was sought from the Commissioner of Local Government of NCP to facilitate data collection from the LAs.
- Two awareness sessions on the questionnaire were conducted for the LAs at the district levels under the leadership of the Assistant Commissioners of Local Government for Anuradhapura and Polonnaruwa districts.
- Questionnaires were shared with the LAs at the awareness sessions and were completed through self-assessment by the LA staff with the endorsement from the senior administrator of the LAs.
- Both the final accounts and budget documents from all the 27 LAs were collected for analyzing the financial data
- Since almost half of the questionnaires were found to be incomplete after the first round of submissions, the Foundation directly engaged with the LA staff to finalize the questionnaires as part of the data cleaning and validation processes.

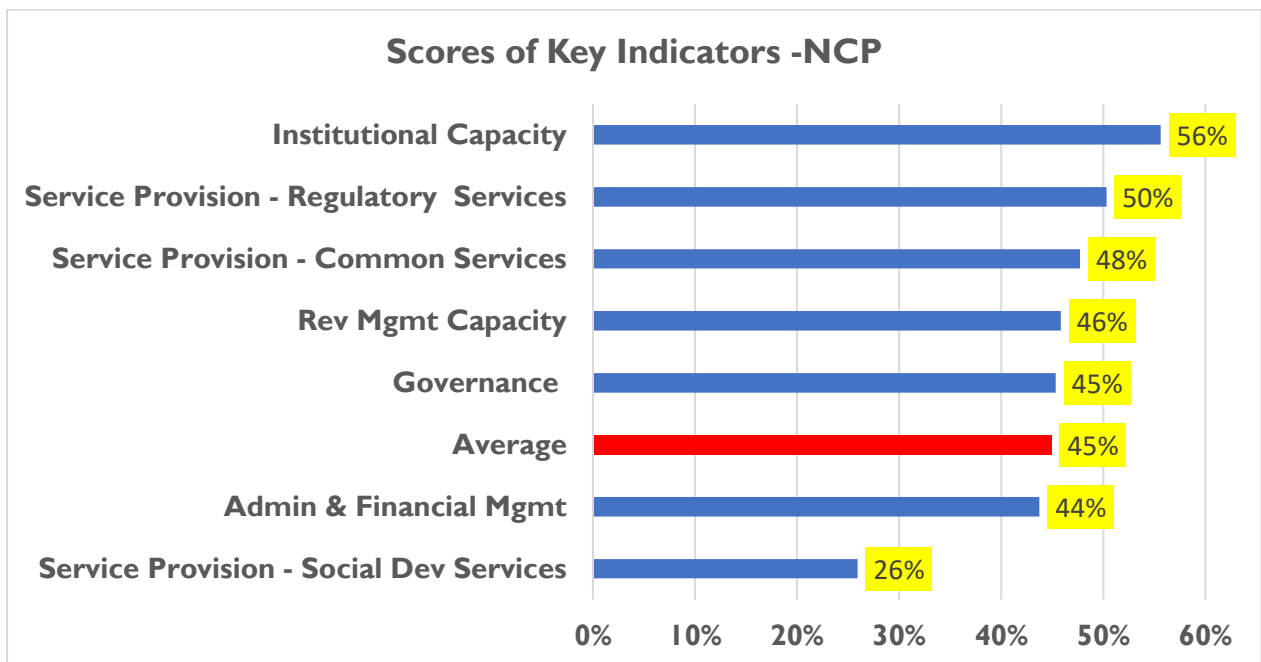
3. Findings

Key findings are discussed in three sections. Firstly, topline profiles based on the seven key indicators are presented. The second section presents more nuanced profiles for 27 sub indicators. And, the third section discusses the critical areas that require institutional strengthening for LAs in NCP.

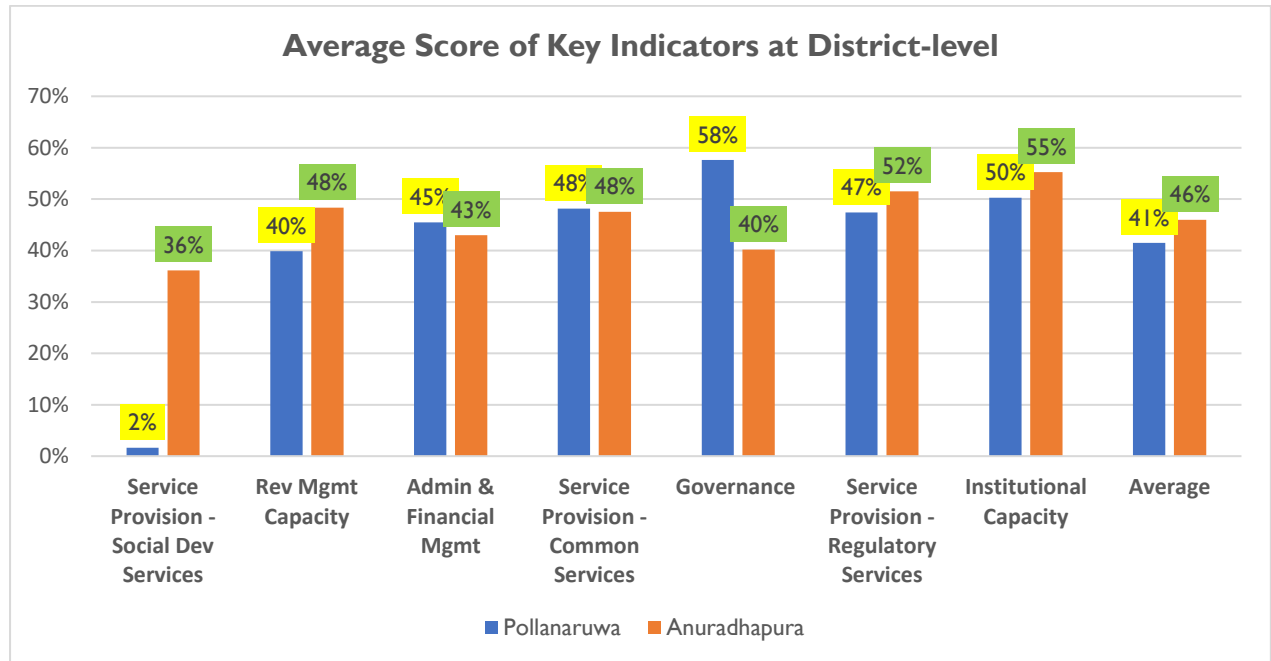
3.1 How does NCP perform in terms of the 7 key indicators of Institutional Assessment?



