

CAPACITY NEEDS ASSESSMENT EASTERN PROVINCE



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**

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Acronyms

CDLG	Capacity Development of Local Governments
CDO	Community Development Officer
CMA	Chief Management Assistant
CLG	Commissioner of Local Government
CRI	Chief Revenue Inspector
CPD	Critical Priority Domains
DLG	Department of Local Government
DO	Development Officer
EO	Environment Officer
EU	European Union
FA	Financial Assistant
GoSL	Government of Sri Lanka
GRM	Grievance Redress Management
LA	Local Authority
LAPDP	Local Authority Participatory Development Plan
LDSP	Local Development Support Project
LGA	Local Government Assistant
LGRC	Local Governance Resource Centre
MA	Management Assistant
MC	Municipal Council
NCP	North Central Province
ODK	Open data Kit
PC	Provincial Council
PHI	Public Health Inspector
PRO	Public Relations Officer
RI	Revenue Inspector
SCW	Superintendent of Construction Works
STRIDE	Strengthening Transformation, Reconciliation and Inclusive Development
TAF	The Asia Foundation
TO	Technical Officer
ToR	Terms of Reference
UNDP	United Nations Development Programme
WB	World Bank

1. Context

The Government of Sri Lanka, 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 with Terms of Reference (ToR) focusing on two aspects:

- a) Conduct a diagnostic study in North-Central Province on the institutional system associated with service delivery, specifically decentralized administrative structures (both devolved and deconcentrated), and the finance system to factors constraining effectiveness and efficiency of local service delivery, the robustness and efficiency of local and regional level equalization measures and local government performance.
- b) Conduct a participatory capacity needs assessment (targeting all 134 local authorities) to identify gaps and highlight areas for targeted capacity development support to local authorities to fulfil their function, utilize the basic and performance transfers from LDSP, deliver services and promote local resilient development. The capacity needs assessment will specifically look at the capacities of women councillors, women leaders at the community level.

This report discusses the findings of the participatory capacity needs assessment carried out for the 45 LAs in the Eastern Province.

2. Methodology and Approach

The purpose of this assessment was to inventorize key capacities that already exist in LAs and assess what additional capacities may be needed to reach the expected or desired state. Or, in other words an analysis of desired capacities against existing capacities. The needs assessment is expected to highlight capacities that could be strengthened and optimize existing capacities that are already strong.

2.1 The KAP Framework

A KAP survey usually is conducted to collect information on the knowledge (i.e., what is known), attitudes (i.e., what is thought), and practices (i.e., what is done) about general and/or specific topics of a particular population of interest. KAP assessments evolved mostly in the health sector¹ but has since then been influenced by Diffusion of Innovation² and the Reasoned Action theories³.

Knowledge dimension: Being able to understand concepts and objectives.

Attitudes dimension: Being aware of the utility or efficacy of the areas and being motivated and committed for change.

Practice dimension: Being able to recognize the application of ideas and concepts in terms of enabling environment or as solutions to improve the efficiency and effectiveness of a particular area or areas.



A KAP survey can generate data that can be used for the following purposes:

¹ SCHWARTZ, N.E. (1976). Nutrition knowledge, attitudes and practices of Canadian public health nurses. *Journal of Nutrition Education*, 8(2): 28-31.

² Rogers, E.M. et al (2003). *Diffusion of Innovation*, (5th Edition). New York: The Free Press

³ Fishbein, M. and Ajzen, I. (1975). *Belief, Attitude, Intention and behaviour: An Introduction to Theory and Research*, New York: Psychology Press

Why a KAP Assessment?

The institutional assessment carried out for NCP (as part of this assignment) and for the other three provinces (as part of an earlier study) clearly identified capacity gaps in terms of staffing, resources, policies etc. This KAP assessment is expected to complement the institutional assessment by highlighting critical areas where ‘soft’ capacities need strengthening. In particular, the KAP assessment is expected to:

- To identify knowledge gaps, belief systems, and behavioural patterns that may identify needs, problems, and barriers to help plan and implement interventions.
- To deepen the understanding of commonly known information, attitudes, and factors that influence behaviour.
- To generate baseline levels and measure changes that result from interventions.
- To help set programme priorities and make programme decisions.

The KAP assessment follows a structured and sequential process that consists of the following steps:



2.2 Dimensions of Assessment

The participatory capacity needs assessment explored Knowledge, Attitudes and Practices (KAP) across nine critical organizational domains and 53 subdomains of a LA:

Organizational Domains	Sub-Domains
1. Strategic position of the LA	<ol style="list-style-type: none">VisionMissionShared ObjectivesValuesStrategies and Strategic PlanAction Plan
2. Structure of the LA	<ol style="list-style-type: none">Administration StructureOperational StructureInfrastructure
3. Division of labour within the LA	<ol style="list-style-type: none">Roles and Responsibilities of staff
4. Functions of the LA	<ol style="list-style-type: none">Decision Making at Policy Level of the OrganizationGeneral Administration of the OrganizationFinancial Management of the OrganizationPhysical PlanningService DeliveryCitizen Engagement

Organizational Domains	Sub-Domains
5. LA Processes and Procedures	<ul style="list-style-type: none"> i. Administrative ii. Public Health iii. Infrastructure Development iv. Utility Services v. Welfare vi. Finance vii. Costing viii. Citizen Engagement
6. Resources of the LA	<ul style="list-style-type: none"> i. Rates ii. Taxes iii. Rent iv. License v. Fee for Services vi. Other Revenue vii. Revenue Grants
7. Outputs of the LA	<ul style="list-style-type: none"> i. Administration ii. Public Health iii. Infrastructure Development iv. Utility Services v. Welfare vi. Finance vii. Costing viii. Citizen Participation
8. Technology and Innovations	<ul style="list-style-type: none"> i. Automation of Revenue Collection ii. Automated Expenses Tracking iii. Automation of Accounting iv. Paperless General Administration v. Use of Automated Attendance marking vi. Use of Energy Saving Strategies vii. Automated Front Desk viii. Service Tracking ix. Social Media Interface for Communication with Citizens
9. Resilience Planning and Response Preparedness	<ul style="list-style-type: none"> i. Disaster Management ii. Climate Change Preparedness iii. Skill Inventory iv. Project Proposals, Business Plans and Feasibility Studies v. Collaborations and Partnerships

The nine key institutional domains and their related subdomains are discussed below:

1. *Strategic Positioning of LA*

Strategic positioning reflects the choices a Local Authority makes about the kind of value it will create and how that value will translate into a comparative advantage. Strategic positioning should translate into quality and cost effectiveness of outputs of the Local Authority's ability to harness competitive advantage.

2. *Structure of LA*

Structure of an LA reflects the internal the arrangement of and relations between the parts or elements of the organization. In this assessment, it is taken to include organizational structure, operational structure and the infrastructure of the LA. The organizational structure outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the organization. The operational structure describes a logical and chronological structure of an operation of single sequences and events in processes. The infrastructure is the set of fundamental facilities and systems serving the Local Authority, including the services and facilities necessary for its smooth function.

3. *Division of Labour*

Division of labor considers how the main functions of a LA is split up into sections and each section is staffed by different workers who are specialized in the functions of that specific section. Roles and responsibilities of the workers are guidelines which maintain the division of labor in the organization.

4. *Functions of the Local Authority*

Functions of LA implies basic activities which helps to achieve the mandated outcomes through efficient and effective means. For this assignment, six functions were focused: Decision Making at Policy Level of the Organization; General Administration of the Organization; Financial Management of the Organization; Physical Planning; Service Delivery; and Citizen Engagement.

5. *Process and Procedures of Local Authority*

Process refers to a set of activities that result in an output. Procedures are established ways of conducting a LA's operations. Procedures are required for compliance, are helpful for training and help to retain important information that helps the organization prevent errors. Process is 'what' the LA does and the procedures lay out the 'how' of that gets done. Local Authorities have their standard process and procedures described by rules and regulations and circulars across the system.

6. *Resources of LA*

For this assessment, the following categories of financial resources as prescribed in the LA Financial Rules were considered: Rates, Taxes, Rent, License, Fee for Services, Other Revenue, and Revenue Grants.

7. *Achievements and Outputs of LA*

Outputs are the tangible and intangible products that result from project activities of each and every process of the LA. In this section the LA Achievements are tracked according to the categorization of Process and Procedures.

8. *Technology and Innovations*

Technological innovation is the process where an organization or a group of people working outside a structured organization work towards innovation for better outputs and outcomes technology as a source of innovation for increased market competitiveness.

Here the technology and innovations initiatives tracked by pre decided 9 implementations namely Automation of Revenue Collection, Automated Expenses Tracking, Automation of Accounting, Paperless General Administration, Use of Automated Attendance marking Use of Energy Saving Strategies, Automated Front Desk, Service Tracking, and Social Media Interface for Communication with Citizens.

9. *Resilience Planning and Response Preparedness*

Resilience planning and response preparedness are taken as proxies for the LA's position in terms of sustainability and ability to manage and recover from unplanned events. For this assessment, the following broad areas were included under this domain: Disaster management; Climate change management; Skill inventory management; Project Management and Partnerships and collaborations.

2.3 Approach

A questionnaire was developed to carry out the assessment of capacities across five functional domains (*administration, finance, physical planning, service delivery and citizen engagement*) covering separately, administrative staff, and elected council members including women members. Data was collected in electronic format (ODK) by trained enumerators from the Department of Local Government (DLG) in the four provinces. The strategy used for identifying the sample for the survey and the sample identified under each of the functional domains are illustrated separately as follows:

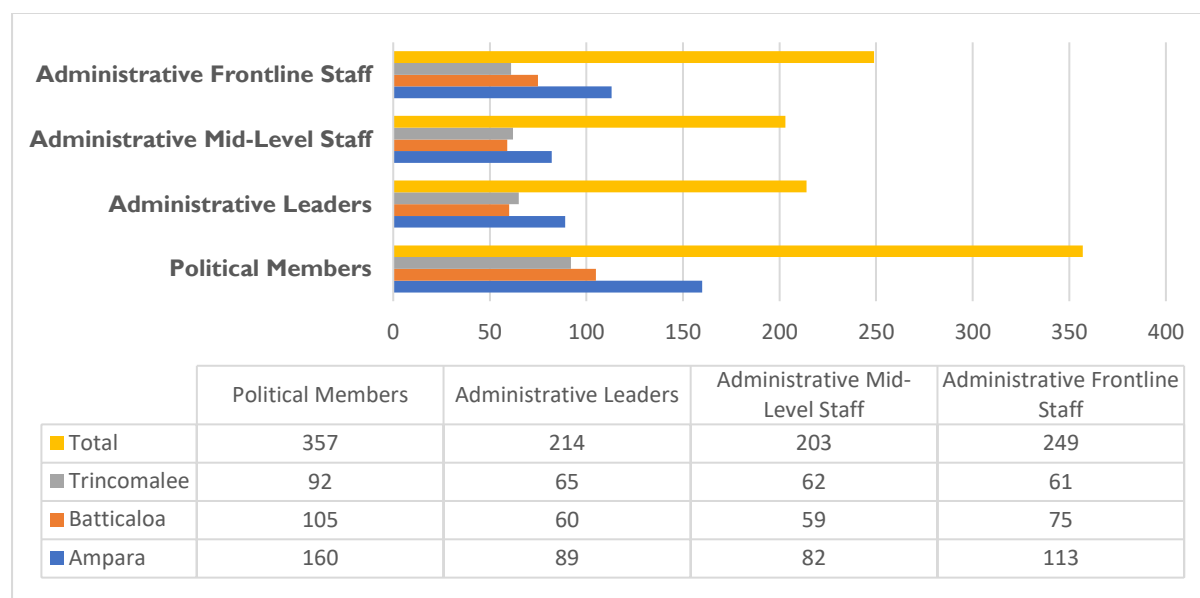
Data Collection Strategy Matrix- Sample Identification for the Participatory Capacity Needs Assessment

Sample Type	Category of Staff		Functional Area				
	Category	Description	Administration	Finance	Service Delivery	Physical Planning	Citizen Engagement
ADMINISTRATIVE	Leadership	Decision makers at the higher level	Commissioner / Deputy Commissioner/Secretary	Accountant	Engineer	In-charge of Planning Division	DO, CDO or LGA
	Middle level staff	Sectional-wise decision makers	Admin Officer / Chief Clerk	FA / CMA	SCW/TO	Chief Clerk / CMA	EO, PHI
	Frontline	Engage in execution	MA/Clerk	CRI/RI	Sanitary Worker	Clerk	PRO
POLITICAL	Leadership	Decision-makers at the higher level	Mayor / Deputy Mayor/Chairperson				
	Councilors	Representing the Statutory Committees	Member from corresponding committee	Member from Finance Committee	Member from Public Health Committee	Member from corresponding committee	Member from corresponding committee
	Women Councilors	Elected and nominated women council members					

CDO – Community Development Officer; CMA – Chief Management Assistant; CRI – Chief Revenue Inspector; DO – Development Officer; EO – Environment Officer; FA – Financial Assistant; MA – Management Assistant; LGA – Local Government Assistant; PHI – Public Health Inspector; PRO – Public Relations Officer; RI – Revenue Inspector; SCW – Superintendent of Construction Works; TO – Technical Officer

2.3 Sample Size

In Eastern Province, across the 45 LAs a total of 1023 respondents participated in the survey. The category-wise break-up is as follows:



2.4 Calculating Scores

The 'z score' (also referred to as a standard score) has been used to score the indicators across various analytical categories. The z score provides an idea of how far from the mean a data point is. But more technically it's a measure of how many standard deviations below or above the population mean a raw score is. Z-scores range from -3 standard deviations (which would fall to the far left of the normal distribution curve) up to +3 standard deviations (which would fall to the far right of the normal distribution curve). Z-score (or standard score) = (observed value - median value of the reference population) / standard deviation value of reference population

z scores are preferred over conventional frequency counts as it normalizes the scores/performances of data points derived from different samples. z scores also normalize variations (for instance, between provinces or districts or typology of LAs) by collapsing the data to a common standard based on how many standard deviations values lie from the mean.

For this report the following implications are drawn for z scores falling within specified ranges.

<i>Color cue</i>	<i>z score range</i>	<i>Descriptive interpretation for the selected indicator</i>
	Equal to or greater than 1	Low priority
	Between 0 and 0.9999	Medium priority
	Between -0.00001 and -1	High priority
	Less than -1	Critical priority

2.5 Presentation and Interpretation of Findings

We start by presenting two high-level analysis: (a) the overall status of the province/district/ in terms of the 9 key domains across political members and administrative functionaries; and (b) KAP scores and priority scores for all the 53 sub-domains for political members and administrative functionaries.

Following these profiles, three granular level analysis are presented at the district level:

1. KAP scores and priority scores for all the 53 sub-domains for three categories of administrative staff – leadership, mid-level and frontline.
2. KAP scores and priority scores for all the 53 sub-domains for three categories of political members – leadership, Councillors and Women Councillors.
3. KAP scores and priority scores for all the 53 sub-domains for the five functional divisions within the LA- administration, finance, physical planning, service delivery/work, citizen engagement.

3. Provincial Profiles & Strategic Implications

In this section, we present first the Topliner trends and findings consolidated at the provincial level. We then proceed to discuss recommendation and strategic applications of the KAP findings to develop capacity building interventions under the CDLG.

3.1 Topline Findings for LAs in Eastern Province

To present the key trends, we present and discuss three macro analytics in this section: (a) the overall status of the province in terms of the 9 key domains across two broad categories - political members and administrative functionaries; (b) KAP scores for all the nine key institutional domains for the three categories of political members and the three categories of administrative functionaries; and (c) KAP scores for all the nine key institutional domains for staff across the five functional domains.