The overall score for the province falls under the halfway mark. No major variations in scores are noticed across the two districts.



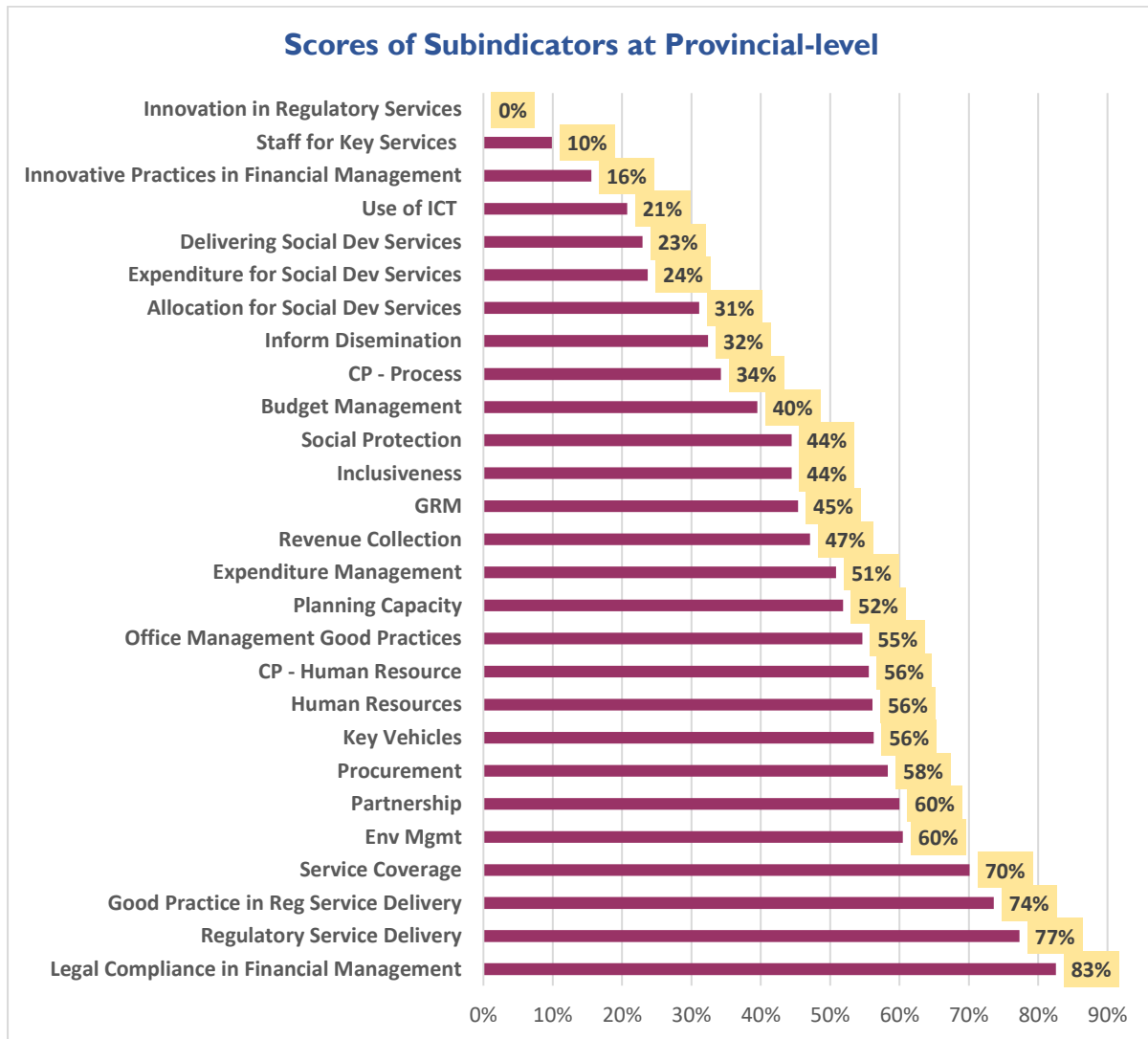
'Institutional capacity' – a composite index of planning capacity, procurement capacity, social protection and environmental management - gets the top scores among the seven indicators assessed for the 27 LAs in the North Central Province. The strikingly low score for social development services needs some attention. This is not a reflection of a lack of mandate on the part of LAs to provision social development services; existing governing legislations do provide options to do so. This has more to do with the low priority accorded to social protection as a service.



- Across the two districts, the overall average score of Anuradhapura is higher than of Polonnaruwa but both fall short of the halfway mark.
- Institutional Capacity gets the highest score in the district of Anuradhapura but Governance gets the highest score in Polonnaruwa district
- In both districts, social services related to social development services got the lowest score, without Polonnaruwa recording a very low score.

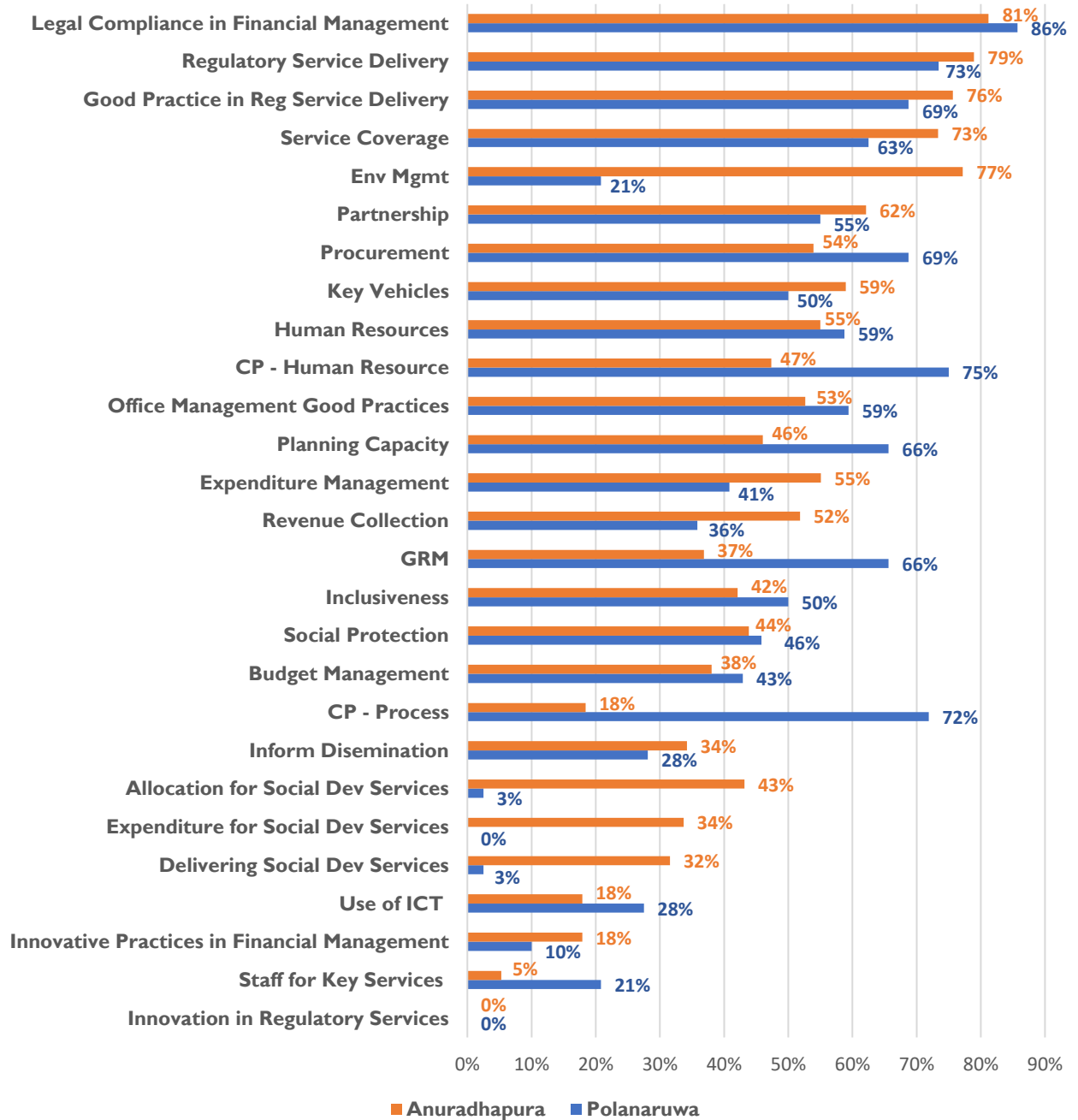
3.2 How does NCP perform in terms of the 27 sub-indicators of Institutional Assessment?

A nuanced analysis of the sub-indicators reveals interesting variations:



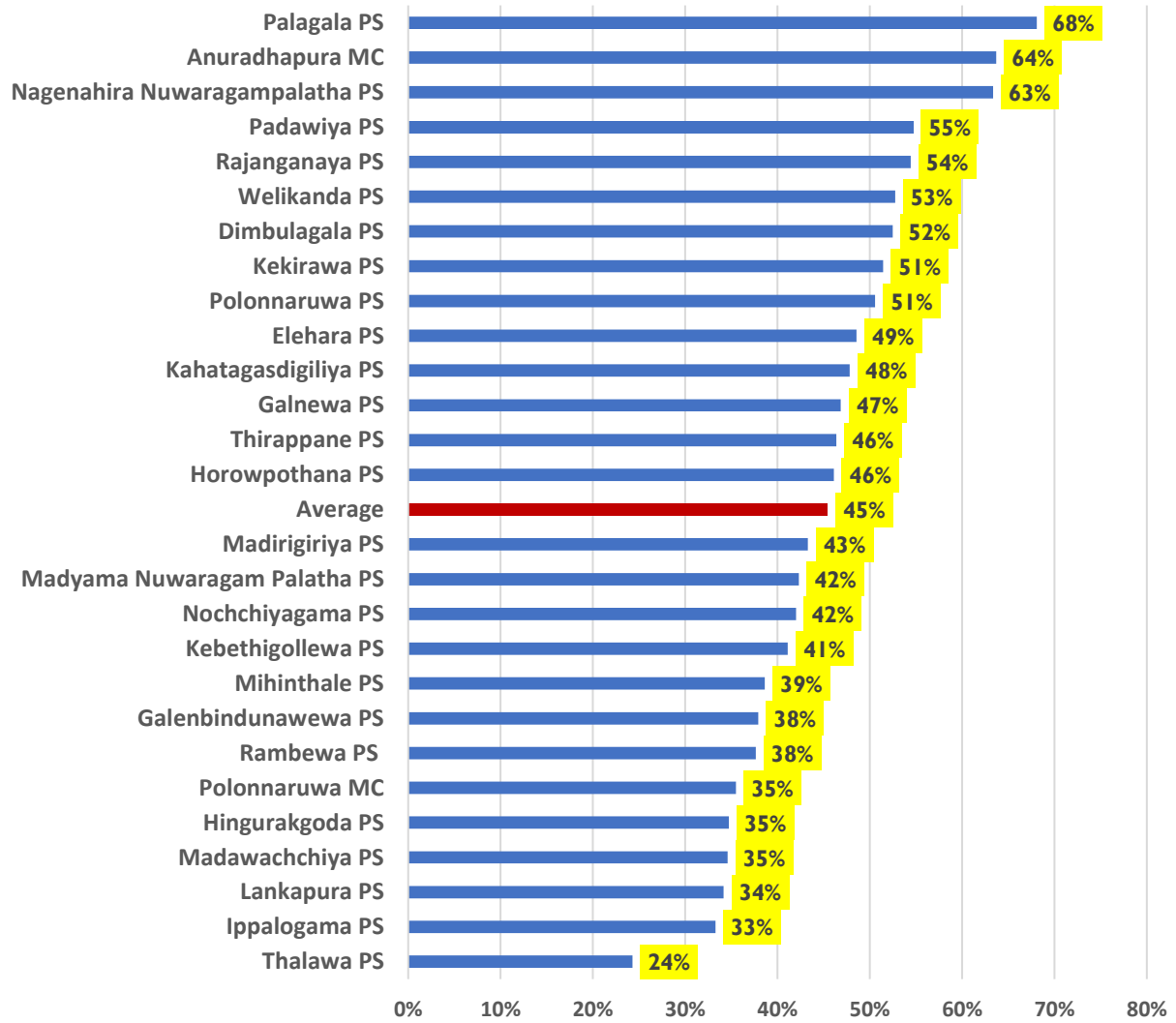
- Sub-indicator on legal compliance in financial management scored highest among the 27 sub-indicators while the regulatory service delivery, good practice in regulatory service delivery and service coverage of common services secured more than 70%.
- Sub-indicators related to innovation in regulatory services, staff for key services and innovative practices in financial management are scored lowest across 27 sub-indicators.
- It is critical to note that the availability of key staff in the LAs need to be addressed through policy-level interventions at the National level.
- **Overall, the scores reflect a ‘compliance-heavy’ and ‘innovation-averse’ operating environment of LAs.**