3.1.1 How do the nine core institutional domains stack up on KAP scores for political members and appointed officials?

Indicators	Elected Officials			Appointed Officials			Overall		
	K	A	P	K	A	P	K	A	P
Strategic position of the LA	0.0166	-0.2527	-1.0029	0.7015	0.1009	0.7188	0.3590	-0.0759	-0.1421
Structure of the LA	0.2857	-0.7648	-0.5848	-0.7320	-0.4551	-0.2582	-0.2232	-0.6099	-0.4215
Division of labour within the LA	0.6516	1.7194	0.8458	0.1193	0.8445	0.2901	0.3854	1.2819	0.5679
Functions of LA	-0.3741	-0.2095	1.0300	0.1184	-0.2850	-0.6473	-0.1279	-0.2473	0.1913
LA Processes and Procedures	-0.2281	-0.3667	-0.2955	-0.1159	-0.5699	-0.0780	-0.1720	-0.4683	-0.1867
LA Resources	-0.4220	-0.4711	-0.5284	-0.4839	-0.9821	-0.1313	-0.4529	-0.7266	-0.3298
Achievements – Outputs of the LA	-0.1780	-0.9609	-0.0017	-0.3103	-0.3970	-0.5216	-0.2442	-0.6790	-0.2616
Technology and Innovations of the LA	-1.8834	-0.6154	-1.3691	-1.5659	-0.7126	-1.6126	-1.7247	-0.6640	-1.4908
Resilience Planning and Response Preparedness	2.1318	1.9216	1.9066	2.2689	2.4564	2.2401	2.2003	2.1890	2.0733

- Across different categories of functionaries and across the 45 LAs, resilience planning and response preparedness emerge as a domain where knowledge, attitude and practice seems to be relatively strong. Domains where capacities across KAP are relatively weak include: *structure, processes and procedures; resource mobilization, outputs; and technology and innovations.*

3.1.2 How do the nine core institutional domains stack up on KAP scores for the three categories of political members?

Indicators	Political Leadership			Council Members			Women Members		
	K	A	P	K	A	P	K	A	P
Strategic position of the LA	0.3873	-0.5442	-1.0764	-1.2363	0.0284	-0.4544	0.8204	0.0160	-1.0529
LA Structure	0.5546	-1.3813	0.2916	-0.3994	0.3008	-0.8637	-0.0726	-0.7914	-0.2865
Division of Labour	1.7498	1.4829	-0.6034	-1.7345	2.2258	1.7116	0.9677	-0.2251	0.0521
Functions of LA	-0.5130	0.6567	-0.5502	-0.3291	-0.6337	1.5173	-0.1166	-0.0800	1.1078
Process and Procedures of LA	-1.3384	0.4840	-0.4497	1.0856	-0.7956	-0.5338	-0.5723	-0.6324	0.7408
Revenue Sources	-0.7005	-0.5552	0.1796	0.6744	-0.3370	-0.8924	-0.5863	-0.4251	-0.6539
Outputs	-0.0790	-0.9972	0.2038	0.8648	-0.8635	-0.4774	-0.9978	0.3322	-0.9069
Technology and Innovativeness	-1.2403	-0.6368	-0.5474	-0.2491	-0.9769	-0.8714	-1.3869	-0.8284	-0.9633
Resilience and Responsiveness	1.1795	1.4911	2.5522	1.3236	1.0518	0.8643	1.9445	2.6342	1.9628

High and critical priority domains for political leadership

Knowledge enhancement on:

- Functions of LA
- Process and procedures
- Resource mobilization
- Outputs of LA

- Technology and innovations

Attitude change required for:

- Strategic position of LA
- LA structure
- Resource mobilization
- Outputs of LA
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- Division of labor within the LA
- Functions of LA
- Process and procedures
- Technology and innovations

High and critical priority domains for council members

Knowledge enhancement on:

- Strategic position of the LA
- LA structure
- Division of labor within the LA
- Functions of LA
- Technology and innovations

Attitude change required for:

- Functions of LA
- Process and procedures
- Resource mobilization
- Outputs of LA
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- LA structure
- Process and procedures
- Resource mobilization
- Outputs of LA
- Technology and innovations

High and critical priority domains for women council members

Knowledge enhancement on:

- LA structure
- Functions of LA
- Process and procedures
- Resource mobilization
- Outputs of LA
- Technology and innovations

Attitude change required for:

- LA structure
- Division of labor
- Functions of LA
- Process and procedures
- Resource mobilization
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- LA structure
- Resource mobilization
- Outputs of LA
- Technology and innovations

3.1.3 How do the nine core institutional domains stack up on KAP scores for the three categories of appointed officials?

Indicators	Admin Leaders			Middle Level Staff			Frontline Staff		
	K	A	P	K	A	P	K	A	P
Strategic position of the LA	-0.0093	-0.0743	-0.0163	-0.2609	-0.0593	0.0899	-0.4343	-0.2535	-0.3565
LA Structure	-1.2133	-0.3647	-0.2891	-0.2469	-0.1337	-0.7887	0.0763	-0.4274	-0.7078
Division of Labour	0.1557	0.7663	0.2970	1.9804	0.7887	1.1626	1.3418	1.3562	1.6459
Functions of LA	0.3693	-0.1044	-0.6582	-0.8799	-0.3879	-0.1833	-0.2194	-0.8619	0.1250
Process and Procedures of LA	0.1180	-0.6307	-0.0559	-0.3590	-0.5850	-0.2765	-0.6754	-0.7050	-0.1042
Revenue Sources	-0.7025	-0.8081	0.0284	0.1282	-0.8590	-0.7644	-0.1879	-0.6673	-0.7249
Outputs	-0.1371	-0.3676	-0.6081	-0.5853	-0.2445	-0.3073	0.0162	-0.0363	-0.4624
Technology and Innovativeness	-0.9983	-0.9145	-1.2427	-1.2414	-0.9874	-1.1484	-1.7561	-0.6087	-1.2449
Resilience and Responsiveness	2.4175	2.4982	2.5449	1.4649	2.4681	2.2160	1.8388	2.2038	1.8296

High and critical priority domains for administrative leadership in the LA

Knowledge enhancement on:

- Strategic position of the LA
- LA structure
- Resource mobilization
- Outputs of LA
- Technology and innovations

Attitude change required for:

- Strategic position
- LA structure
- Functions of LA
- Process and procedures
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- LA structure
- Functions of LA
- Process and procedures
- Outputs of LA
- Technology and innovations

High and critical priority domains for mid-level staff in the LA

Knowledge enhancement on:

- Strategic position of the LA
- LA structure
- Functions of the LA
- Process and procedures
- Outputs of LA
- Technology and innovations

Attitude change required for:

- Strategic position of the LA
- LA structure
- Functions of LA
- Process and procedures
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

- LA structure
- Functions of LA
- Process and procedures
- LA resources
- Outputs of LA
- Technology and innovations

Knowledge enhancement on:

- Strategic position of the LA
- Functions of LA
- Process and procedures
- Resource mobilization
- Technology and innovations

Attitude change required for:

- Strategic position of the LA
- Structure of the LA
- Functions of LA
- Process and procedures
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- LA structure
- Resource mobilization
- Outputs of LA
- Technology and innovations

3.1.4 How do the nine core institutional domains stack up on KAP scores for the five functional domains?

Indicators	Admin Division			Finance Division			Planning Division			Service Division			Community Division		
	K	A	P	K	A	P	K	A	P	K	A	P	K	A	P
Strategic position of the LA	-1.3400	0.4128	0.8471	1.4155	-1.0349	-0.1373	0.0284	1.1062	-1.1937	-0.7704	-0.0752	0.9630	1.4097	-0.7400	-0.5932
LA Structure	-0.2939	0.4702	-1.0106	-1.3299	-0.0195	0.8499	-0.5380	-1.0287	0.5051	-0.2411	-0.6770	-1.1739	-1.3779	-0.2062	-0.1579
Division of Labour	-1.3839	1.3567	-1.0513	-1.3299	-1.0349	1.4661	1.8606	-1.0287	-1.1937	1.8681	1.6515	-1.1739	-1.3779	1.8045	2.2167
Functions of LA	1.3925	-0.2932	-0.0685	0.3702	0.2376	-0.6355	-0.3057	-0.3809	0.2823	-0.6156	0.2774	-0.3445	0.4488	-0.0425	-0.8397
Process and Procedures of LA	-0.5408	0.3028	-0.4675	-0.2839	-0.6356	0.8337	0.9056	-0.6295	-0.5942	0.7083	-1.4082	-0.2456	-0.8071	-0.1085	0.1125
Revenue Sources	0.2065	-1.4379	0.8153	-0.0490	0.0287	-0.6785	-1.1619	-0.0280	0.3771	-0.7349	-0.6628	0.2824	-0.0888	-0.7833	-0.5911
Outputs	0.9017	-0.9645	-0.5576	-0.6032	1.0887	-1.4528	-0.0367	-0.5283	-0.1358	-0.7230	-0.0757	-0.1301	0.0278	-0.7833	0.2515
Technology and Innovativeness	-0.3531	-1.2615	-0.6395	0.1186	-0.7765	-1.2204	-1.5381	0.3456	-0.3264	-0.9258	-0.7052	-0.3887	0.2521	-0.9015	-1.3173
Resilience and Responsiveness	1.4110	1.4145	2.1326	1.6915	2.1466	0.9748	0.7857	2.1723	2.2793	1.4344	1.6752	2.2113	1.5134	1.7608	0.9186

High and critical priority domains for administrative division staff in the LA

Knowledge enhancement on:

- Strategic position of the LA
- LA structure
- Division of labor within the LA
- Process and procedures
- Technology and innovations

Attitude change required for:

- Functions of the LA
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

- LA structure
- Division of labor within the LA
- Functions of the LA
- Process and procedures
- LA outputs
- Technology and innovations

High and critical priority domains for finance division staff in the LA

Knowledge enhancement on:

- LA structure
- Division of labor within the LA
- Process and procedures
- Resource mobilization
- Outputs of the LA

Attitude change required for:

- Strategic position of the LA
- LA structure

- Division of labor within the LA
- Process and procedures
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- Functions of the LA
- Resource mobilization
- LA outputs
- Technology and innovations

High and critical priority domains for planning division staff in the LA

Knowledge enhancement on:

- LA structure
- Functions of the LA
- Resource mobilization
- Outputs of the LA
- Technology and innovations

Attitude change required for:

- LA structure
- Division of labor within the LA
- Functions of the LA
- Process and procedures
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- Division of labor within the LA
- Process and procedures
- LA outputs
- Technology and innovations

High and critical priority domains for service division staff in the LA

Knowledge enhancement on:

- Strategic position of the LA
- LA structure
- Functions of the LA
- Resource mobilization
- Outputs of the LA

- Technology and innovations

Attitude change required for:

- Strategic position of the LA
- LA structure
- Functions of the LA
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

- LA structure
- Division of labor within the LA
- Functions of the LA
- Process and procedures
- LA outputs
- Technology and innovations

High and critical priority domains for community division staff in the LA

Knowledge enhancement on:

- LA structure
- Division of labor
- Process and procedures
- Resource mobilization

Attitude change required for:

- Strategic position of the LA
- LA structure
- Functions of the LA
- Process and procedures
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

- Strategic position of the LA
- LA structure
- Functions of the LA
- Resource mobilization
- Technology and innovations

3.2 Strategic Applications to Develop Capacity Building Interventions

The results of the capacity needs assessment demonstrate the gaps in terms of Knowledge, Attitude and Practice related to two critical groups of human resources at the Local Authorities -Political members of the Council; and Appointed staff. Both these groups play crucial role in adopting progressive changes or introducing reforms in the LA. In view of targeting capacity building interventions within these two groups, the results of the KAP assessment can be narrowed down to following the categories:

	With respect to responsibilities	With respect to assigned tasks
Elected Political Members	Leadership Council Members Women Councillors	
Appointed staff	Leadership Mid-level Staff Frontline Staff	Administration Finance Physical Planning Service Delivery (Works) Citizen Engagement

The recommendations for using the results of ‘capacity needs assessment’ is discussed under two sections:

- Generic domain specific recommended actions for addressing capacity building needs
- Model intervention plan for addressing the capacity building needs in-line with the institutional assessment results

3.2.1 Domain specific recommendations for addressing capacity building needs

Key Institutional Domain	Sub Domain	Improving the Knowledge	Changing of Attitude	Introducing Practices
Strategic position of the LA	Vision	How the vision can be articulated to position the LA in the long run.	Why the vision is critical to strengthen the strategic position of the LA.	Methodology for preparing a vision statement through a participatory approach for the LA.
	Mission	How the mission can contribute to positioning the LA strategically in the long-term.	How helpful the Mission is for achieving the LA’s vision and assessing the visionary leaders of the LA by outsiders	Process to be adopted to prepare mission with clear linkages to the vision.
	Shared Objectives	How objectives can be formulated, and responsibilities shared among the staff of LA to strategically position the LA.	How the objectives can be used to improve teamwork and bring political consensus for effectively achieving the vision.	Process to be followed in drafting the objectives and creating a LA-wide consensus.

	Values	How stated values can play a role in setting the strategic position of the LA.	How explicit statements of values reflect the quality of leadership in the eyes of the LA's constituency.	Processes to be followed to create a shared statement of values for the LA.
	Strategies and Strategic Plan	How strategies can be framed through a strategic plan.	Why a strategic plan is critical for the LA to achieve the vision and mission.	Steps to be followed in developing strategies and strategic plan for LAs.
	Action Plan	How an action plan can be used for ensuring successful implementation of Strategic Plan for the LA.	Why action plans are important for the decision makers to implement strategies	Methodology to prepare action plans
Structure of the LA	Administration Structure	What should be the content for creating an effective administrative structure for LAs	How the administrative structure can help the LA to deliver services effectively by having clearly defined roles and responsibilities for the staff.	Exposure to models that are legally compliant.
	Operational Structure	Why an LA's operations should be carried out in logical and chronological manner.	How an effective operational structure can help the LAs to serve the citizen better?	Exposure to models that are legally compliant.
	Infrastructure	Why fundamental facilities and systems are required for smooth functioning of the LA.	How an enabling infrastructure plays a key role in motivating LA staff and also, build better relations with citizens.	Exposure to models / layouts.
Division of labour within the LA	Roles and Responsibilities of Workers	How the workload can be divided across the staff of the LAs in a rational manner.	How important it is to assign the right staff for right task and how that can influence overall efficiency and effectiveness of the LA.	Methods/processes to define tasks and assign the right staff.

Functions of the LA	Decision Making at Policy Level of the Organization	How critical is the role of decision making at policy level for the overall efficiency and effectiveness of the LA.	How exercising the mandate and responsibilities in the right way can positively impact on the LA.	Tools and methods to improve decision making.
	General Administration of the Organization	What are the key elements of administration related functions in the LAs?	Role of the staff and elected officials in the administration related functions in the LAs	Exposure to models and practices that are legally compliant.
	Financial Management of the Organization	What are the key elements of financial management related functions in the LAs	Role of the staff and elected officials in the financial management related functions in the LAs	Exposure to models and practices that are legally compliant.
	Physical Planning	What are the key elements of physical planning related functions in the LAs	Role of the staff and elected officials in the physical planning related functions in the LAs	Exposure to models and practices that are legally compliant.
	Service Delivery	What are the key elements of service delivery related functions in the LAs	Role of the staff and elected officials in the service delivery related functions in the LAs	Exposure to models and practices that are legally compliant.
	Citizen Engagement	What are the key elements of citizen engagement related functions in the LAs	Role of the staff and elected officials in the citizen engagement related functions in the LAs	Exposure to models and practices that are legally compliant.
LA Processes and Procedures	Administrative	What processes and procedures are associated with the administrative functions in the LAs	Understanding how proper processes and procedures can affect the effective administration in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with administrative functions in the LAs
	Public Health	What processes and procedures are associated with the public health related functions in the LAs	Understanding how proper processes and procedures can affect the effective health related functions in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with health-related functions in the LAs

Infrastructure Development	What processes and procedures are associated with the infrastructure development in the LAs	Understanding how proper processes and procedures can affect the effective infrastructure development in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with infrastructure development in the LAs
Utility Services	What processes and procedures are associated with the utility service provision related functions in the LAs	Understanding how proper processes and procedures can affect the effective utility service provision related functions in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with utility service provision related functions in the LAs
Welfare	What processes and procedures are associated with the welfare related functions in the LAs	Understanding how proper processes and procedures can affect the effective welfare related functions in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with welfare related functions in the LAs
Finance	What processes and procedures are associated with the financial management related functions in the LAs	Understanding how proper processes and procedures can affect the effective financial management in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with financial management related functions in the LAs
Costing	What processes and procedures are associated with costing mechanism in the LAs	Understanding how proper processes and procedures can affect the effective costing mechanism in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with costing mechanism in the LAs
Citizen Engagement	What processes and procedures are associated with citizen engagement related functions in the LAs	Understanding how proper processes and procedures can affect the effective citizen engagement in the LAs	Methods for assessing the effectiveness of the processes and procedures associated with citizen engagement related function in the LAs

Resources of the LA	Rates	How important are rates in contributing to the resources of the LA	What could be the impact on the resources of LAs if the revenue from rates are affected.	Good practices to generate resources through rates by ensuring legal compliance.
	Taxes	How important are taxes in contributing to the resources of the LA	What could be the impact on the resources of LAs if the revenue from taxes are affected.	Good practices to generate resources through taxes by ensuring legal compliance.
	Rent	How important are rental revenue in contributing to the resources of the LA	What could be the impact on the resources of LAs if the revenue from rent are affected.	Good practices to generate resources through rental income by ensuring legal compliance.
	License	How important is the revenue from license in contributing to the resources of the LA	What could be the impact on the resources of LAs if the revenue from license are affected.	Good practices to generate resources through license fee by ensuring legal compliance.
	Fee for Services	How important is fee for services in contributing to the resources of the LA	What could be the impact on the resources of LAs if the revenue from fee for services are affected.	Good practices to generate resources through fees for services by ensuring legal compliance.
	Other Revenue	How important is the category of 'other revenue' in contributing to the resources of the LA	What could be the impact on the resources of LAs if the revenue from 'other revenue' are affected.	Good practices to generate resources through other revenue streams by ensuring legal compliance.
	Revenue Grants	How important is the category of 'revenue grants' in contributing to the resources of the LA	What could be the impact on the resources of LAs if the revenue from revenue grants are affected.	Good practices to generate resources through revenue grants by ensuring legal compliance.
Achievements – Outputs of the LA	Administration	What are expected outputs or achievements through the administration related functions in the LA?	Understanding how proper functioning of the administration unit impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of the administrative related functions?
	Public Health	What are expected outputs or achievements through the public health related functions in the LA?	Understanding how proper functioning of the public health unit impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of the public health related functions?

	Infrastructure Development	What are expected outputs or achievements through the infrastructure development related functions in the LA?	Understanding how proper functioning of infrastructure development activities impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of infrastructure development related functions?
	Utility Services	What are expected outputs or achievements through the utility services related functions in the LA?	Understanding how proper functioning of the utility services unit impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of the utility services related functions?
	Welfare	What are expected outputs or achievements through the welfare related functions in the LA?	Understanding how proper functioning of the welfare unit impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of the welfare related functions?
	Finance	What are expected outputs or achievements through the financial management related functions in the LA?	Understanding how proper functioning of the financial management unit impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of the financial management related functions?
	Costing	What are expected outputs or achievements through the costing of all functions in the LA?	Understanding how proper costing impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of the costing related functions?
	Citizen Participation	What are expected outputs or achievements through the citizen participation related functions in the LA?	Understanding how inclusive citizen participation impacts on the overall performance of the LA.	What good practices can be adopted for improving the achievements of the citizen participation related functions?
Technology and Innovations	Automation of Revenue Collection	What are the key components of automated revenue collection and their benefits to the LA?	How automation of revenue collection can improve revenue collection process in the LA?	What are the good practices in automating the revenue collection?
	Automated Expenses Tracking	What are the key components of automated expenses tracking and their benefits to the LA?	How automation of expense tracking can improve expenditure management in the LA?	What are the good practices in automating the expense tracking in the LAs?

	Automation of Accounting	What are the key components of automation of accounting and their benefits to the LA?	How automation of accounting can improve financial management in the LA?	What are the good practices in automating the accounting in the LAs?
	Paperless General Administration	What are the key components of paperless general administration and their benefits to the LA?	How the paperless general administration can improve administrative procedures in the LA?	What are the good practices in adopting paperless general administration system in the LAs?
	Use of Automated Attendance marking	What are the key benefits and procedures for using the automated attendance marking in the LA?	How the automation of attendance marking can improve staff management in the LA?	What are the good practices in automating the attendance marking in the LAs?
	Use of Energy Saving Strategies	What are the key components of using energy saving strategies and their benefits to the LAs?	How use of energy saving strategies can improve renewable energy management in the LA?	What are the good practices in use of energy saving strategies in the LAs?
	Automated Front Desk	What are the key components of automated front desk and their benefits to the LAs?	How automation of front desk operations can improve citizen friendly service delivery in the LA?	What are the good practices in automating the front desk operations in the LAs?
	Service Tracking	What are the key components of service tracking and their benefits to the LAs?	How automation of tracking LA services can improve service delivery to citizens in the LA?	What are the good practices in automating the service tracking in the LAs?
	Social Media Interface for Communication with Citizens	What are the key features of using social media interface for communication with citizen and their benefits to the LAs?	How use of social media can improve communication with citizens in the LA?	What are the good practices of use of social media interface for reaching citizen?
Resilience Planning and Response Preparedness	Disaster Management	Role of LAs in disaster under existing legal mechanisms.	Why having effective disaster management plans are critical for LAs.	Processes and tools for adopting disaster management plans
	Climate Change Preparedness	Role of LAs in mitigating climate change effects under existing legal mechanisms.	Why having effective climate change mitigation plans are critical for LAs.	Processes and tools for adopting disaster management plans
	Skill Inventory	What are the key features of a skills inventory and benefits to the LAs?	How a skills inventory can ensure best use of human resources in the LA	Processes and tools for creating and updating a skills inventory.

	Project Proposals, Business Plans and Feasibility Studies	What are the key components to prepare business plans, project proposals and feasibility studies and benefits to the LAs?	How these plans and proposals can contribute to the overall performance of the LAs?	What are the good practices and learnings related to preparing proposals and plans in the LAs?
	Collaborations and Partnerships	What opportunities exist for LAs to collaborate and partner with other institutions to deliver better services to the citizen?	What could be the long-term benefits to the LAs to collaborate and partner with other institutions to deliver better services to the citizen?	What good practices are existing at the LAs to demonstrate the benefits of collaboration and partnerships?

3.2.2 Model intervention plan integrating the KAP scores and the Institutional Assessment Scores

The model described below focuses on how best the results of the capacity needs assessment can be utilized for the overall objective of strengthening the institutional capacity of the LAs. The results of the ‘institutional capacity assessment’ carried out separately to assess the strength of the LAs by focusing the operational aspects using 6 institutional domains can be integrated with the findings of the ‘capacity needs assessment’ which focused on the ‘human resources’ in the LAs for effective design of interventions to build the capacities of LAs. The recommended model consists of six steps as follows

- **Step 1:** *Assess the ‘institutional assessment score’ for the district*
- **Step 2:** *Identify the ‘area of interest’ for the CDLG*
- **Step 3:** *Decide the activities for addressing the ‘area of interest’ based on the ‘PPP (Policy, Process and People) Intervention Matrix’*
- **Step 4:** *Identify the ‘Critical Human Resources’ for capacity building in the LAs for implementation of ‘PPP Intervention Mix’*
- **Step 5:** *Assess the status of KAP among the ‘Critical Human Resources of Laskaris the district as per the ‘Capacity Needs Assessment’*
- **Step 6:** *Design the ‘intervention for strengthening the institutional capacity’ by re-designing the activities based on the KAP scores of ‘Critical Human Resources’ in the LAs*

Illustrative examples of how this model can be utilized is described in the subsequent sections of this report which discusses the district-level findings and implications.

4. Ampara District Report

4.1 Topline Findings for LAs in Ampara

We present and discuss two macro analytics in this section: (a) the overall status of the district in terms of the 9 key domains across political members and administrative functionaries; and (b) KAP scores and priority scores for all the 53 sub-domains for political members and administrative functionaries.

4.1.1 How do the nine core institutional domains stack up on KAP scores?

Indicators	Elected Officials			Appointed Officials			Overall		
	K	A	P	K	A	P	K	A	P
Strategic position of the LA	0.1247	-0.3187	-0.9152	0.6680	0.0744	0.7291	0.3963	-0.1222	-0.0931
Structure of the LA	0.0566	-0.8223	-0.4723	-0.6347	-0.4836	-0.2625	-0.2890	-0.6529	-0.3674
Division of labour within the LA	0.4018	1.4744	0.8374	0.1551	0.8433	0.1369	0.2785	1.1588	0.4871
Functions of LA	-0.2914	-0.1151	0.8747	0.0317	-0.2393	-0.6101	-0.1298	-0.1772	0.1323
LA Processes and Procedures	-0.3607	-0.4067	-0.2828	-0.1132	-0.4954	-0.0444	-0.2369	-0.4510	-0.1636
LA Resources	-0.4213	-0.4949	-0.5480	-0.4778	-0.9509	-0.1889	-0.4496	-0.7229	-0.3685
Achievements – Outputs of the LA	-0.3637	-0.8507	-0.1172	-0.2693	-0.3727	-0.5872	-0.3165	-0.6117	-0.3522
Technology and Innovations of the LA	-1.5643	-0.5978	-1.4036	-1.6303	-0.8287	-1.4948	-1.5973	-0.7132	-1.4492
Resilience Planning and Response Preparedness	2.4183	2.1316	2.0271	2.2704	2.4529	2.3220	2.3443	2.2923	2.1745

- Across different categories of functionaries and across the 20 LAs, resilience planning and response preparedness emerge as a domain where knowledge, attitude and practice seems to be relatively strong. Domains where capacities across KAP are relatively weak include: *structure, processes and procedures; resource mobilization, outputs; and technology and innovations.*

4.1.2 Which are the priority areas for administrative functionaries for strengthening capacities?

We now break down the nine main domains and analyze KAP scores for administrative functionaries to identify priority areas for the sub domains to provide sharper clarity on areas where capacity building interventions are needed.

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.5386	0.2692	-1.5541
	Mission	-0.9694	-0.4189	0.1374
	Shared Objectives	0.5908	-2.0089	0.6843
	Values	0.7773	0.6467	-0.9500
	Strategies and Strategic Plan	1.3082	1.0344	1.4656
	Action Plan	-0.1683	0.4776	0.2168
2. Structure of the LA	Administration Structure	0.1581	-1.4126	0.0000
	Operational Structure	1.1380	0.6470	-0.8769
	Infrastructure	-1.2961	0.7656	1.3993
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.0804	0.6604	0.5362
	General Administration of the Organization	0.9846	-0.5899	-0.2367
	Financial Management of the Organization	0.9200	-0.8412	-0.2835
	Physical Planning	0.7111	1.9520	-1.5129
	Service Delivery	-1.4848	-0.5942	-0.2925
	Citizen Engagement	-1.2113	-0.5872	1.7893

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.3838	-0.4995	0.5589
	Public Health	0.2686	0.8498	-1.3815
	Infrastructure Development	0.1200	-0.5402	0.8105
	Utility Services	0.0363	-0.5427	0.2221
	Welfare	-1.3454	0.7158	-0.0533
	Finance	-1.4415	1.0176	0.6865
	Costing	1.9690	-1.9825	1.0351
	Citizen Engagement	0.0092	0.9817	-1.8782
Organizational Domains				
Sub-Domains				
6. Resources of the LA	Rates	0.4770	0.2778	0.3551
	Taxes	-0.7790	-1.3555	-1.3512
	Rent	0.1256	0.1260	0.6902
	License	-0.6203	0.3235	0.7016
	Fee for Services	-1.6582	1.7535	1.5005
	Other Revenue	1.2601	0.2302	-1.0707
	Revenue Grants	1.1947	-1.3555	-0.8255
	Organizational Domains			
Sub-Domains				
7. Achievements – Outputs of the LA	Administration	-1.7125	0.6387	0.6323
	Public Health	0.7076	0.4594	-0.9729
	Infrastructure Development	0.7364	0.7002	-0.4409
	Utility Services	0.3593	-1.5511	1.4009
	Welfare	-1.7125	0.2659	0.9932
	Finance	0.5754	-1.8690	0.5897
	Costing	0.7279	0.7061	-0.4941
	Citizen Participation	0.3186	0.6498	-1.7082
Organizational Domains				
Sub-Domains				
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0035	-1.0090	-0.7065
	Automated Expenses Tracking	-0.5329	-1.0090	-0.1981
	Automation of Accounting	0.1902	0.6454	-0.7065
	Paperless General Administration	-0.1780	1.2363	-0.7065
	Use of Automated Attendance marking	2.1474	-1.0090	2.3728
	Use of Energy Saving Strategies	-1.0035	1.1553	-0.1844
	Automated Front Desk	-1.0035	-0.2585	-0.2715
	Service Tracking	0.5204	1.2575	-0.7065
Social Media Interface for Communication with Citizens	0.8633	-1.0090	1.1073	
Organizational Domains				
Sub-Domains				
9. Resilience Planning and Response Preparedness	Disaster Management	0.8617	1.1481	-0.8983
	Climate Change Preparedness	0.7574	-1.3110	0.3840
	Skill Inventory	-1.9038	0.8266	-1.3648
	Project Proposals, Business Plans and Feasibility Studies	0.2389	0.3960	0.4827
	Collaborations and Partnerships	0.0458	-1.0597	1.3964

4.1.3 Which are the priority domains for political members for strengthening capacities?

As in the case for administrative functionaries, an attempt is made here to identify priority areas for the sub domains to provide sharper clarity on areas where capacity building interventions are needed.

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-2.0960	-0.9565	-0.8767
	Mission	0.1610	-0.0112	1.2433
	Shared Objectives	0.2946	-0.0832	-0.8767
	Values	0.1762	-0.2212	-0.8767
	Strategies and Strategic Plan	1.1742	2.0886	1.4637
	Action Plan	0.2901	-0.8166	-0.0768
Organizational Domains				
Sub-Domains				
2. Structure of the LA	Administration Structure	0.6437	1.4137	-0.6690
	Operational Structure	-1.4124	-0.6745	1.4135
	Infrastructure	0.7687	-0.7392	-0.7445
Organizational Domains				
Sub-Domains				
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
Organizational Domains				
Sub-Domains				
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.0472	0.5990	-0.0934
	General Administration of the Organization	-1.0412	0.0041	-0.3691
	Financial Management of the Organization	-0.1581	1.7152	-0.5243
	Physical Planning	0.8799	0.0041	1.7948
	Service Delivery	-0.3381	-1.1952	0.6040
	Citizen Engagement	1.7047	-1.1273	-1.4121
Organizational Domains				
Sub-Domains				
5. LA Processes and Procedures	Administrative	0.5366	0.4082	-0.4214
	Public Health	-1.3679	0.2346	0.7862
	Infrastructure Development	0.5125	0.4082	-0.3831
	Utility Services	1.5814	-1.7247	-0.5363
	Welfare	-1.5163	-1.5366	2.3742
	Finance	0.4689	0.4082	-0.5363
	Costing	-0.6250	1.3937	-0.5363
	Citizen Engagement	0.4099	0.4082	-0.7469
	Organizational Domains			
Sub-Domains				
6. Resources of the LA	Rates	0.4816	0.7055	-0.6520
	Taxes	-1.3854	-1.3721	-1.0564
	Rent	0.4022	-0.5648	1.0082
	License	0.4136	0.7055	-0.7599
	Fee for Services	1.7631	-1.3721	-0.8253
	Other Revenue	-0.7900	0.7055	1.6777
	Revenue Grants	-0.8850	1.1927	0.6076
Organizational Domains				
Sub-Domains				
7. Achievements – Outputs of the LA	Administration	-0.3897	-1.0495	0.5703
	Public Health	-1.1885	1.3379	0.3565
	Infrastructure Development	-0.2417	-0.8063	0.6688
	Utility Services	1.4818	-1.0354	-0.8222
	Welfare	-1.3229	-0.8076	1.7717
	Finance	-0.2417	0.3475	-0.0304
	Costing	1.4818	0.4652	-1.5048
	Citizen Participation	0.4211	1.5482	-1.0099

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9842	-0.9411	-0.8649
	Automated Expenses Tracking	-0.3784	-0.9411	0.6105
	Automation of Accounting	1.2072	1.3174	-0.8649
	Paperless General Administration	-0.4948	1.5042	-0.8649
	Use of Automated Attendance marking	1.9935	-0.9411	2.5113
	Use of Energy Saving Strategies	-0.9842	1.0582	-0.0613
	Automated Front Desk	-0.9842	-0.4655	-0.1437
	Service Tracking	0.1134	0.3502	-0.1610
	Social Media Interface for Communication with Citizens	0.5117	-0.9411	-0.1610

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8879	0.9993	-0.6021
	Climate Change Preparedness	0.8124	-1.6239	0.4298
	Skill Inventory	-1.8769	1.0968	-1.5114
	Project Proposals, Business Plans and Feasibility Studies	0.0069	-0.3942	0.2291
	Collaborations and Partnerships	0.1697	-0.0780	1.4546

4.2 Granular Findings

In this section, we present findings from three granular level analysis:

1. KAP scores and priority scores for all the 53 sub-domains for three categories of political members – leadership, Councillors and Women Councillors.
2. KAP scores and priority scores for all the 53 sub-domains for three categories of administrative staff – leadership, mid-level and frontline.
3. KAP scores and priority scores for all the 53 sub-domains for the five functional divisions within the LA - administration, finance, physical planning, service delivery/work, citizen engagement.