Scores of Subindicators across Districts



- Indicators where scores are congruent and high are legal compliance in financial management and regulatory service delivery and service coverage – more compliance driven and rule bound. Scores for innovation-based indicators are low for both districts.
- However, interesting variations are observed across the two districts. Anuradhapura district scored high on allocations for social development services, and environmental management. LAs in Polonnaruwa district recorded high scores for citizen participation, Grievance Redress Management, procurement and planning capacity.

How the 27 LAs stack up on Institutional Assessment



- Half of the LAs in NCP recorded scores above the average. However, only 9 recorded scores above 50 out of the maximum 100. The overall verdict is a middling performance with just three LAs managing to record reasonably high scores.

3.3 Institutional Assessment Profiles for the 27 LAs in NCP

In this section, an attempt is made to provide granular data on the institutional assessment indicators and sub-indicators for the 27 LAs in NCP. A color code is used as a visual cue to highlight the performance of each LA under each of the 27 sub indicators.

| Color code | Interpretation |
|------------|---|
| | • Scored <40 - requires urgent attention |
| | • Scored >40 but <60 – average performance, needs improvement |
| | • Scored >60 – average performance, needs improvement |

The following matrices plots the scores across the two districts.

Profile of Institutional Assessment Scores for Anuradhapura District

| LA Name | Service Provision - Common Services | | | | Service Provision - Regulatory Services | | | Service Provision - Social Dev Services | | | Admin & Financial Mgmt | | | |
|------------------------------|-------------------------------------|------------------------|----------------------------------|------------------|---|-----------------------------------|---------------------------------------|---|------------------------------------|-------------------------------------|------------------------|------------|--|--|
| | Key Vehicles | Staff for Key Services | Office Management Good Practices | Service Coverage | Regulatory Service Delivery | Innovation in Regulatory Services | Good Practice in Reg Service Delivery | Delivering Social Dev Services | Allocation for Social Dev Services | Expenditure for Social Dev Services | Human Resources | Use of ICT | Legal Compliance in Financial Management | Innovative Practices in Financial Management |
| Anuradhapura MC | 100% | 100% | 75% | 100% | 100% | 0% | 75% | 100% | 0% | 0% | 60% | 20% | 71% | 40% |
| Galenbindunuwewa PS | 100% | 0% | 50% | 73% | 100% | 0% | 100% | 0% | 0% | 0% | 60% | 20% | 57% | 0% |
| Horowpothana PS | 60% | 0% | 50% | 20% | 63% | 0% | 13% | 40% | 40% | 20% | 55% | 20% | 71% | 40% |
| Kahatagasdigiliya PS | 80% | 0% | 50% | 87% | 88% | 0% | 75% | 40% | 40% | 0% | 60% | 20% | 100% | 20% |
| Madawachchiya PS | 60% | 0% | 50% | 87% | 75% | 0% | 75% | 0% | 20% | 20% | 70% | 0% | 86% | 0% |
| Madyama Nuwaragam Palatha PS | 40% | 0% | 25% | 87% | 75% | 0% | 75% | 40% | 40% | 40% | 60% | 20% | 57% | 0% |
| Nochchiyagama PS | 80% | 0% | 75% | 60% | 63% | 0% | 63% | 20% | 100% | 40% | 20% | 0% | 86% | 0% |
| Padawiya PS | 20% | 0% | 50% | 93% | 100% | 0% | 100% | 0% | 20% | 20% | 80% | 20% | 100% | 0% |
| Palagala PS | 40% | 0% | 75% | 20% | 100% | 0% | 100% | 80% | 80% | 100% | 60% | 60% | 100% | 80% |
| Rajanganaya PS | 20% | 0% | 50% | 80% | 63% | 0% | 100% | 80% | 100% | 100% | 75% | 40% | 100% | 60% |
| Thalawa PS | 100% | 0% | 75% | 100% | 75% | 0% | 63% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Thriappane PS | 40% | 0% | 75% | 53% | 75% | 0% | 75% | 0% | 20% | 20% | 60% | 40% | 100% | 0% |
| Ippalagama PS | 60% | 0% | 0% | 80% | 63% | 0% | 63% | 40% | 20% | 20% | 70% | 0% | 100% | 0% |
| Galnewa PS | 40% | 0% | 50% | 20% | 63% | 0% | 63% | 20% | 60% | 60% | 55% | 0% | 100% | 0% |
| Kebethigollewa PS | 60% | 0% | 50% | 87% | 88% | 0% | 88% | 0% | 80% | 0% | 70% | 0% | 100% | 0% |
| Kekirawa PS | 80% | 0% | 50% | 87% | 63% | 0% | 100% | 40% | 60% | 60% | 55% | 40% | 71% | 40% |
| Nagenahira | | | | | | | | | | | | | | |