4.2.1 Which are the priority domains for the three categories of political members for strengthening capacities?

Council Leadership

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-2.0960	-0.9565	-0.8767
	Mission	0.1610	-0.0112	1.2433
	Shared Objectives	0.2946	-0.0832	-0.8767
	Values	0.1762	-0.2212	-0.8767
	Strategies and Strategic Plan	1.1742	2.0886	1.4637
	Action Plan	0.2901	-0.8166	-0.0768

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.6437	1.4137	-0.6690
	Operational Structure	-1.4124	-0.6745	1.4135
	Infrastructure	0.7687	-0.7392	-0.7445

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.0472	0.5990	-0.0934
	General Administration of the Organization	-1.0412	0.0041	-0.3691
	Financial Management of the Organization	-0.1581	1.7152	-0.5243
	Physical Planning	0.8799	0.0041	1.7948
	Service Delivery	-0.3381	-1.1952	0.6040
	Citizen Engagement	1.7047	-1.1273	-1.4121
Organizational Domains				
Sub-Domains				
5. LA Processes and Procedures	Administrative	0.5366	0.4082	-0.4214
	Public Health	-1.3679	0.2346	0.7862
	Infrastructure Development	0.5125	0.4082	-0.3831
	Utility Services	1.5814	-1.7247	-0.5363
	Welfare	-1.5163	-1.5366	2.3742
	Finance	0.4689	0.4082	-0.5363
	Costing	-0.6250	1.3937	-0.5363
	Citizen Engagement	0.4099	0.4082	-0.7469
	Organizational Domains			
Sub-Domains				
6. Resources of the LA	Rates	0.4816	0.7055	-0.6520
	Taxes	-1.3854	-1.3721	-1.0564
	Rent	0.4022	-0.5648	1.0082
	License	0.4136	0.7055	-0.7599
	Fee for Services	1.7631	-1.3721	-0.8253
	Other Revenue	-0.7900	0.7055	1.6777
	Revenue Grants	-0.8850	1.1927	0.6076
Organizational Domains				
Sub-Domains				
7. Achievements – Outputs of the LA	Administration	-0.3897	-1.0495	0.5703
	Public Health	-1.1885	1.3379	0.3565
	Infrastructure Development	-0.2417	-0.8063	0.6688
	Utility Services	1.4818	-1.0354	-0.8222
	Welfare	-1.3229	-0.8076	1.7717
	Finance	-0.2417	0.3475	-0.0304
	Costing	1.4818	0.4652	-1.5048
	Citizen Participation	0.4211	1.5482	-1.0099
Organizational Domains				
Sub-Domains				
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9842	-0.9411	-0.8649
	Automated Expenses Tracking	-0.3784	-0.9411	0.6105
	Automation of Accounting	1.2072	1.3174	-0.8649
	Paperless General Administration	-0.4948	1.5042	-0.8649
	Use of Automated Attendance marking	1.9935	-0.9411	2.5113
	Use of Energy Saving Strategies	-0.9842	1.0582	-0.0613
	Automated Front Desk	-0.9842	-0.4655	-0.1437
	Service Tracking	0.1134	0.3502	-0.1610
	Social Media Interface for Communication with Citizens	0.5117	-0.9411	-0.1610
	Organizational Domains			
Sub-Domains				
9. Resilience Planning and Response Preparedness	Disaster Management	0.8879	0.9993	-0.6021
	Climate Change Preparedness	0.8124	-1.6239	0.4298
	Skill Inventory	-1.8769	1.0968	-1.5114
	Project Proposals, Business Plans and Feasibility Studies	0.0069	-0.3942	0.2291
	Collaborations and Partnerships	0.1697	-0.0780	1.4546

Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.4472	-1.4061	-0.7017
	Mission	2.2361	-1.4061	1.1895
	Shared Objectives	-0.4472	0.8131	-0.7017
	Values	-0.4472	0.4994	-0.7017
	Strategies and Strategic Plan	-0.4472	0.8229	1.6173
	Action Plan	-0.4472	0.6767	-0.7017
2. Structure of the LA	Administration Structure	-0.7071	1.2423	0.0000
	Operational Structure	1.4142	-1.2064	0.0000
	Infrastructure	-0.7071	-0.0360	0.0000
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.9992	-0.4472	0.6386
	General Administration of the Organization	-0.9992	-0.4472	0.6241
	Financial Management of the Organization	-0.9992	2.2361	0.3998
	Physical Planning	1.0400	-0.4472	0.6411
	Service Delivery	0.9174	-0.4472	-2.1464
	Citizen Engagement	1.0400	-0.4472	-0.1572
5. LA Processes and Procedures	Administrative	0.6657	-0.3780	-0.3780
	Public Health	-1.7272	2.6458	-0.3780
	Infrastructure Development	0.6350	-0.3780	-0.3780
	Utility Services	0.5737	-0.3780	-0.3780
	Welfare	-1.7272	-0.3780	2.6458
	Finance	0.6044	-0.3780	-0.3780
	Costing	0.3958	-0.3780	-0.3780
	Citizen Engagement	0.5798	-0.3780	-0.3780
6. Resources of the LA	Rates	0.9317	-0.4082	-0.4082
	Taxes	-1.1527	-0.4082	-0.4082
	Rent	0.7981	-0.4082	-0.4082
	License	0.9517	-0.4082	-0.4082
	Fee for Services	0.7767	-0.4082	-0.4082
	Other Revenue	-1.1527	-0.4082	2.4495
	Revenue Grants	-1.1527	2.4495	-0.4082
7. Achievements – Outputs of the LA	Administration	0.9987	-0.3780	-0.7738
	Public Health	-1.0000	2.6458	-0.7738
	Infrastructure Development	-1.0000	-0.3780	1.3880
	Utility Services	0.9987	-0.3780	-0.7738
	Welfare	-1.0000	-0.3780	1.2652
	Finance	-1.0000	-0.3780	1.2160
	Costing	0.9987	-0.3780	-0.7738
	Citizen Participation	1.0040	-0.3780	-0.7738

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0730	-0.5343	-0.5333
	Automated Expenses Tracking	0.3126	-0.5343	1.7255
	Automation of Accounting	0.8961	-0.5343	-0.5333
	Paperless General Administration	-1.0730	1.9248	-0.5333
	Use of Automated Attendance marking	1.2912	-0.5343	-0.5333
	Use of Energy Saving Strategies	-1.0730	1.8156	-0.5333
	Automated Front Desk	-1.0730	-0.5343	2.0079
	Service Tracking	0.5637	-0.5343	-0.5333
	Social Media Interface for Communication with Citizens	1.2285	-0.5343	-0.5333

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8741	1.3050	-0.6705
	Climate Change Preparedness	0.8343	-1.3213	0.4470
	Skill Inventory	-1.8758	0.9461	-1.5219
	Project Proposals, Business Plans and Feasibility Studies	0.1435	-0.7993	0.3672
	Collaborations and Partnerships	0.0239	-0.1305	1.3782

Women Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.6614	1.1049	-0.9987
	Mission	-0.5774	-1.3812	1.0851
	Shared Objectives	-0.2645	0.4370	-0.9987
	Values	-0.2645	0.4917	-0.9987
	Strategies and Strategic Plan	2.2118	0.7287	0.9078
	Action Plan	-0.4440	-1.3812	1.0031

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.6369	-0.7071	0.0122
	Operational Structure	-1.4120	1.4142	1.2186
	Infrastructure	0.7751	-0.7071	-1.2308

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.1575	0.3701	-0.6029
	General Administration of the Organization	0.1730	-1.3946	-0.9564
	Financial Management of the Organization	-1.1643	0.8449	-0.5125
	Physical Planning	1.6955	-1.3946	2.1052
	Service Delivery	-1.2505	0.6864	0.0989
	Citizen Engagement	0.3887	0.8878	-0.1324

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6959	-0.9935	0.8697
	Public Health	0.6186	1.1590	-1.6498
	Infrastructure Development	0.6959	-0.9935	0.9860
	Utility Services	-1.6518	0.7578	0.5209
	Welfare	0.2322	1.1252	-1.6498
	Finance	0.6449	-0.9935	0.5209
	Costing	-1.7769	0.9319	0.5209
	Citizen Engagement	0.5413	-0.9935	-0.1187

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.5525	-0.5721	0.9612
	Taxes	-2.3778	-0.7167	0.1767
	Rent	0.5525	1.6996	-1.4671
	License	-0.1796	-0.5721	0.7518
	Fee for Services	0.7356	-0.7167	0.6250
	Other Revenue	0.4004	-0.5721	0.5689
	Revenue Grants	-0.0428	1.4500	-1.6165

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.8663	-0.4227	0.8842
	Public Health	1.4321	-0.0811	-0.9020
	Infrastructure Development	-0.7463	-0.1067	0.9757
	Utility Services	-0.7463	-0.4045	1.3714
	Welfare	1.0614	-0.1084	-0.9020
	Finance	-0.7463	1.3931	-1.0644
	Costing	-0.7463	1.5460	-1.0644
	Citizen Participation	1.3580	-1.8158	0.7016

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9853	-0.6637	-1.0476
	Automated Expenses Tracking	-0.9853	-0.6637	-0.0072
	Automation of Accounting	0.3417	2.3509	-1.0476
	Paperless General Administration	0.6454	0.6757	-1.0476
	Use of Automated Attendance marking	2.0207	-0.6637	1.9976
	Use of Energy Saving Strategies	-0.9853	-0.5729	0.7742
	Automated Front Desk	-0.9853	0.7738	-0.7184
	Service Tracking	0.2873	-0.5729	0.5483
	Social Media Interface for Communication with Citizens	0.6463	-0.6637	0.5483

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.0396	-1.4912	-0.3586
	Climate Change Preparedness	0.8590	-0.4118	0.0264
	Skill Inventory	-1.6704	0.0878	-1.2683
	Project Proposals, Business Plans and Feasibility Studies	-0.5414	1.5974	-0.1951
	Collaborations and Partnerships	0.3132	0.2178	1.7956

4.2.2 Which are the priority domains for the three categories of administrative functionaries for strengthening capacities?

Administrative Leadership

Sub Indicators - Shared vision	K	A	P
Vision	0.2251	0.0474	-0.6335
Mission	0.2251	-0.0030	-0.8333
Shared Objectives	-0.2045	-1.7587	0.2815
Values	0.2251	0.0383	-0.8018
Strategies and Strategic Plan	1.4521	1.7037	2.0442
Action Plan	-1.9229	-0.0277	-0.0571

Sub Indicators - LA Structure	K	A	P
Administration Structure	-1.2560	-1.4126	-0.5224
Operational Structure	1.1909	0.6470	-0.8769
Infrastructure	0.0652	0.7656	1.3993

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	0.0804	0.6604	0.5362
General Administration	0.9846	-0.5899	-0.2367
Financial Management	0.9200	-0.8412	-0.2835
Physical Planning	0.7111	1.9520	-1.5129
Service Delivery	-1.4848	-0.5942	-0.2925
Citizen Engagement	-1.2113	-0.5872	1.7893

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	0.3838	-0.4995	0.5589
Public Health	0.2686	0.8498	-1.3815
Infrastructure Development	0.1200	-0.5402	0.8105
Utility Services	0.0363	-0.5427	0.2221
Welfare	-1.3454	0.7158	-0.0533
Finance	-1.4415	1.0176	0.6865
Costing	1.9690	-1.9825	1.0351
Citizen Participation	0.0092	0.9817	-1.8782

Sub Indicators -Resources of LA	K	A	P
Rates	0.4770	0.2778	0.3551
Taxes	-0.7790	-1.3555	-1.3512
Rent	0.1256	0.1260	0.6902
License	-0.6203	0.3235	0.7016
Fee for Services	-1.6582	1.7535	1.5005
Other Revenue	1.2601	0.2302	-1.0707
Revenue Grants	1.1947	-1.3555	-0.8255

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.7125	0.6387	0.6323
Public Health	0.7076	0.4594	-0.9729
Infrastructure Development	0.7364	0.7002	-0.4409
Utility Services	0.3593	-1.5511	1.4009
Welfare	-1.7125	0.2659	0.9932
Finance	0.5754	-1.8690	0.5897
Costing	0.7279	0.7061	-0.4941
Citizen Participation	0.3186	0.6498	-1.7082

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.0035	-1.0090	-0.7065
Automated Expenses Tracking	-0.5329	-1.0090	-0.1981
Automation of Accounting	0.1902	0.6454	-0.7065
Paperless General Administration	-0.1780	1.2363	-0.7065
Use of Automated Attendance marking	2.1474	-1.0090	2.3728
Use of Energy Saving Strategies	-1.0035	1.1553	-0.1844
Automated Front Desk	-1.0035	-0.2585	-0.2715
Service Tracking	0.5204	1.2575	-0.7065
Social Media Interface for Communication with Citizens	0.8633	-1.0090	1.1073

Sub Indicators -Resilience and Responsiveness of LA	K	A	P
Disaster Management	0.6909	0.2316	-1.1722
Climate Changers	0.6956	0.0291	0.3946
Skill Inventory	-1.9103	0.0717	-1.2169
Project Management	0.6172	1.3966	1.0136
Collaborations	-0.0934	-1.7291	0.9809

Middle Management

Sub Indicators - Shared vision	K	A	P
Vision	-1.7961	-1.3467	-1.3461
Mission	-0.0302	-0.2701	0.1103
Shared Objectives	-0.2225	-0.2073	-0.1301
Values	0.0532	-0.0804	-0.0821
Strategies and Strategic Plan	1.6018	2.0130	1.9698
Action Plan	0.3939	-0.1084	-0.5217

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.9229	-0.2305	-0.2878
Operational Structure	1.3894	-1.0931	-1.0552
Infrastructure	-0.4665	1.3236	1.3430

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	0.6933	0.6476	-0.9361
General Administration	1.6095	-1.4320	-0.9324
Financial Management	-0.1964	0.2085	-0.5689
Physical Planning	-0.2382	-1.2950	1.3021
Service Delivery	-0.1964	1.1079	-0.3241
Citizen Engagement	-1.6718	0.7630	1.4595

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	0.5402	0.5017	-0.8716
Public Health	-2.4721	0.4605	1.6382
Infrastructure Development	0.6323	0.5871	-1.1734
Utility Services	-0.4179	0.3849	-0.7509
Welfare	0.1232	-1.7190	1.3954
Finance	0.6517	-1.7190	0.2552
Costing	0.7341	0.7167	0.2446
Citizen Participarion	0.2085	0.7871	-0.7375

Sub Indicators -Resources of LA	K	A	P
Rates	0.0140	0.4291	-0.2568
Taxes	0.9254	-1.0204	-0.1654
Rent	1.0776	-0.8117	0.5772
License	-0.1893	0.2937	-1.4096
Fee for Services	-1.5507	1.7958	-0.1539
Other Revenue	-1.2573	0.5425	2.0405
Revenue Grants	0.9802	-1.2291	-0.6319

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.8526	1.8996	-0.8014
Public Health	-1.3753	0.3104	1.3461
Infrastructure Development	1.1463	-1.1472	0.9335
Utility Services	0.1674	0.2641	-0.9427
Welfare	0.5738	-1.0226	1.1135
Finance	0.7704	-1.2046	0.4838
Costing	-0.0678	0.3902	-1.2030
Citizen Participation	0.6378	0.5101	-0.9299

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2193	-1.0847	-0.8803
Automated Expenses Tracking	-0.2039	-1.0847	0.2535
Automation of Accounting	0.2626	0.6473	-0.8803
Paperless General Administration	0.7241	1.1791	-0.8803
Use of Automated Attendance marking	0.6429	-1.0847	1.9982
Use of Energy Saving Strategies	-1.2193	1.2044	0.2542
Automated Front Desk	-1.2193	0.3556	-0.2869
Service Tracking	0.4086	0.9525	-0.8803
Social Media Interface for Communication with Citizens	1.8235	-1.0847	1.3023

Sub Indicators -Resilience Planning and Responsiveness Preparedness	K	A	P
Disaster Management	0.9441	0.7422	-0.8391
Climate Changers	0.7268	0.4833	-0.2944
Skill Inventory	-1.8831	-0.6951	-1.2431
Project Management	0.1825	1.0749	0.1640
Collaborations	0.0297	-1.6053	1.6238

Frontline Staff

Sub Indicators - Shared vision	K	A	P
Vision	-1.1769	-1.2926	-0.5425
Mission	1.0231	1.1974	-1.4057
Shared Objectives	-1.5230	0.0127	0.6337
Values	0.9500	0.0476	-0.6055
Strategies and Strategic Plan	0.1611	-1.1852	0.2124
Action Plan	0.5658	1.2200	1.7077

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.2294	0.7147	-0.6240
Operational Structure	1.3232	0.6995	-0.7871
Infrastructure	-1.0938	-1.4142	1.4111

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	0.6933	0.6476	-0.9361
General Administration	1.6095	-1.4320	-0.9324
Financial Management	-0.1964	0.2085	-0.5689
Physical Planning	-0.2382	-1.2950	1.3021
Service Delivery	-0.1964	1.1079	-0.3241
Citizen Engagement	-1.6718	0.7630	1.4595

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	-1.3882	-0.7685	0.0255
Public Health	0.0050	2.3238	-1.1330
Infrastructure Development	-1.4300	0.2067	0.0994
Utility Services	1.3915	-0.6567	0.9624
Welfare	1.4223	-0.6567	1.0114
Finance	-0.2041	0.2355	-1.4205
Costing	0.0446	-0.9803	-0.9205
Citizen Participarion	0.1590	0.2962	1.3754

Sub Indicators -Resources of LA	K	A	P
Rates	-0.5182	-0.3934	0.8464
Taxes	-1.5019	0.4897	-1.0241
Rent	1.4853	1.5829	0.1021
License	0.3902	-1.3405	-1.8143
Fee for Services	-0.5417	0.5466	0.1886
Other Revenue	-0.5480	0.4551	1.3250
Revenue Grants	1.2343	-1.3405	0.3762

Sub Indicators -Outputs of LA	K	A	P
Administration	-0.9730	-0.3828	1.3455
Public Health	-1.0085	1.4756	-0.9847
Infrastructure Development	0.4343	0.5638	-0.9847
Utility Services	0.7126	-1.2169	0.7379
Welfare	0.7508	-1.2169	0.7782
Finance	1.8111	-0.3354	-0.9847
Costing	-0.9101	1.4688	-0.9847
Citizen Participation	-0.8172	-0.3561	1.0774

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2262	-1.3059	-0.9023
Automated Expenses Tracking	0.1453	0.1200	0.2522
Automation of Accounting	-0.0329	0.7328	-0.9023
Paperless General Administration	-0.0887	1.4925	-0.9023
Use of Automated Attendance marking	1.1535	-1.3059	2.0786
Use of Energy Saving Strategies	-1.2262	0.7600	0.1355
Automated Front Desk	-1.2262	0.0922	-0.0151
Service Tracking	1.2390	0.7201	-0.9023
Social Media Interface for Communication with Citizens	1.2623	-1.3059	1.1579

Sub Indicators -Resilience Planning & Reponse Preparedness	K	A	P
Disaster Management	1.2334	1.7851	-0.5373
Climate Changers	0.8317	-0.0305	0.7248
Skill Inventory	-1.6414	-1.2912	-1.3520
Project Management	-0.1727	-0.3692	-0.3344
Collaborations	-0.2510	-0.0942	1.4988

4.2.3 Which are the priority domains for the five categories of LA functionaries for strengthening capacities?

Administration Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.3603	-0.3176	-0.9248
	Mission	-0.3321	1.0174	-0.9248
	Shared Objectives	-0.3321	-0.3811	0.6833
	Values	-0.3321	-1.0400	1.3266
	Strategies and Strategic Plan	0.2757	0.3331	0.1909
	Action Plan	0.3603	0.3881	-0.3512
2. Structure of the LA	Administration Structure	-0.0427	0.2125	-0.2357
	Operational Structure	0.7473	-0.4707	-0.2357
	Infrastructure	-0.7047	0.2582	0.4714
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.0924	-0.6202	1.5168
	General Administration of the Organization	-0.0924	0.9513	-0.8237
	Financial Management of the Organization	0.5508	0.1152	-0.8237
	Physical Planning	0.5790	0.0869	-0.1103
	Service Delivery	-0.8046	-0.6202	0.5951
	Citizen Engagement	-0.1404	0.0869	-0.3542
5. LA Processes and Procedures	Administrative	-0.7837	0.6652	-0.0283
	Public Health	-0.7837	0.7547	0.3604
	Infrastructure Development	-0.7837	0.6861	0.0496
	Utility Services	0.6529	-0.0441	-0.6475
	Welfare	-0.1318	-0.7086	0.7587
	Finance	-0.1126	0.0638	0.2065
	Costing	1.3475	-0.7086	-0.6475
	Citizen Engagement	0.5951	-0.7086	-0.0517
6. Resources of the LA	Rates	-0.6331	0.7700	0.1034
	Taxes	-0.6331	0.4264	-0.6316
	Rent	-0.6331	-0.2200	0.8287
	License	0.8651	-0.2971	-0.6316
	Fee for Services	-0.6331	0.4798	0.1503
	Other Revenue	1.0182	-0.2554	0.1092
	Revenue Grants	0.6492	-0.9036	0.0716
7. Achievements – Outputs of the LA	Administration	-0.0886	-0.0134	0.0132
	Public Health	-0.7830	1.1503	0.0858
	Infrastructure Development	-0.7830	0.0933	0.8015
	Utility Services	0.5685	0.0147	-0.7056
	Welfare	-0.0356	-0.6514	0.6499
	Finance	-0.1292	0.0247	-0.0303
	Costing	0.6060	0.0331	-0.7056
	Citizen Participation	0.6449	-0.6514	-0.1088

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.3506	-0.5309	-0.5092
	Automated Expenses Tracking	0.2844	-0.5309	-0.0184
	Automation of Accounting	-0.3506	0.7081	-0.5092
	Paperless General Administration	0.7100	0.1588	-0.5092
	Use of Automated Attendance marking	-0.3506	-0.5309	1.3230
	Use of Energy Saving Strategies	-0.3506	0.1471	-0.0542
	Automated Front Desk	-0.3506	0.2297	-0.1084
	Service Tracking	0.2823	0.8799	-0.5092
	Social Media Interface for Communication with Citizens	0.4763	-0.5309	0.8948

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.7136	0.4612	-1.2552
	Climate Change Preparedness	0.9704	-0.2046	0.4113
	Skill Inventory	-1.7309	-0.2690	-0.7720
	Project Proposals, Business Plans and Feasibility Studies	0.2414	0.2766	0.4725
	Collaborations and Partnerships	-0.1945	-0.2641	1.1435

Finance Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.1756	0.1310	0.0892
	Mission	0.2661	-0.4814	0.1008
	Shared Objectives	0.2245	0.4130	-0.7055
	Values	0.9805	-0.4814	-0.7055
	Strategies and Strategic Plan	0.1407	0.2106	0.4360
	Action Plan	-0.4362	0.2081	0.7850

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2357	0.2298	0.2783
	Operational Structure	-0.2357	0.9486	-0.4687
	Infrastructure	0.4714	-1.1785	0.1904

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.3489	0.0771	-0.7138
	General Administration of the Organization	0.5452	0.2740	-0.7138
	Financial Management of the Organization	-0.8990	0.0761	0.6193
	Physical Planning	-0.1609	0.8137	-0.0673
	Service Delivery	-0.2341	-0.6204	0.6950
	Citizen Engagement	0.3999	-0.6204	0.1806

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.3262	-0.5772	0.1572
	Public Health	-0.2152	0.3172	-0.1303
	Infrastructure Development	-0.9217	0.1193	0.6943
	Utility Services	-0.1836	0.9101	-0.6335
	Welfare	0.4444	-0.5772	0.1546
	Finance	0.3650	-0.5772	0.2609
	Costing	0.4431	-0.1925	-0.2516
	Citizen Engagement	-0.2581	0.5774	-0.2516

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.1596	0.1595	0.1265
	Taxes	-0.2204	-0.5575	-0.5608
	Rent	0.4661	0.2005	0.1057
	License	-0.2204	0.2010	-0.5608
	Fee for Services	-0.2508	-0.5575	1.0583
	Other Revenue	-0.3039	0.1589	0.3918
	Revenue Grants	0.6890	0.3951	-0.5608

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	0.4764	-0.1071	-0.5086
	Public Health	-0.8489	0.8813	0.4993
	Infrastructure Development	-0.1868	-0.1075	0.1329
	Utility Services	-0.1527	-0.1452	0.4993
	Welfare	0.5328	-0.7922	0.2612
	Finance	-0.1478	-0.1457	0.1329
	Costing	-0.2132	0.5616	-0.5086
	Citizen Participation	0.5402	-0.1452	-0.5086

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.6993	-0.7672	-0.4758
	Automated Expenses Tracking	-0.3446	-0.0598	0.0918
	Automation of Accounting	0.3030	-0.0808	-0.4758
	Paperless General Administration	-0.0662	0.7275	-0.4758
	Use of Automated Attendance marking	0.9026	-0.7672	1.6591
	Use of Energy Saving Strategies	-0.6993	0.7561	-0.0757
	Automated Front Desk	-0.6993	-0.0421	0.7038
	Service Tracking	0.4656	1.0008	-0.4758
	Social Media Interface for Communication with Citizens	0.8375	-0.7672	-0.4758

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.9359	1.0945	-0.7885
	Climate Change Preparedness	0.6245	0.1039	0.3922
	Skill Inventory	-1.8461	-0.6592	-1.4444
	Project Proposals, Business Plans and Feasibility Studies	0.3286	0.3575	0.5606
	Collaborations and Partnerships	-0.0430	-0.8966	1.2801

Planning Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.8700	1.0918	-0.4745
	Mission	0.0422	0.3312	-0.4745
	Shared Objectives	-0.7160	-0.3847	1.2154
	Values	-0.7160	1.2093	-0.4745
	Strategies and Strategic Plan	0.5441	0.3312	0.1040
	Action Plan	-0.0244	-0.3954	0.1040

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.0000	-0.2357	-0.2118
	Operational Structure	0.0000	-0.2357	0.4466
	Infrastructure	0.0000	0.4714	-0.2349

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.8145	1.3230	-0.4696
	General Administration of the Organization	-0.1479	-0.1464	0.2027
	Financial Management of the Organization	0.5729	-0.8126	0.2971
	Physical Planning	-0.1785	0.5834	-0.4696
	Service Delivery	0.4881	-0.8126	0.1693
	Citizen Engagement	0.0799	-0.1349	0.2700

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.3241	-0.8802	-0.1068
	Public Health	0.7234	0.8450	-0.1652
	Infrastructure Development	0.2542	-0.8802	-0.2277
	Utility Services	0.3292	-0.1629	0.5598
	Welfare	-0.2845	0.5037	0.5017
	Finance	-0.4295	-0.2136	0.0351
	Costing	-0.6324	0.2846	-0.8319
	Citizen Engagement	-0.2845	0.5037	0.2349

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.7140	-0.6324	0.1020
	Taxes	0.4911	-0.6324	-0.6055
	Rent	0.6535	0.8544	-0.6055
	License	-0.7845	0.1054	0.3418
	Fee for Services	-0.7845	0.8320	0.1610
	Other Revenue	-0.1944	0.1054	0.1697
	Revenue Grants	-0.0952	-0.6324	0.4366

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.4503	0.2384	0.0323
	Public Health	0.2924	0.2697	-0.5034
	Infrastructure Development	0.3454	0.3656	-0.5034
	Utility Services	0.2228	-0.4501	0.2039
	Welfare	-0.4503	0.2384	0.3895
	Finance	0.2228	-0.4501	0.2039
	Costing	0.2676	-0.4501	0.1449
	Citizen Participation	-0.4503	0.2384	0.0323

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.5646	-0.6498	-0.5962
	Automated Expenses Tracking	0.7627	-0.6498	-0.0277
	Automation of Accounting	-0.0046	0.4624	-0.5962
	Paperless General Administration	0.1821	0.6501	-0.5962
	Use of Automated Attendance marking	0.3155	-0.6498	1.4451
	Use of Energy Saving Strategies	-0.5646	0.6501	-0.1214
	Automated Front Desk	-0.5646	0.0105	0.0412
	Service Tracking	-0.0579	0.8262	-0.5962
	Social Media Interface for Communication with Citizens	0.4960	-0.6498	1.0476

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8512	0.5079	-0.3592
	Climate Change Preparedness	0.4265	0.1001	0.7122
	Skill Inventory	-1.7163	-0.3819	-1.5726
	Project Proposals, Business Plans and Feasibility Studies	0.2867	0.1279	0.0282
	Collaborations and Partnerships	0.1519	-0.3541	1.1914

Service Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.0757	-0.9526	0.1157
	Mission	0.8187	-0.3329	-0.6199
	Shared Objectives	-0.2300	0.4289	-0.6199
	Values	-0.8472	1.3198	-0.6199
	Strategies and Strategic Plan	0.4407	-0.2316	0.9509
	Action Plan	-0.1064	-0.2316	0.7930

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2357	-0.2270	0.0288
	Operational Structure	-0.2357	0.4626	-0.0300
	Infrastructure	0.4714	-0.2356	0.0012

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.7350	0.1381	-0.9411
	General Administration of the Organization	0.2751	0.0992	-0.3123
	Financial Management of the Organization	-0.6193	-0.5690	1.3395
	Physical Planning	0.1409	0.0969	-0.3683
	Service Delivery	-0.6193	0.8040	-0.3199
	Citizen Engagement	0.0878	-0.5690	0.6022

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.0721	-0.5760	-0.3085
	Public Health	0.9259	0.1946	-0.8347
	Infrastructure Development	0.0937	0.1666	-0.1228
	Utility Services	-0.0360	-0.5760	0.4567
	Welfare	-0.6415	0.1164	0.4293
	Finance	0.1283	0.2619	-0.2034
	Costing	-0.6415	0.1929	0.7402
	Citizen Engagement	0.0991	0.2197	-0.1567

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.1110	-0.4247	-0.1486
	Taxes	-0.6322	0.5279	0.1518
	Rent	0.7165	0.2604	-0.4751
	License	0.3204	-0.4247	-0.5189
	Fee for Services	-0.6322	0.2437	0.2077
	Other Revenue	-0.6322	0.2422	0.9382
	Revenue Grants	0.7488	-0.4247	-0.1551

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.7031	-0.0412	0.6760
	Public Health	0.8649	0.0639	-0.7076
	Infrastructure Development	0.0033	0.8348	-0.7076
	Utility Services	-0.0588	-0.7070	0.8115
	Welfare	-0.7031	-0.0676	0.7117
	Finance	0.6412	-0.0676	-0.7076
	Costing	-0.0819	0.0046	-0.0191
	Citizen Participation	0.0375	-0.0199	-0.0574

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.6688	-0.6482	-0.4951
	Automated Expenses Tracking	-0.1186	-0.6482	0.2215
	Automation of Accounting	0.1444	0.0785	-0.4951
	Paperless General Administration	-0.6688	1.7148	-0.4951
	Use of Automated Attendance marking	1.1114	-0.6482	0.5709
	Use of Energy Saving Strategies	-0.6688	0.8491	0.4182
	Automated Front Desk	-0.6688	0.1140	0.5709
	Service Tracking	0.5526	-0.1637	-0.4951
	Social Media Interface for Communication with Citizens	0.9856	-0.6482	0.1989

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.1313	0.5586	-0.6808
	Climate Change Preparedness	0.9437	0.1230	0.1517
	Skill Inventory	-1.4756	-0.4278	-0.8245
	Project Proposals, Business Plans and Feasibility Studies	0.0092	0.1431	-0.1824
	Collaborations and Partnerships	-0.6085	-0.3969	1.5359

Community Engagement Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.9506	0.6294	-0.9004
	Mission	-0.2660	-0.1303	0.4649
	Shared Objectives	0.3900	-0.8231	0.3574
	Values	1.3811	-0.8231	-0.9004
	Strategies and Strategic Plan	-0.3168	0.5798	1.1610
	Action Plan	-0.2376	0.5673	-0.1825

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2546	0.0100	-0.2357
	Operational Structure	0.4908	-0.0102	-0.2357
	Infrastructure	-0.2362	0.0001	0.4714

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.1296	-0.1577	-0.1483
	General Administration of the Organization	0.3069	-0.8394	0.8042
	Financial Management of the Organization	0.0565	0.5358	-0.7194
	Physical Planning	0.0402	-0.1160	0.0573
	Service Delivery	0.0969	-0.1670	-0.1846
	Citizen Engagement	-0.6300	0.7443	0.1908
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.4979	0.6574	-0.0694
	Public Health	-0.4979	0.9830	0.0948
	Infrastructure Development	-0.4979	0.5742	-0.1094
	Utility Services	0.1219	-0.0689	-0.7329
	Welfare	0.7850	-0.6985	-0.1143
	Finance	0.1903	-0.6985	0.5260
	Costing	0.9351	-0.7345	-0.1408
	Citizen Engagement	-0.5386	-0.0143	0.5460
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.1603	0.2435	0.1069
	Taxes	-0.2208	-0.4829	-0.2567
	Rent	0.4828	-0.4829	0.6867
	License	-0.1786	-0.4829	0.2593
	Fee for Services	-0.2087	1.2187	-0.6942
	Other Revenue	-0.1820	0.4696	0.1032
	Revenue Grants	0.4676	-0.4829	-0.2051
Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.7888	0.4578	0.2773
	Public Health	0.0207	-0.0976	0.4997
	Infrastructure Development	1.4201	-0.8672	-0.5153
	Utility Services	-0.1429	-0.2242	0.4424
	Welfare	0.5028	-0.1660	-0.5153
	Finance	0.5655	-0.8672	0.0960
	Costing	-0.7888	1.2489	-0.5153
	Citizen Participation	-0.7888	0.5156	0.2307
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.5310	-0.8158	-0.5659
	Automated Expenses Tracking	-0.5310	-0.1244	0.3097
	Automation of Accounting	0.0189	0.6195	-0.5659
	Paperless General Administration	0.2022	0.5675	-0.5659
	Use of Automated Attendance marking	1.2170	-0.8158	0.9307
	Use of Energy Saving Strategies	-0.5310	0.5141	-0.0949
	Automated Front Desk	-0.5310	0.2700	-0.3627
	Service Tracking	0.1563	0.6007	-0.5659
	Social Media Interface for Communication with Citizens	0.5296	-0.8158	1.4810
Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.6263	0.2976	-0.9173
	Climate Change Preparedness	0.3345	0.8771	0.5777
	Skill Inventory	-1.3638	-0.2964	-1.2360
	Project Proposals, Business Plans and Feasibility Studies	0.2399	0.4356	0.3722
	Collaborations and Partnerships	0.1631	-1.3138	1.2033

4.3 Pathways to Identify Capacity Building Interventions in Ampara

4.3.1 Using the 'Critical Priority Domains'

The scoring criteria described under the Section 2.4 was used to identify the 'Critical Priority Domains (CPD)' to reflect severe gaps identified under the sub indicators (or subdomains) related to the nine institutional domains.