| LA Name | Service Provision - Common Services | | | | Service Provision - Regulatory Services | | | Service Provision - Social Dev Services | | | Admin & Financial Mgmt | | | |
|--------------------------------|-------------------------------------|------------------------|----------------------------------|------------------|---|-----------------------------------|---------------------------------------|---|------------------------------------|-------------------------------------|------------------------|------------|--|--|
| | Key Vehicles | Staff for Key Services | Office Management Good Practices | Service Coverage | Regulatory Service Delivery | Innovation in Regulatory Services | Good Practice in Reg Service Delivery | Delivering Social Dev Services | Allocation for Social Dev Services | Expenditure for Social Dev Services | Human Resources | Use of ICT | Legal Compliance in Financial Management | Innovative Practices in Financial Management |
| Anuradhapura MC | 100% | 100% | 75% | 100% | 100% | 0% | 75% | 100% | 0% | 0% | 60% | 20% | 71% | 40% |
| Galenbindunuwewa PS | 100% | 0% | 50% | 73% | 100% | 0% | 100% | 0% | 0% | 0% | 60% | 20% | 57% | 0% |
| Horowpothana PS | 60% | 0% | 50% | 20% | 63% | 0% | 13% | 40% | 40% | 20% | 55% | 20% | 71% | 40% |
| Kahatagasdigiliya PS | 80% | 0% | 50% | 87% | 88% | 0% | 75% | 40% | 40% | 0% | 60% | 20% | 100% | 20% |
| Madawachchiya PS | 60% | 0% | 50% | 87% | 75% | 0% | 75% | 0% | 20% | 20% | 70% | 0% | 86% | 0% |
| Madyama Nuwaragam Palatha PS | 40% | 0% | 25% | 87% | 75% | 0% | 75% | 40% | 40% | 40% | 60% | 20% | 57% | 0% |
| Nochchiyagama PS | 80% | 0% | 75% | 60% | 63% | 0% | 63% | 20% | 100% | 40% | 20% | 0% | 86% | 0% |
| Padawiya PS | 20% | 0% | 50% | 93% | 100% | 0% | 100% | 0% | 20% | 20% | 80% | 20% | 100% | 0% |
| Palagala PS | 40% | 0% | 75% | 20% | 100% | 0% | 100% | 80% | 80% | 100% | 60% | 60% | 100% | 80% |
| Rajanganaya PS | 20% | 0% | 50% | 80% | 63% | 0% | 100% | 80% | 100% | 100% | 75% | 40% | 100% | 60% |
| Thalawa PS | 100% | 0% | 75% | 100% | 75% | 0% | 63% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Thriappane PS | 40% | 0% | 75% | 53% | 75% | 0% | 75% | 0% | 20% | 20% | 60% | 40% | 100% | 0% |
| Ippalagama PS | 60% | 0% | 0% | 80% | 63% | 0% | 63% | 40% | 20% | 20% | 70% | 0% | 100% | 0% |
| Galnewa PS | 40% | 0% | 50% | 20% | 63% | 0% | 63% | 20% | 60% | 60% | 55% | 0% | 100% | 0% |
| Kebethigollewa PS | 60% | 0% | 50% | 87% | 88% | 0% | 88% | 0% | 80% | 0% | 70% | 0% | 100% | 0% |
| Kekirawa PS | 80% | 0% | 50% | 87% | 63% | 0% | 100% | 40% | 60% | 60% | 55% | 40% | 71% | 40% |
| Nagenahira Nuwaragampalatha PS | 40% | 0% | 50% | 80% | 75% | 0% | 75% | 80% | 100% | 100% | 60% | 20% | 86% | 0% |
| Rambewa PS | 60% | 0% | 25% | 80% | 100% | 0% | 63% | 20% | 40% | 40% | 15% | 0% | 86% | 0% |
| Mihinthale PS | 40% | 0% | 75% | 100% | 75% | 0% | 75% | 0% | 0% | 0% | 60% | 20% | 71% | 60% |

Profile of Institutional Assessment Scores for Polonnaruwa District

| LA Name | Institutional Capacity | | | Governance | | | | | | Own Revenue Management | | |
|-----------------|------------------------|-------------------|----------|---------------------|--------------|--------------------|------|---------------|-------------|------------------------|--------------------|------------------------|
| | Procurement | Social Protection | Env Mgmt | CP - Human Resource | CP - Process | Inform Diseminatio | GRM | Inclusiveness | Partnership | Budget Management | Revenue Collection | Expenditure Management |
| Polonnaruwa MC | 50% | 0% | 0% | 33% | 100% | 25% | 50% | 33% | 60% | 73% | 17% | 25% |
| Polonnaruwa PS | 100% | 100% | 0% | 67% | 100% | 25% | 75% | 67% | 40% | 57% | 50% | 13% |
| Madirigiriya PS | 75% | 0% | 0% | 100% | 50% | 25% | 75% | 0% | 40% | 60% | 50% | 27% |
| Dimbulagala PS | 50% | 100% | 100% | 100% | 50% | 25% | 100% | 67% | 80% | 30% | 33% | 75% |
| Lankapura PS | 50% | 0% | 0% | 67% | 50% | 25% | 50% | 67% | 40% | 10% | 0% | 58% |
| Elehara PS | 50% | 67% | 0% | 100% | 100% | 50% | 50% | 100% | 60% | 53% | 45% | 67% |
| Welikanda PS | 100% | 100% | 67% | 67% | 100% | 0% | 75% | 33% | 60% | 33% | 25% | 30% |
| Hingurakgoda PS | 75% | 0% | 0% | 67% | 25% | 50% | 50% | 33% | 60% | 27% | 67% | 32% |