Profiles of CPDs and related recommendations have been made in relation to the following three categories:

1. Elected Political Members broadly under three categories with respect to responsibilities
2. Staff across the three categories in relation to their responsibilities
3. Staff across five functional areas in relation to their assigned tasks

4.3.1.1 CPDs for categories of political members.

Based on the scoring criteria mentioned above, following tables identifies the 'Critical Priority Domains' related to Knowledge, Attitude and Practice aspects under the 53 subdomains among the among the elected political members across leaders, council members and women council members;

Key Institutional Domain	Sub Domain	Leadership			Councilors			Women		
		K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision	CPD				CPD				
	Mission					CPD			CPD	
	Shared Objectives									
	Values									
	Strategies and Strategic Plan									
	Action Plan								CPD	
Structure of the LA	Administration Structure									
	Operational Structure	CPD				CPD		CPD		
	Infrastructure									CPD
Division of labour within the LA	Roles and Responsibilities of Workers									
Functions of the LA	Decision Making at Policy Level of the Organization	CPD								
	General Administration of the Organization	CPD							CPD	
	Financial Management of the Organization							CPD		
	Physical Planning								CPD	
	Service Delivery		CPD				CPD	CPD		
	Citizen Engagement		CPD	CPD						

LA Processes and Procedures	Administrative								
	Public Health	CPD			CPD				CPD
	Infrastructure Development								
	Utility Services		CPD				CPD		
	Welfare	CPD	CPD		CPD				CPD
	Finance								
	Costing						CPD		
	Citizen Engagement								
Resources of the LA	Rates								
	Taxes	CPD	CPD	CPD	CPD		CPD		
	Rent								CPD
	License								
	Fee for Services		CPD						
	Other Revenue				CPD				
	Revenue Grants				CPD				CPD
Achievements – Outputs of the LA	Administration		CPD						
	Public Health	CPD							
	Infrastructure Development								
	Utility Services		CPD						
	Welfare	CPD							
	Finance								CPD
	Costing			CPD					CPD
	Citizen Participation			CPD				CPD	
Technology and Innovations of the LA	Automation of Revenue Collection				CPD				CPD
	Automated Expenses Tracking								
	Automation of Accounting								CPD
	Paperless General Administration				CPD				CPD
	Use of Automated Attendance marking								
	Use of Energy Saving Strategies				CPD				
	Automated Front Desk				CPD				
	Service Tracking								
	Social Media Interface for Communication with Citizens								

Resilience Planning and Response Preparedness	Disaster Management								CPD	
	Climate Change Preparedness		CPD			CPD				
	Skill Inventory	CPD		CPD	CPD		CPD	CPD		CPD
	Project Proposals, Business Plans and Feasibility Studies									
	Collaborations and Partnerships									

Intervention areas for political leadership in the Councils

- They should be educated on the vision of the LA, the operational structure of the LA, decision making at the policy level and general administration of the LA under functions, Public Health and Welfare related process and procedures, taxes under LA resources, Public Health and Welfare under achievements of LAs and skill inventory.
- Behavioral inputs to influence attitude change should be focused on the value of utility services and citizen engagement under process and procedures, utility services and welfare related to LA process and procedures, taxes and fee for services as components of LA resources, administration and utility services as components of LA outputs, and climate change preparedness for resilience planning.
- Practice changes should be introduced for strengthening citizen engagement as a function of the LA, taxes as a key component of LA resources, costing and citizen participation in relation to achievements of LA and skills inventory.

Intervention areas for women councilors

Knowledge enhancement on:

- Operational structure of the LA
- Financial management and service delivery in functions of the LAs
- Processes and procedures related to utility services and costing
- Taxes as a key component of LA resources
- Skill inventory related to LAs

Attitude change required for:

- Recognizing the value of the mission statement for the LA and of having clearly defined action plan.
- Recognizing the value of general Administration of the LA and Physical Planning related to functions of the LAs
- Recognizing the value of citizen engagement under achievements of LAs
- Recognizing the value of disaster management as part of resilience planning and response preparedness of the LA

Introducing practices for changes should be focused on;

- Creating an enabling infrastructure for the LA
- Public health and welfare related to process and procedures of LAs
- Rent, and Revenue Grants in related to resources of the LAs
- Finance and costing as part of LA outputs
- Automation of revenue collection, automating of accounting and paperless general administration as part of technology and innovations.
- Skill inventory for resilience planning and response preparedness in LAs

Intervention areas for councilors:

Knowledge building should focus on;

- Process and procedures related to public health and utility services
- Taxes, Other Revenue and Revenue grants in relation to revenue sources of the LA
- Automation of Revenue Collection, Paperless General Administration, Use of Energy Saving Strategies and Automated Front Desk related to Technology and Innovations within the LA
- Skills inventory under resilience planning

Attitude change should be considered for:

- Vision and mission for deciding the strategic position of the LA
- Operational structure of the LA
- Climate change preparedness under resilience planning and response preparedness

Practice changes should focus on service delivery under the functions of the LA and skills inventory

4.3.1.2 CPDs for categories of appointed staff.

Key Institutional Domain	Sub Domain	Leadership			Mid-level			Frontline		
		K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision				CPD	CPD	CPD	CPD	CPD	
	Mission									CPD
	Shared Objectives		CPD					CPD		
	Values									
	Strategies and Strategic Plan								CPD	
	Action Plan	CPD								
Structure of the LA	Administration Structure	CPD	CPD							
	Operational Structure					CPD	CPD			
	Infrastructure							CPD	CPD	
Division of labour within the LA	Roles and Responsibilities of Workers									
Functions of the LA	Decision Making at Policy Level of the Organization									
	General Administration of the Organization					CPD			CPD	
	Financial Management of the Organization									
	Physical Planning			CPD		CPD			CPD	
	Service Delivery	CPD								
	Citizen Engagement	CPD			CPD			CPD		
LA Processes and Procedures	Administrative							CPD		
	Public Health			CPD	CPD					CPD
	Infrastructure Development						CPD	CPD		
	Utility Services									
	Welfare	CPD				CPD				
	Finance	CPD				CPD				CPD
	Costing		CPD							
	Citizen Engagement			CPD						
Resources of the LA	Rates									
	Taxes		CPD	CPD		CPD		CPD		CPD
	Rent									
	License						CPD		CPD	CPD
	Fee for Services	CPD			CPD					
	Other Revenue			CPD	CPD					
	Revenue Grants		CPD			CPD			CPD	

Achievements – Outputs of the LA	Administration	CPD			CPD					
	Public Health				CPD			CPD		
	Infrastructure Development					CPD				
	Utility Services		CPD						CPD	
	Welfare	CPD				CPD			CPD	
	Finance		CPD			CPD				
	Costing							CPD		
	Citizen Participation			CPD						
Technology and Innovations of the LA	Automation of Revenue Collection	CPD	CPD		CPD	CPD		CPD	CPD	
	Automated Expenses Tracking		CPD			CPD				
	Automation of Accounting									
	Paperless General Administration									
	Use of Automated Attendance marking		CPD			CPD			CPD	
	Use of Energy Saving Strategies	CPD			CPD			CPD		
	Automated Front Desk	CPD			CPD			CPD		
	Service Tracking									
	Social Media Interface for Communication with Citizens		CPD			CPD			CPD	
Resilience Planning and Response Preparedness	Disaster Management			CPD						
	Climate Change Preparedness									
	Skill Inventory	CPD		CPD	CPD		CPD	CPD	CPD	CPD
	Project Proposals, Business Plans and Feasibility Studies									
	Collaborations and Partnerships		CPD			CPD				

Intervention areas for administrative leadership

Among the leadership level of staff in the LAs (Municipal Commissioner or Deputy Commissioners or Secretaries, Accountant or in charge for finance, Engineer or in charge for works, staff in charge for planning and staff in charge for citizen engagement), the following interventions are recommended:

Knowledge enhancement on:

- Action plan under the strategic direction of LAs
- Administrative structure in the LAs
- Service delivery and citizen engagement in the LAs as functions of the LAs
- Process and procedures related to welfare services and finances
- Fee for service as LA revenue sources
- Administration and welfare related achievements in the LAs
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs
- Skill inventory related to LAs

Attitude changes should focus on:

- Recognizing the value of shared objectives to strengthen the strategic position of LAs
- Recognizing the importance of the administrative structure in the LAs
- Recognizing the value of costing related functions of LAs
- Recognizing the value of taxes and revenue grants as revenue sources
- Recognizing the value of utility services and finances under achievements of LAs
- Recognizing the value of automation of revenue collection, automated expenses tracking, automated attendance marking and having social media interfaces with citizens
- Recognizing the value of collaborations and partnerships

Introducing practices for changes should focus on:

- Physical Planning in the LAs as a function of the LAs
- Process and procedures related to public health and costing
- Taxes and other revenue in related to resources of the LAs
- Citizen participation as a key element of LA's output or achievement
- Disaster management and skill inventory for resilience planning in LAs

Intervention areas for mid-level functionaries

Among the mid-level staff in the LAs (who are the direct officials functioning as the second-in-command as accepted by the Municipal Commissioner or Deputy Commissioners or Secretaries, Accountant or in charge for finance, Engineer or in charge for works, staff in charge for planning and staff in charge for citizen engagement) based on the capacity needs assessment results, the following interventions are recommended:

Knowledge enhancement on:

- Vision for setting strategic direction of LAs
- Physical planning in the LAs as a function of the LAs
- Public Health related activities in relation to process and procedures of LAs

- Fee for Services and Other Revenue as LA revenue sources
- Administration and Public Health related achievements in the LAs
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs
- Skill inventory related to LAs

Attitude change required on:

- Recognizing the value of the LA's vision for setting strategic direction of LAs
- Recognizing the importance of the operational structure in the LA
- Recognizing the importance of infrastructure, welfare and finance related to process and procedures of LAs
- Recognizing the importance of taxes and revenue grants as critical components of LA resources.
- Recognizing the importance of outputs/achievements generated by infrastructure development, welfare and finance.
- Recognizing the importance of automation of Revenue Collection, Automated Expense Tracking, Use of Automated Attendance marking and Social-media interface for communication with citizen as critical technology applications and innovations in LAs
- Recognizing the value of collaborations and partnerships

Introducing practices for changes should focus on:

- Vision for strategic position of the LAs
- Operational structure in the LAs as a function of the LAs
- Licence fee as a component of LA resources
- Infrastructure development related to process and procedures of LAs
- Costing in achievements of the LAs
- Skill inventory for resilience planning in LAs

Intervention areas for frontline functionaries

Among the front-level staff in the LAs (who are directly interact with citizens either in the office or in the field in performing the functions related to admin, finance, works, planning and citizen engagement) based on the capacity needs assessment results, the following interventions are recommended:

Knowledge enhancement on:

- Vision of the LA and shared objectives for setting strategic direction of LAs
- Enabling infrastructure in the LAs
- Citizen engagement as a function of the LA
- Infrastructure development and administration in relation to process and procedures of LAs
- Taxes as LA revenue sources
- Public health as an output of the LA
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs
- Skill inventory related to LAs

Attitude change required on;

- Recognizing the importance of vision and strategies and Strategic Plan for setting the strategic position of LAs
- Recognizing the importance of enabling infrastructure in the LAs
- Recognizing the role of general administration and physical planning as key functions of the LAs
- Recognizing the importance of license and revenue grants as critical LA revenue sources
- Recognizing the value of seeing welfare and utility services as achievements of LAs
- Recognizing the importance of automating revenue collection, using automated attendance marking systems and strengthening social-media interfaces for communication with citizen as key technologies
- Recognizing the importance of skill inventory for building resilience

Introducing practices for changes should focus on:

- Mission for strategic position of the LAs
- Public health and Finance related to process and procedures of LAs
- Taxes and License as LA revenue sources
- Skill inventory for resilience planning in LAs

4.3.1.3 CPDs for categories of staff assigned to the five functional divisions in LAs

Key Institutional Domain	Sub Domain	Admin			Finance			Physical Planning			Service Delivery			Citizen engagement		
		K	A	P	K	A	P	K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision				CPD				CPD							
	Mission															
	Shared Objectives															
	Values		CPD													
	Strategies and Strategic Plan															
	Action Plan															
Structure of the LA	Administration Structure															
	Operational Structure															
	Infrastructure					CPD										
Division of labour within the LA	Roles and Responsibilities of Workers															
Functions of the LA	Decision Making at Policy Level of the Organization															
	General Administration of the Organization															
	Financial Management of the Organization															
	Physical Planning															
	Service Delivery															
	Citizen Engagement															
LA Processes and Procedures	Administrative															
	Public Health															
	Infrastructure Development															
	Utility Services															
	Welfare															
	Finance															
	Costing															
	Citizen Engagement															
Resources of the LA	Rates															
	Taxes															
	Rent															
	License															
	Fee for Services															
	Other Revenue															
	Revenue Grants															

Key Institutional Domain	Sub Domain	Admin			Finance			Physical Planning			Service Delivery			Citizen engagement		
		K	A	P	K	A	P	K	A	P	K	A	P	K	A	P
Achievements – Outputs of the LA	Administration															
	Public Health															
	Infrastructure Development															
	Utility Services															
	Welfare															
	Finance															
	Costing															
	Citizen Participation															
Technology and Innovations of the LA	Automation of Revenue Collection															
	Automated Expenses Tracking															
	Automation of Accounting															
	Paperless General Administration															
	Use of Automated Attendance marking															
	Use of Energy Saving Strategies															
	Automated Front Desk Service Tracking															
	Social Media Interface for Communication with Citizens															
	Resilience Planning and Response Preparedness	Disaster Management			CPD											
Climate Change Preparedness																
Skill Inventory		CPD			CPD	CPD	CPD	CPD	CPD	CPD			CPD	CPD		
Project Proposals, Business Plans and Feasibility Studies																
Collaborations and Partnerships															CPD	

Intervention areas for staff assigned to administrative functions in LAs

- Knowledge enhancement should be focused on skill inventory
- Attitude change should focus on highlighting the importance of values for setting strategic direction of LAs
- Introducing practices to disaster management in the LAs

Intervention areas for staff assigned to financial functions in LAs

- Knowledge enhancement on setting the vision for the LA and on skill inventory
- Attitude change should focus on highlighting the importance of enabling infrastructure in LAs
- Practice changes on the skill inventory related to LAs

Intervention areas for staff assigned to planning functions in LAs

- Knowledge enhancement on skills inventory in the LAs
- Attitude change should focus on highlighting the importance of setting the vision for LAs
- Introducing practices to formulate skills inventory in the LAs

Intervention areas for staff assigned to service delivery functions in LAs

- Knowledge enhancement and practices related to skills inventory in the LAs

Intervention areas for staff assigned to citizen engagement functions in LAs

- Knowledge enhancement on skills inventory in the LAs
- Attitude change should focus on highlighting the importance of collaborations and partnerships
- Introducing practices for changes should be focused on skills inventory

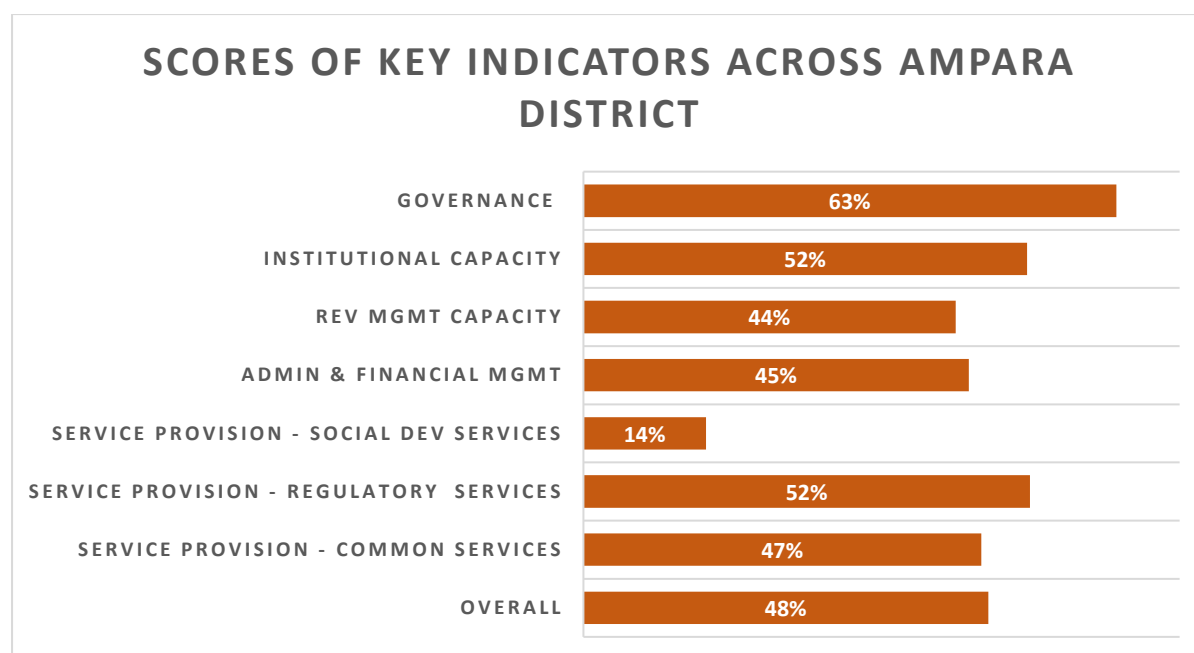
4.3.2 Model intervention plan integrating the KAP scores and the Institutional Assessment Scores

The results of the ‘institutional capacity assessment’ carried out separately to assess the strength of the LAs by focusing the operational aspects using 6 institutional domains can be integrated with the findings of the ‘capacity needs assessment’ which focused on the ‘human resources’ in the LAs for effective design of interventions to build the capacities of LAs. The recommended model consists of six steps as follows

- **Step 1:** Assess the ‘institutional assessment score’ for the Ampara district
- **Step 2:** Identify the ‘area of interest’ for the CDLG
- **Step 3:** Decide the activities for addressing the ‘area of interest’ based on the ‘PPP (Policy, Process and People) Intervention Matrix’
- **Step 4:** Identify the ‘Critical Human Resources’ for capacity building in the LAs for implementation of ‘PPP Intervention Mix’
- **Step 5:** Assess the status of KAP among the ‘Critical Human Resources of LAs’ across the Ampara district as per the ‘Capacity Needs Assessment’
- **Step 6:** Design the ‘intervention for strengthening the institutional capacity’ by re-designing the activities based on the KAP scores of ‘Critical Human Resources’ in the LAs

Illustrative examples of how this model can be utilized is described in the subsequent sections of this report which discusses the district-level findings and implications.

Step 1: Assess the ‘institutional assessment score’ for Ampara district

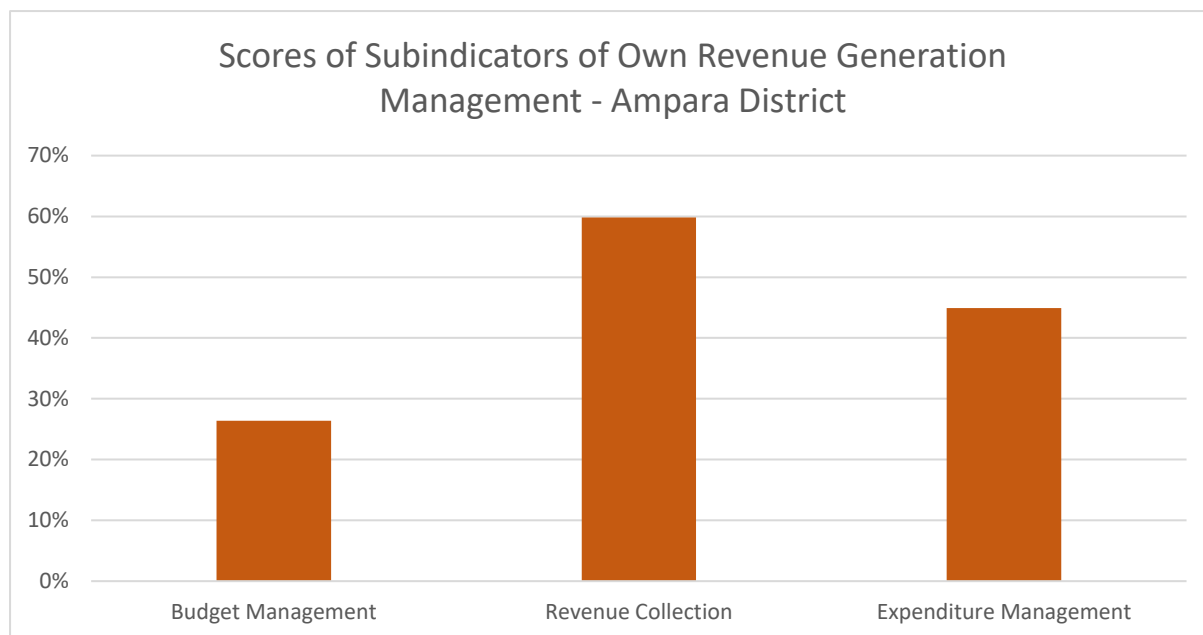


Step 2: Identify the ‘area of interest’ for the CDLG

Assume that the ‘area of interest’ for targeting capacity building intervention in Ampara is ‘Own Revenue Management Capacity’ as the score for this ‘institutional domain’ is the second lowest in the district. (In ideal situation, CDLG can decide based on their priorities and expected outcomes)

Step 3: Decide the activities for addressing the ‘area of interest’ based on the ‘PPP (Policy, Process and People) Intervention Matrix’

3a. When unbundling the ‘scores of sub indicators’ corresponding to the main indicator of ‘Own Revenue Management Capacity’ in the Ampara District, specific area(s) for improvement can be identified by looking at the scores of sub-indicators. The following graph shows the score of sub indicators:



In this illustrative example, ‘budget management’ has the lowest score, compared to other two sub indicators. Therefore, this can be considered as a priority area for improvement in the LAs in the said district.

3b. Following are some of the priority interventions suggested to improve the institutional capacity related to the ‘Own Revenue Management Capacity’ which is the area of interest identified under Step 2.

Sub indicators	Priority Interventions
Budget Management	<ul style="list-style-type: none">• Compliance with Key Budget Indicators
Revenue Collection	<ul style="list-style-type: none">• Collection efficiency
Expenditure Management	<ul style="list-style-type: none">• Efficiency and compliance

3c. Assume that the 'budget management' will be area for strengthening the 'Own revenue Management' in the LAs. PPP intervention mix for the proposed intervention can be detailed as below;

Strategy	Description	Sample Activity
Policy	Activities that involve in any of the policy level changes in the LA	<ul style="list-style-type: none"> Develop a 'budget management policy' for the LA
Process	Activities that make impact on the functions mainly on the process and procedures within the LA	<ul style="list-style-type: none"> Develop and introduce key budget indicators for realistic budget preparation Introducing a budget tracking system to manage the expenditures
People	Activities that need engagement of critical group of people in the LA	<ul style="list-style-type: none"> Training of staff on budget management and tracking

Step 4: Identify the 'Critical Human Resources' for capacity building in the LAs for implementation of 'PPP Intervention Mix'

Under this step, we need to identify the 'Critical human resources' which will be associated in implementation of the proposed activities under Step 3. The following table shows tentatively depicts the critical human resources:

Strategy	Sample Activity	Critical Human Resources		
		Elected members	Staff as per responsibilities	Staff as per assigned tasks
Policy	<ul style="list-style-type: none"> Develop a 'budget management policy' for the LA 	Leadership	Leadership	Finance
Process	<ul style="list-style-type: none"> Develop and introduce key budget indicators for realistic budget preparation 	Leadership	Leadership	Finance Administration
	<ul style="list-style-type: none"> Introducing a budget tracking system to manage the expenditures 	Council members & Women members	Mid-level	Finance
People	<ul style="list-style-type: none"> Training of staff on budget management and tracking 	Leadership	Leadership Mid-level	Service Delivery

Step 5: Assess the status of KAP among the ‘Critical Human Resources of LAs’ across the Ampara district as per the ‘Capacity Needs Assessment’

Consider the intervention strategy under ‘Policy’, and identify the KAP results for the identified ‘Critical Human Resources’

Then, decide the appropriate ‘Key Institutional Domains’ using a proper methodology in relation to the anticipated outcomes through the proposed intervention under Step 3. Say, following are the ‘Key Institutional Domains’ relevant to the strategy under ‘Policy’

- LA Processes and Procedures
- Resources of the LA

Identify the ‘Critical Priority Domains’ in Knowledge, Attitude and Practice under the respective ‘Key Institutional Domains’ and the following Table shows the status for the Ampara district.

Key Ins Domains	Sub Domains	Elected members			Staff as per responsibilities			Staff as per assigned tasks		
		Leadership			Leadership			Administration		
		K	A	P	K	A	P	K	A	P
LA Processes and Procedures	Administrative									
	Public Health	CPD					CPD			
	Infrastructure Development									
	Utility Services		CPD							
	Welfare	CPD	CPD		CPD					
	Finance				CPD					
	Costing					CPD				
	Citizen Engagement						CPD			
Resources of the LA	Rates									
	Taxes	CPD	CPD	CPD		CPD	CPD			
	Rent									
	License									
	Fee for Services		CPD		CPD					
	Other Revenue						CPD			
	Revenue Grants					CPD				

Step 6: Design the ‘intervention for strengthening the institutional capacity’ by re-designing the activities based on the KAP scores of ‘Critical Human Resources’ in the LAs

After analyzing the scores under the sub-domains, appropriate activities will have to be included to address the gaps. For example: consider the following activity under the ‘Policy – level strategy’

Sample Activity	Personnel Capacity Development focused Activity	Elected members	Staff as per responsibilities	Staff as per assigned tasks
		Leadership	Leadership	Finance
Develop a ‘budget management policy’ for the LA	Knowledge improvement	<ul style="list-style-type: none"> Public health and welfare related Process and Procedures in the LAs Taxes as the revenue source of the LAs 	<ul style="list-style-type: none"> Welfare and finance related Process and Procedures Fee for services as the revenue source 	<ul style="list-style-type: none"> No CPDs identified
	Attitudinal and behavior change	<ul style="list-style-type: none"> Utility services and welfare related LA Process and Procedures Taxes and Fee for services as the LA revenue resources 	<ul style="list-style-type: none"> Costing related Process and Procedures Taxes and revenue grants as the LA revenue sources 	<ul style="list-style-type: none"> No CPDs identified
	Demonstration of practices	<ul style="list-style-type: none"> Practices on enhancing taxes as the LA revenue sources 	<ul style="list-style-type: none"> Public health and citizen engagement related Process and Procedures of LAs Taxes and other revenue sources 	<ul style="list-style-type: none"> No CPDs identified

Repeat this exercise for the planned activities under the ‘Process’ and ‘People’ focused strategies in order to develop a successful intervention for intended outcomes.

5. Batticaloa District Report

5.1 Topline Findings for LAs in Batticaloa District

We present and discuss two macro analytics in this section: (a) the overall status of the district in terms of the 9 key domains across political members and administrative functionaries; and (b) KAP scores and priority scores for all the 53 sub-domains for political members and administrative functionaries.

5.1.1 How do the nine core institutional domains stack up on KAP scores?

Indicators	Elected Officials			Appointed Officials			Overall		
	K	A	P	K	A	P	K	A	P
Strategic position of the LA	-0.1065	-0.1565	-1.0447	0.7263	0.2508	0.5244	0.3099	0.0471	-0.2601
Structure of the LA	0.6772	-0.7688	-0.6884	-0.8164	-0.4838	-0.2123	-0.0696	-0.6263	-0.4503
Division of labour within the LA	1.0959	1.8359	0.7192	0.2203	0.9908	0.4355	0.6581	1.4133	0.5774
Functions of LA	-0.5295	-0.2808	0.8883	0.3191	-0.3195	-0.7553	-0.1052	-0.3002	0.0665
LA Processes and Procedures	-0.0196	-0.3413	-0.2801	0.0395	-0.6029	-0.1361	0.0100	-0.4721	-0.2081
LA Resources	-0.1729	-0.4559	-0.4476	-0.4575	-1.0700	-0.1524	-0.3152	-0.7629	-0.3000
Achievements – Outputs of the LA	0.0380	-1.0125	-0.0110	-0.2344	-0.4397	-0.4647	-0.0982	-0.7261	-0.2379
Technology and Innovations of the LA	-2.2988	-0.6120	-1.2226	-1.8180	-0.6655	-1.5396	-2.0584	-0.6387	-1.3811
Resilience Planning and Response Preparedne	1.3163	1.7919	2.0868	2.0211	2.3398	2.3004	1.6687	2.0659	2.1936

- Across different categories of functionaries and across the 12 LAs, resilience planning and response preparedness emerge as a domain where knowledge, attitude and practice seems to be relatively strong. Domains where capacities across KAP are relatively weak include: *processes and procedures; resource mobilization, outputs; and technology and innovations.*

5.1.2 Which are the priority areas for administrative functionaries for strengthening capacities?

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.3494	-0.3407	-1.6382
	Mission	-0.9769	-0.6873	0.2849
	Shared Objectives	0.5133	-1.4496	1.1823
	Values	0.4106	0.4563	-0.7835
	Strategies and Strategic Plan	1.6524	1.7384	1.0969
	Action Plan	-0.2500	0.2830	-0.1425
2. Structure of the LA	Administration Structure	-0.4461	-1.4102	0.0000
	Operational Structure	1.3853	0.6131	-0.8276
	Infrastructure	-0.9392	0.7971	1.4069
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.0893	-0.7379	-0.8928
	General Administration of the Organization	-0.9104	0.6523	0.5494
	Financial Management of the Organization	-0.9104	0.8020	-0.0687
	Physical Planning	-0.9104	-1.9141	1.5796
	Service Delivery	1.2317	0.6523	0.3434
	Citizen Engagement	1.4102	0.5454	-1.5110

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.3442	0.4830	-0.7555
	Public Health	-0.0688	-1.0128	1.6621
	Infrastructure Development	-0.3442	0.4830	-0.9973
	Utility Services	-0.3442	0.6077	-0.0302
	Welfare	1.4457	-0.6388	-0.2720
	Finance	1.4457	-0.8881	-1.2390
	Costing	-1.8588	1.9788	0.2115
	Citizen Engagement	0.0688	-1.0128	1.4203

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.4185	-0.2236	-0.4974
	Taxes	0.7016	1.3416	1.7734
	Rent	-0.1600	-0.2236	-0.4974
	License	0.7016	-0.2236	-0.6488
	Fee for Services	1.6494	-1.7889	-1.2544
	Other Revenue	-1.3663	-0.2236	1.1679
	Revenue Grants	-1.1078	1.3416	-0.0433

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	1.5978	-0.6865	-1.2039
	Public Health	-0.3687	-0.6865	1.2816
	Infrastructure Development	-0.7620	-0.5094	0.6602
	Utility Services	-0.7620	1.6166	-0.8932
	Welfare	1.7944	-0.1550	-1.2039
	Finance	-0.7620	1.7938	-0.5826
	Costing	-0.5654	-0.6865	0.9709
	Citizen Participation	-0.1721	-0.6865	0.9709

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	1.0135	0.9464	0.5880
	Automated Expenses Tracking	0.4186	0.9464	0.1367
	Automation of Accounting	-0.5728	-0.3313	0.5880
	Paperless General Administration	0.2864	-1.4492	0.5880
	Use of Automated Attendance marking	-2.0931	0.9464	-2.6938
	Use of Energy Saving Strategies	1.0135	-1.5557	0.3419
	Automated Front Desk	1.0135	0.3608	0.2598
	Service Tracking	-0.1102	-0.8104	0.5880
	Social Media Interface for Communication with Citizens	-0.9694	0.9464	-0.3966

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	-1.2985	-1.5235	1.2643
	Climate Change Preparedness	-1.1252	0.1166	-1.5197
	Skill Inventory	1.0214	0.0301	0.4318
	Project Proposals, Business Plans and Feasibility Studies	0.5979	1.6149	0.5789
	Collaborations and Partnerships	0.8044	-0.2381	-0.7553

5.1.3 Which are the priority domains for political members for strengthening capacities?

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-2.1137	-0.9807	-0.7686
	Mission	0.8133	-0.2632	1.8449
	Shared Objectives	0.1198	0.0863	-0.7686
	Values	-0.1168	-0.0654	-0.7686
	Strategies and Strategic Plan	0.6701	2.0623	0.8296
	Action Plan	0.6275	-0.8392	-0.3686

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.8212	1.3349	-0.6774
	Operational Structure	-1.4077	-1.0718	1.4138
	Infrastructure	0.5865	-0.2631	-0.7364

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.2000	0.7821	0.1717
	General Administration of the Organization	-1.1593	0.2473	-0.1516
	Financial Management of the Organization	-0.1416	1.3873	0.8346
	Physical Planning	0.9002	0.1794	0.7346
	Service Delivery	0.0571	-1.3117	0.5183
	Citizen Engagement	1.5435	-1.2844	-2.1077
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6185	0.4437	-0.4355
	Public Health	-1.5209	-0.2523	0.4326
	Infrastructure Development	0.5735	0.4437	-0.4776
	Utility Services	1.3166	-1.2615	-0.5339
	Welfare	-1.5209	-1.8338	2.5185
	Finance	0.5960	0.5700	-0.4078
	Costing	-0.5660	1.4336	-0.5482
	Citizen Engagement	0.5032	0.4566	-0.5482
	Organizational Domains	Sub-Domains	K	A
6. Resources of the LA	Rates	0.5780	0.5880	-0.9271
	Taxes	-1.2539	-1.1841	-1.0116
	Rent	0.5253	-0.9253	0.5009
	License	0.1958	0.5880	-0.2238
	Fee for Services	1.7510	-1.1841	-1.0116
	Other Revenue	-0.6740	0.6082	1.6681
	Revenue Grants	-1.1221	1.5094	1.0051
Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.2278	-0.4543	-0.0299
	Public Health	-1.2463	0.9963	-0.1072
	Infrastructure Development	-0.3127	-1.2582	1.0077
	Utility Services	1.4273	-0.3575	-0.9963
	Welfare	-1.2463	-1.1251	1.8118
	Finance	-0.4824	0.1491	0.5129
	Costing	1.4273	0.1024	-1.1896
	Citizen Participation	0.6609	1.9472	-1.0094
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9750	-0.9508	-0.6736
	Automated Expenses Tracking	-0.3227	-0.9508	-0.1941
	Automation of Accounting	1.0806	1.0699	-0.6736
	Paperless General Administration	-0.4203	1.4728	-0.6736
	Use of Automated Attendance marking	2.1363	-0.9508	2.6943
	Use of Energy Saving Strategies	-0.9750	1.3103	-0.4270
	Automated Front Desk	-0.9750	-0.4444	0.2489
	Service Tracking	0.0946	0.3946	-0.3128
	Social Media Interface for Communication with Citizens	0.3564	-0.9508	0.0114
Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3335	1.2986	-1.0947
	Climate Change Preparedness	1.0756	-0.0099	1.3981
	Skill Inventory	-1.0790	0.0892	-0.1804
	Project Proposals, Business Plans and Feasibility Studies	-0.7554	-1.7744	-1.0119
	Collaborations and Partnerships	-0.5747	0.3965	0.8890

5.2 Granular Findings

In this section, we present findings from three granular level analysis:

1. KAP scores and priority scores for all the 53 sub-domains for three categories of political members – leadership, Councillors and Women Councillors.
2. KAP scores and priority scores for all the 53 sub-domains for three categories of administrative staff – leadership, mid-level and frontline.
3. KAP scores and priority scores for all the 53 sub-domains for the five functional divisions within the LA - administration, finance, physical planning, service delivery/work, citizen engagement.