| LA Name | Service Provision - Common Services | | | | Service Provision - Regulatory Services | | | Service Provision - Social Dev Services | | | Admin & Financial Mgmt | | | |
|-----------------|-------------------------------------|------------------------|----------------------------------|------------------|---|-----------------------------------|---------------------------------------|---|------------------------------------|-------------------------------------|------------------------|------------|--|--|
| | Key Vehicles | Staff for Key Services | Office Management Good Practices | Service Coverage | Regulatory Service Delivery | Innovation in Regulatory Services | Good Practice in Reg Service Delivery | Delivering Social Dev Services | Allocation for Social Dev Services | Expenditure for Social Dev Services | Human Resources | Use of ICT | Legal Compliance in Financial Management | Innovative Practices in Financial Management |
| Polonnaruwa MC | 20% | 0% | 75% | 73% | 50% | 0% | 38% | 0% | 20% | 0% | 55% | 0% | 86% | 0% |
| Polonnaruwa PS | 60% | 67% | 75% | 0% | 100% | 0% | 100% | 0% | 0% | 0% | 50% | 40% | 86% | 20% |
| Madirigiriya PS | 80% | 67% | 25% | 100% | 88% | 0% | 88% | 0% | 0% | 0% | 65% | 20% | 86% | 0% |
| Dimbulagala PS | 40% | 0% | 75% | 67% | 75% | 0% | 75% | 0% | 0% | 0% | 60% | 60% | 86% | 20% |
| Lankapura PS | 80% | 0% | 50% | 0% | 63% | 0% | 38% | 0% | 0% | 0% | 55% | 40% | 86% | 20% |
| Elehara PS | 40% | 0% | 75% | 93% | 50% | 0% | 50% | 0% | 0% | 0% | 60% | 20% | 86% | 20% |
| Welikanda PS | 60% | 33% | 50% | 100% | 100% | 0% | 100% | 20% | 0% | 0% | 70% | 40% | 86% | 0% |
| Hingurakgoda PS | 20% | 0% | 50% | 67% | 63% | 0% | 63% | 0% | 0% | 0% | 55% | 0% | 86% | 0% |

4. Tiering LAs in NCP Based on Institutional Assessment Scores

An attempt is made below to classify the 27 LAs across both the districts of the North Central Province based on the consolidated average Institutional Assessment Score. Each of the 7 key indicators were scored on a range of 0-100. The consolidated score is the average of the 7 key indicator scores. And based on the average score, LAs are organized under the following four tiers.

| |
|------------------------|
| Tier A = More than 75% |
| Tier B = 50% - 75% |
| Tier C = 25% - 50% |
| Tier D = Less than 25% |

4.1 District wise presentation of performance Tiers

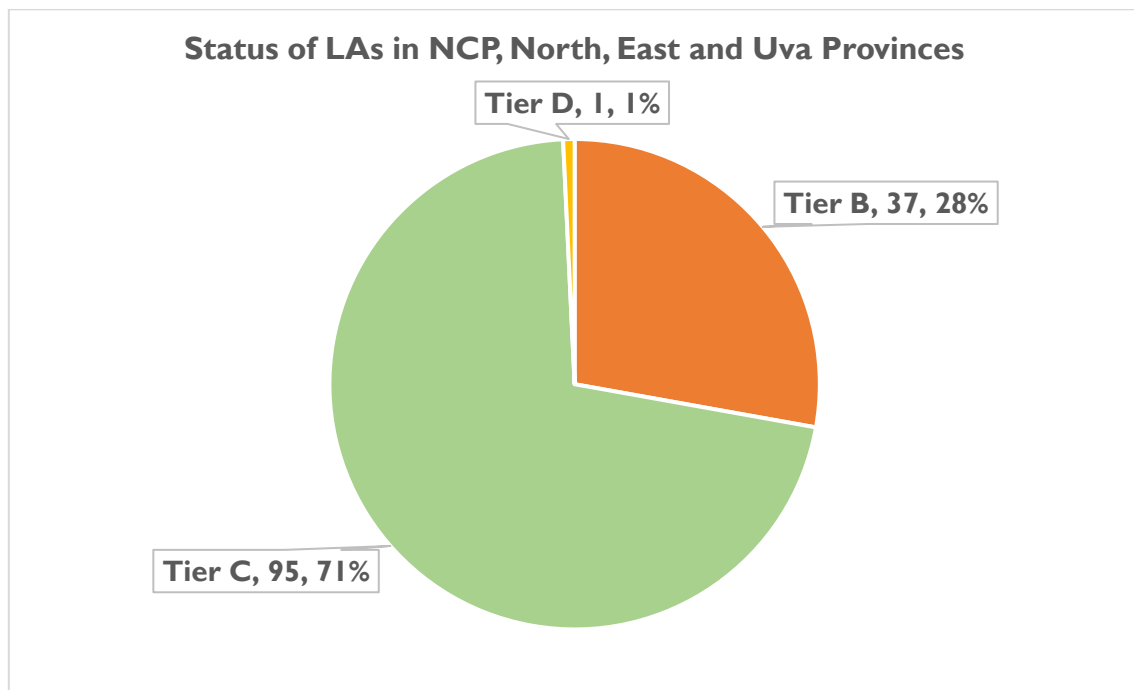
| District | Performance Tiers | | | |
|-----------------|-------------------|----------|-----------|----------|
| | A | B | C | D |
| Anuradhapura | 0 | 6 | 13 | 0 |
| Polonnaruwa | 0 | 1 | 7 | 0 |
| Province | 0 | 7 | 20 | 0 |

4.2 Classification of LAs across performance Tiers

| District | Name of LA | Overall Institutional Assessment Score | Performance Tier |
|--------------|--------------------------------|--|------------------|
| Anuradhapura | Anuradhapura MC | 64% | B |
| Anuradhapura | Padawiya PS | 53% | B |
| Anuradhapura | Palagala PS | 68% | B |
| Anuradhapura | Rajanganaya PS | 55% | B |
| Anuradhapura | Kekirawa PS | 53% | B |
| Anuradhapura | Nagenahira Nuwaragampalatha PS | 60% | B |
| Anuradhapura | Galenbindunawewa PS | 38% | C |
| Anuradhapura | Horowpothana PS | 46% | C |
| Anuradhapura | Kahatagasdigiliya PS | 47% | C |
| Anuradhapura | Madawachchiya PS | 36% | C |
| Anuradhapura | Madyama Nuwaragam Palatha PS | 43% | C |
| Anuradhapura | Nochchiyagama PS | 43% | C |
| Anuradhapura | Thalawa PS | 26% | C |
| Anuradhapura | Thirappane PS | 46% | C |

| | | | |
|--------------|-------------------|-----|---|
| Anuradhapura | Ippalogama PS | 34% | C |
| Anuradhapura | Galnewa PS | 48% | C |
| Anuradhapura | Kebethigollewa PS | 42% | C |
| Anuradhapura | Rambewa PS | 36% | C |
| Anuradhapura | Mihinthale PS | 37% | C |
| Polanaruwa | Welikanda PS | 51% | B |
| Polanaruwa | Polonnaruwa MC | 33% | C |
| Polanaruwa | Polonnaruwa PS | 48% | C |
| Polanaruwa | Madirigiriya PS | 42% | C |
| Polanaruwa | Dimbulagala PS | 49% | C |
| Polanaruwa | Lankapura PS | 31% | C |
| Polanaruwa | Elehara PS | 44% | C |
| Polanaruwa | Hingurakgoda PS | 33% | C |

4.3 Comparison of LA tiers across the five provinces



| Province | District | Tier A | Tier B | Tier C | Tier D | Total |
|-------------------------|--------------|----------|-----------------|-----------------|----------|------------|
| Uva | Moneragala | - | 3 | 7 | - | 10 |
| | Badulla | - | 4 | 14 | - | 18 |
| Provincial Total | | - | 7 (25%) | 21(75%) | - | 28 |
| East | Batticaloa | - | 8 | 4 | - | 12 |
| | Ampara | - | 5 | 14 | - | 19 |
| | Trincomalee | - | 3 | 10 | - | 13 |
| Provincial Total | | - | 16 (36%) | 28 (64%) | - | 44 |
| North | Jaffna | - | 3 | 13 | 1 | 17 |
| | Kilinochchi | - | - | 3 | - | 3 |
| | Mannar | - | 2 | 3 | - | 5 |
| | Vavuniya | - | 1 | 4 | - | 5 |
| | Mullaithivu | - | 1 | 3 | - | 14 |
| Provincial Total | | - | 7 (21%) | 26 (79%) | 1 | 33 |
| NCP | Polonnaruwa | - | 1 | 7 | - | 8 |
| | Anuradhapura | - | 6 | 13 | - | 19 |
| Provincial Total | | - | 7 (26%) | 20 (74%) | - | 27 |
| Overall | | 0 | 37 (28%) | 95 (72%) | 1 | 133 |

No major variations are observed across the provinces. Overall, Eastern Province records a marginally better profile with a larger share of LAs in Tier B.

5. Priority Areas for Strengthening Capacities

Based on the analysis of the 27 sub indicators, a quick reference matrix is attempted below to highlight priority areas and type of interventions called for. The analysis is presented for two levels – provincial district-wise. Four priority levels are identified and referenced through color codes as indicated below:

| Color code | Priority Level | Criteria for referencing sub indicators |
|------------|----------------|---|
| | Extremely High | Average score is less than 25 |
| | High | Average score is >25 and <50 |
| | Medium | Average score is >50 and <75 |
| | Low | Average score is >75 |

Provincial level priorities

| Priority Level | Sub indicator / Specific domains | High impact interventions | | |
|----------------|---|---------------------------|------------|-----------------|
| | | Policy Intervention | | Practice Change |
| | | National | Provincial | |
| Extremely High | Innovation in Regulatory Services <i>Online/ customer friendly-regulatory services are delivered</i> | | X | |
| | Staff for Key Services <i>Availability of adequate number of staff for delivering waste management and road related services</i> | X | | |
| | Innovative Practices in Financial Management <i>Computerized systems</i> <i>Online facility to pay taxes</i> | | X | |
| High | Budget Management <i>Compliance with Key Budget Indicators</i> | | X | |
| | Inclusiveness <i>Disability access</i> | | X | |
| | Information Dissemination <i>Availability of information in language of choice</i> <i>Proactive disclosure</i> <i>Citizen Charters</i> | | | X |
| | Social Protection <i>Trained staff</i> <i>Designing safeguards in projects</i> | | X | |
| Medium | Human Resources <i>Stable tenure of leadership</i> <i>Availability of key technical staff</i> | X | | |
| | Office Management Good Practices <i>Asset inventories</i> <i>One stop solution (Front desk)</i> <i>Online service requisition facility</i> | | | |
| | Partnership <i>Public private engagements</i> <i>Participation in meetings at district and divisional levels</i> | | X | |
| | Procurement <i>Technical trainings attended</i> <i>Projects handled through local procurement</i> | | X | |
| | Service Coverage <i>Delivery of mandated services</i> | | X | |
| | | | | |

District level priorities – Anuradhapura

| Priority Level | Sub indicator / Specific domains | High impact interventions | | |
|---|---|--|------------|-----------------|
| | | Policy Intervention | | Practice Change |
| | | National | Provincial | |
| Extremely High | Innovation in Regulatory Services <i>Online/ customer friendly-regulatory services are delivered</i> | | X | |
| | Staff for Key Services <i>Availability of adequate number of staff for delivering waste management and road related services</i> | X | | |
| | Innovative Practices in Financial Management <i>Computerized systems Online facility to pay taxes</i> | | X | |
| | Use of ICT <i>Application of ICT in routine functions</i> | | | X |
| | Process for community participation <i>Community consultations for planning and budgeting Formation of social audit committees</i> | | | X |
| | High | Delivering Social Development Services <i>Delivery of any of the following social – development services (Psycho-social support programs , Livelihood support programs, Poverty-eradication programs & Support to vulnerable communities)</i> | | X |
| Expenditure for Social Development Services <i>Expenditure made against allocation in actual terms for social development services</i> | | | X | |
| Information Dissemination <i>Availability of information in language of choice Proactive disclosure Citizen Charters</i> | | | | X |
| GRM <i>Established GRM systems Recording, acknowledging and reporting on complaints</i> | | | X | |
| Budget Management <i>Compliance with Key Budget Indicators</i> | | | X | |
| Inclusiveness <i>Disability access</i> | | | X | |
| Allocation for Social Development Services <i>Clearly identified budget allocation for social development services</i> | | | | X |
| Social Protection <i>Trained staff Designing safeguards in projects</i> | | | X | |
| Planning Capacity <i>Trained staff Use of GIS Conduct of LAPDP</i> | | | X | |
| Human resources for community participation <i>Trained staff Presence of exclusive CDO</i> | | | X | |
| Medium | | Revenue Collection <i>Collection efficiency</i> | | |
| | Office Management Good Practices <i>Asset inventories One stop solution (Front desk) Online service requisition facility</i> | | | X |

| | | | | |
|--|---|---|---|---|
| | Human Resources <i>Stable tenure of leadership</i> <i>Availability of key technical staff</i> | X | | |
| | Expenditure Management <i>Efficiency and compliance</i> | | | X |
| | Key movable assets <i>Road rollers</i> <i>Motor graders</i> <i>Excavators</i> <i>Fire engines</i> <i>Gully Emptier</i> | | | X |
| | Partnership <i>Public private engagements</i> <i>Participation in meetings at district and divisional levels</i> | | X | |
| | Procurement <i>Technical trainings attended</i> <i>Projects handled through local procurement</i> | | X | |
| | Service Coverage <i>Delivery of mandated services</i> | | X | |

District level priorities – Polonnaruwa

| Priority Level | Sub indicator / Specific domains | High impact interventions | | |
|----------------|--|---------------------------|------------|-----------------|
| | | Policy Intervention | | Practice Change |
| | | National | Provincial | |
| Extremely High | Innovation in Regulatory Services <i>Online/ customer friendly-regulatory services are delivered</i> | | X | |
| | Expenditure for Social Development Services <i>Expenditure made against allocation in actual terms for social development services</i> | | X | |
| | Delivering Social Development Services <i>Delivery of any of the following social – development services (Psycho-social support programs , Livelihood support programs, Poverty-eradication programs & Support to vulnerable communities)</i> | | X | |
| | Allocation for Social Development Services <i>Clearly identified budget allocation for social development services</i> | | | X |
| | Innovative Practices in Financial Management <i>Computerized systems</i> <i>Online facility to pay taxes</i> | | X | |
| | Staff for Key Services <i>Availability of adequate number of staff for delivering waste management and road related services</i> | X | | |
| | Environment Management <i>Trained staff</i> <i>Designing safeguards in projects</i> | | | X |
| High | Use of ICT <i>Application of ICT in routine functions</i> | | | X |
| | Information Dissemination <i>Availability of information in language of choice</i> <i>Proactive disclosure</i> <i>Citizen Charters</i> | | | X |
| | Revenue Collection <i>Collection efficiency</i> | | | X |

| | | | | |
|--------|--|---|---|---|
| | Expenditure Management <i>Efficiency and compliance</i> | | | X |
| | Budget Management <i>Compliance with Key Budget Indicators</i> | | X | |
| | Social Protection <i>Trained staff</i> <i>Designing safeguards in projects</i> | | X | |
| | Inclusiveness <i>Disability access</i> | | X | |
| | Key movable assets <i>Road rollers</i> <i>Motor graders</i> <i>Excavators</i> <i>Fire engines</i> <i>Gully Emptier</i> | | | X |
| | Partnership <i>Public private engagements</i> <i>Participation in meetings at district and divisional levels</i> | | X | |
| Medium | Human Resources <i>Stable tenure of leadership</i> <i>Availability of key technical staff</i> | X | | |
| | Office Management Good Practices <i>Asset inventories</i> <i>One stop solution (Front desk)</i> <i>Online service requisition facility</i> | | | X |
| | Service Coverage <i>Delivery of mandated services</i> | | X | |
| | GRM <i>Established GRM systems</i> <i>Recording, acknowledging and reporting on complaints</i> | | X | |
| | Planning Capacity <i>Trained staff</i> <i>Use of GIS</i> <i>Conduct of LAPDP</i> | | X | |
| | Procurement <i>Technical trainings attended</i> <i>Projects handled through local procurement</i> | | X | |
| | Good Practice in Regulatory Service Delivery <i>Maintenance of registers</i> <i>Recording, acknowledging and reporting systems</i> | | | X |
| | Process for community participation <i>Community consultations for planning and budgeting</i> <i>Formation of social audit committees</i> | | | X |
| | Regulatory Service Delivery <i>Delivery of Building Permits, Trade License, Environmental Protection License, Streetline Certificate, Non-vesting Certificate, Ownership Certificate, Change of Ownership & Sub-division and Amalgamation approval of land plots)</i> | | | X |
| | Human resources for community participation <i>Trained staff</i> <i>Presence of exclusive CDO</i> | | X | |



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