5.2.1 Which are the priority domains for the three categories of political members for strengthening capacities?

Council Leadership

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-2.1137	-0.9807	-0.7686
	Mission	0.8133	-0.2632	1.8449
	Shared Objectives	0.1198	0.0863	-0.7686
	Values	-0.1168	-0.0654	-0.7686
	Strategies and Strategic Plan	0.6701	2.0623	0.8296
	Action Plan	0.6275	-0.8392	-0.3686
2. Structure of the LA	Administration Structure	0.8212	1.3349	-0.6774
	Operational Structure	-1.4077	-1.0718	1.4138
	Infrastructure	0.5865	-0.2631	-0.7364
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.2000	0.7821	0.1717
	General Administration of the Organization	-1.1593	0.2473	-0.1516
	Financial Management of the Organization	-0.1416	1.3873	0.8346
	Physical Planning	0.9002	0.1794	0.7346
	Service Delivery	0.0571	-1.3117	0.5183
	Citizen Engagement	1.5435	-1.2844	-2.1077
5. LA Processes and Procedures	Administrative	0.6185	0.4437	-0.4355
	Public Health	-1.5209	-0.2523	0.4326
	Infrastructure Development	0.5735	0.4437	-0.4776
	Utility Services	1.3166	-1.2615	-0.5339
	Welfare	-1.5209	-1.8338	2.5185
	Finance	0.5960	0.5700	-0.4078
	Costing	-0.5660	1.4336	-0.5482
	Citizen Engagement	0.5032	0.4566	-0.5482
6. Resources of the LA	Rates	0.5780	0.5880	-0.9271
	Taxes	-1.2539	-1.1841	-1.0116
	Rent	0.5253	-0.9253	0.5009
	License	0.1958	0.5880	-0.2238
	Fee for Services	1.7510	-1.1841	-1.0116
	Other Revenue	-0.6740	0.6082	1.6681
	Revenue Grants	-1.1221	1.5094	1.0051

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.2278	-0.4543	-0.0299
	Public Health	-1.2463	0.9963	-0.1072
	Infrastructure Development	-0.3127	-1.2582	1.0077
	Utility Services	1.4273	-0.3575	-0.9963
	Welfare	-1.2463	-1.1251	1.8118
	Finance	-0.4824	0.1491	0.5129
	Costing	1.4273	0.1024	-1.1896
	Citizen Participation	0.6609	1.9472	-1.0094

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9750	-0.9508	-0.6736
	Automated Expenses Tracking	-0.3227	-0.9508	-0.1941
	Automation of Accounting	1.0806	1.0699	-0.6736
	Paperless General Administration	-0.4203	1.4728	-0.6736
	Use of Automated Attendance marking	2.1363	-0.9508	2.6943
	Use of Energy Saving Strategies	-0.9750	1.3103	-0.4270
	Automated Front Desk	-0.9750	-0.4444	0.2489
	Service Tracking	0.0946	0.3946	-0.3128
	Social Media Interface for Communication with Citizens	0.3564	-0.9508	0.0114

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3335	1.2986	-1.0947
	Climate Change Preparedness	1.0756	-0.0099	1.3981
	Skill Inventory	-1.0790	0.0892	-0.1804
	Project Proposals, Business Plans and Feasibility Studies	-0.7554	-1.7744	-1.0119
	Collaborations and Partnerships	-0.5747	0.3965	0.8890

Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.6088	-1.4748	-0.6728
	Mission	2.2281	-1.3421	1.8785
	Shared Objectives	-0.4196	0.8708	-0.6728
	Values	-0.4196	0.6332	-0.6728
	Strategies and Strategic Plan	-0.4551	0.6943	0.8127
	Action Plan	-0.3250	0.6186	-0.6728

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.7071	1.2644	-0.7071
	Operational Structure	1.4142	-1.1808	1.4142
	Infrastructure	-0.7071	-0.0835	-0.7071

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.0410	-0.2607	0.5965
	General Administration of the Organization	-1.0410	-0.3294	0.7318
	Financial Management of the Organization	-0.9128	2.2097	0.8245
	Physical Planning	0.9846	-0.3294	0.5847
	Service Delivery	0.9362	-0.6452	-1.7812
	Citizen Engagement	1.0741	-0.6452	-0.9562

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6609	-0.2902	-0.3917
	Public Health	-1.7247	2.6121	-0.2944
	Infrastructure Development	0.6422	-0.2902	-0.3917
	Utility Services	0.6141	-0.5849	-0.3917
	Welfare	-1.7247	-0.6806	2.6444
	Finance	0.6516	-0.2902	-0.3917
	Costing	0.3634	-0.1858	-0.3917
	Citizen Engagement	0.5172	-0.2902	-0.3917

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.8568	-0.3140	-0.4338
	Taxes	-1.1733	-0.4995	-0.4338
	Rent	0.8105	-0.4995	-0.4338
	License	0.8028	-0.3140	-0.3821
	Fee for Services	0.9880	-0.4995	-0.4338
	Other Revenue	-1.1115	-0.3140	2.4479
	Revenue Grants	-1.1733	2.4404	-0.3305

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	0.9668	-0.3892	-0.7877
	Public Health	-1.0327	2.6304	-0.7184
	Infrastructure Development	-0.9661	-0.4795	1.2724
	Utility Services	1.0501	-0.3892	-0.7877
	Welfare	-1.0327	-0.4795	1.3745
	Finance	-0.9661	-0.3929	1.2222
	Costing	1.0168	-0.3892	-0.7877
	Citizen Participation	0.9638	-0.1108	-0.7877

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0644	-0.6192	-0.6783
	Automated Expenses Tracking	0.1500	-0.6192	0.9315
	Automation of Accounting	0.9718	-0.3162	-0.6783
	Paperless General Administration	-0.9896	1.8592	-0.6783
	Use of Automated Attendance marking	1.4780	-0.6192	0.7421
	Use of Energy Saving Strategies	-1.0644	1.8604	-0.6783
	Automated Front Desk	-1.0644	-0.5619	2.2383
	Service Tracking	0.4618	-0.3646	-0.6783
	Social Media Interface for Communication with Citizens	1.1213	-0.6192	-0.5205

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3042	0.6571	-0.8498
	Climate Change Preparedness	1.1223	0.4412	1.7050
	Skill Inventory	-1.0256	-0.0598	-0.3138
	Project Proposals, Business Plans and Feasibility Studies	-0.6435	-1.9032	-1.0209
	Collaborations and Partnerships	-0.7574	0.8647	0.4795

Women Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.2405	0.9731	-0.9649
	Mission	0.9977	-1.2805	1.4863
	Shared Objectives	-0.8100	0.5269	-0.9649
	Values	-0.9168	0.3502	-0.9649
	Strategies and Strategic Plan	1.1067	0.9091	0.7604
	Action Plan	0.8628	-1.4788	0.6478

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.8172	-0.4325	-0.4877
	Operational Structure	-1.4082	1.3823	1.3935
	Infrastructure	0.5909	-0.9498	-0.9058

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.4756	1.9317	-0.5299
	General Administration of the Organization	-0.3255	-1.0149	-1.9298
	Financial Management of the Organization	-0.8182	0.3934	0.1626
	Physical Planning	2.0429	-1.0149	1.1337
	Service Delivery	-0.8182	-0.2191	0.6385
	Citizen Engagement	0.3945	-0.0761	0.5249

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6901	-0.8164	1.1090
	Public Health	0.3679	0.0803	-1.9560
	Infrastructure Development	0.6471	-0.8164	0.5987
	Utility Services	-1.6084	1.3950	-0.0850
	Welfare	0.3679	-0.0479	-0.5953
	Finance	0.6686	-0.8164	1.4458
	Costing	-1.8232	1.8383	-0.2585
	Citizen Engagement	0.6901	-0.8164	-0.2585
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.8342	-0.3339	0.1342
	Taxes	-1.6414	-0.7843	-0.1241
	Rent	0.7208	0.2527	-1.2804
	License	-0.5453	-0.3339	2.0279
	Fee for Services	1.1555	-0.7843	-0.1241
	Other Revenue	0.5507	-0.3339	0.3898
	Revenue Grants	-1.0745	2.3176	-1.0234
	Organizational Domains	Sub-Domains	K	A
7. Achievements – Outputs of the LA	Administration	-0.8971	0.3244	-0.1233
	Public Health	1.1767	-0.6062	-0.7820
	Infrastructure Development	-0.8565	-0.9625	2.4292
	Utility Services	-0.6938	0.5047	0.1237
	Welfare	1.1767	-0.7146	-0.1233
	Finance	-0.8565	1.4568	-0.4527
	Costing	-0.5312	1.3613	-1.1114
	Citizen Participation	1.4817	-1.3639	0.0397
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9398	-0.8173	-0.7970
	Automated Expenses Tracking	-0.7989	-0.8173	-0.6339
	Automation of Accounting	0.2935	2.1146	-0.7970
	Paperless General Administration	0.9644	0.6711	-0.7970
	Use of Automated Attendance marking	2.1611	-0.8173	2.3024
	Use of Energy Saving Strategies	-0.9398	-0.1258	-0.0923
	Automated Front Desk	-0.9398	1.0808	-0.4708
	Service Tracking	0.1525	-0.4715	0.2339
	Social Media Interface for Communication with Citizens	0.0468	-0.8173	1.0518
Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.2460	-0.6825	-1.0373
	Climate Change Preparedness	1.1997	-0.3554	1.5407
	Skill Inventory	-0.9108	0.0589	-0.5414
	Project Proposals, Business Plans and Feasibility Studies	-0.7516	1.8904	-0.7735
	Collaborations and Partnerships	-0.7833	-0.9114	0.8115

5.2.2 Which are the priority domains for the three categories of administrative functionaries for strengthening capacities?

Leadership

Sub Indicators - Shared vision	K	A	P
Vision	0.2206	0.0461	-0.6470
Mission	0.0735	0.0461	-0.9576
Shared Objectives	-0.2206	-1.7528	0.5952
Values	-0.3676	-0.0923	-0.9576
Strategies and Strategic Plan	1.8380	1.7067	1.8375
Action Plan	-1.5440	0.0461	0.1294

Sub Indicators - LA Structure	K	A	P
Administration Structure	-1.2421	-1.4102	-0.5793
Operational Structure	1.2066	0.6131	-0.8276
Infrastructure	0.0355	0.7971	1.4069

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	-0.0893	0.7379	0.8928
General Administration	0.9104	-0.6523	-0.5494
Financial Management	0.9104	-0.8020	0.0687
Physical Planning	0.9104	1.9141	-1.5796
Service Delivery	-1.2317	-0.6523	-0.3434
Citizen Engagement	-1.4102	-0.5454	1.5110

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	0.3442	-0.4830	0.7555
Public Health	0.0688	1.0128	-1.6621
Infrastructure Development	0.3442	-0.4830	0.9973
Utility Services	0.3442	-0.6077	0.0302
Welfare	-1.4457	0.6388	0.2720
Finance	-1.4457	0.8881	1.2390
Costing	1.8588	-1.9788	-0.2115
Citizen Participation	-0.0688	1.0128	-1.4203

Sub Indicators -Resources of LA	K	A	P
Rates	0.4185	0.2236	0.4974
Taxes	-0.7016	-1.3416	-1.7734
Rent	0.1600	0.2236	0.4974
License	-0.7016	0.2236	0.6488
Fee for Services	-1.6494	1.7889	1.2544
Other Revenue	1.3663	0.2236	-1.1679
Revenue Grants	1.1078	-1.3416	0.0433

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.5978	0.6865	1.2039
Public Health	0.3687	0.6865	-1.2816
Infrastructure Development	0.7620	0.5094	-0.6602
Utility Services	0.7620	-1.6166	0.8932
Welfare	-1.7944	0.1550	1.2039
Finance	0.7620	-1.7938	0.5826
Costing	0.5654	0.6865	-0.9709
Citizen Participation	0.1721	0.6865	-0.9709

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.0135	-0.9464	-0.5880
Automated Expenses Tracking	-0.4186	-0.9464	-0.1367
Automation of Accounting	0.5728	0.3313	-0.5880
Paperless General Administration	-0.2864	1.4492	-0.5880
Use of Automated Attendance marking	2.0931	-0.9464	2.6938
Use of Energy Saving Strategies	-1.0135	1.5557	-0.3419
Automated Front Desk	-1.0135	-0.3608	-0.2598
Service Tracking	0.1102	0.8104	-0.5880
Social Media Interface for Communication with Citizens	0.9694	-0.9464	0.3966

Sub Indicators -Resilience and Responsiveness of LA	K	A	P
Disaster Management	1.3586	0.0000	-1.7281
Climate Changers	1.0664	0.0000	1.3920
Skill Inventory	-0.9057	0.0000	0.1920
Project Management	-0.6135	0.0000	0.1920
Collaborations	-0.9057	0.0000	-0.0480

Mid-Level Staff

Sub Indicators - Shared vision	K	A	P
Vision	-1.8121	-1.2219	-0.7451
Mission	-0.2013	-0.1594	-0.4377
Shared Objectives	0.2013	-0.1594	-0.4936
Values	0.0000	-0.3719	-0.4657
Strategies and Strategic Plan	1.6108	2.0719	-0.0466
Action Plan	0.2013	-0.1594	2.1887

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.7071	1.0000	-0.2673
Operational Structure	-0.7071	1.0000	-1.0690
Infrastructure	1.4142	1.0000	1.3363

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	0.9135	0.6677	-0.6448
General Administration	1.4118	-1.1255	-1.2721
Financial Management	-0.2491	0.2575	-0.5402
Physical Planning	-0.0830	-1.6024	1.4464
Service Delivery	-0.2491	1.0206	-0.2265
Citizen Engagement	-1.7440	0.7821	1.2373

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	0.1894	0.7718	-0.8227
Public Health	-2.5879	0.6871	1.5002
Infrastructure Development	-0.0631	0.5653	-0.8227
Utility Services	0.4418	0.7718	-0.8227
Welfare	0.4418	-1.7062	0.7259
Finance	0.4418	-1.7062	1.3066
Costing	0.4418	0.2576	0.1452
Citizen Participarion	0.6943	0.3588	-1.2098

Sub Indicators -Resources of LA	K	A	P
Rates	-0.1669	0.5507	-0.2890
Taxes	1.1312	-0.8521	-0.1563
Rent	1.0014	-0.9923	0.9048
License	-0.0371	0.2701	-1.4828
Fee for Services	-1.4650	1.8861	-0.2890
Other Revenue	-1.3352	0.2701	1.8665
Revenue Grants	0.8716	-1.1326	-0.5543

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.4840	1.8262	-0.8873
Public Health	-1.9080	0.4292	1.1903
Infrastructure Development	0.2120	-1.1429	1.1903
Utility Services	0.6360	0.4901	-0.8873
Welfare	0.6360	-1.2914	0.4978
Finance	0.4240	-0.9945	1.0172
Costing	0.6360	0.4901	-0.8873
Citizen Participation	0.8480	0.1932	-1.2336

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2333	-1.0965	-0.8835
Automated Expenses Tracking	-0.1028	-1.0965	0.5833
Automation of Accounting	0.1028	0.7064	-0.8835
Paperless General Administration	0.7194	1.0672	-0.8835
Use of Automated Attendance marking	0.8222	-1.0965	2.2044
Use of Energy Saving Strategies	-1.2333	1.0723	-0.1115
Automated Front Desk	-1.2333	0.4406	0.0429
Service Tracking	0.4111	1.0994	-0.8835
Social Media Interface for Communication with Citizens	1.7472	-1.0965	0.8149

Sub Indicators -Resilience Planning and Responsiveness Preparedness	K	A	P
Disaster Management	1.1437	1.9932	-0.1685
Climate Changers	1.2317	-0.5513	1.0113
Skill Inventory	-1.0557	-0.5513	-1.5169
Project Management	-0.3519	-0.3393	-0.5056
Collaborations	-0.9677	-0.5513	1.1798

Frontline Staff

Sub Indicators - Shared vision	K	A	P
Vision	-1.4623	-1.1152	-0.3522
Mission	0.9619	1.3908	-1.3213
Shared Objectives	-1.2892	0.1645	0.2938
Values	0.9619	-0.1164	-0.3926
Strategies and Strategic Plan	0.3558	-1.3299	-0.1907
Action Plan	0.4719	1.0063	1.9630

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.7071	0.6176	-0.7636
Operational Structure	-0.7071	0.7930	-0.6491
Infrastructure	1.4142	-1.4106	1.4127

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	0.9135	0.6677	-0.6448
General Administration	1.4118	-1.1255	-1.2721
Financial Management	-0.2491	0.2575	-0.5402
Physical Planning	-0.0830	-1.6024	1.4464
Service Delivery	-0.2491	1.0206	-0.2265
Citizen Engagement	-1.7440	0.7821	1.2373

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	-1.1957	-0.4874	0.7305
Public Health	-0.8520	1.7978	-1.8587
Infrastructure Development	-1.0238	0.6244	0.5338
Utility Services	1.2098	-0.6973	-0.0581
Welfare	0.6085	-1.6074	1.3712
Finance	0.9521	0.6042	-1.2669
Costing	1.1531	-0.6993	0.0647
Citizen Participarion	-0.8520	0.4650	0.4835

Sub Indicators -Resources of LA	K	A	P
Rates	-0.6763	-0.3604	0.7265
Taxes	-1.4776	0.6264	-0.9912
Rent	1.4160	1.4576	0.3257
License	0.3627	-1.3766	-1.9073
Fee for Services	-0.5427	0.3857	0.2684
Other Revenue	-0.4092	0.6438	1.2521
Revenue Grants	1.3270	-1.3766	0.3257

Sub Indicators -Outputs of LA	K	A	P
Administration	-0.8707	0.1894	0.9648
Public Health	-0.9762	1.3462	-0.7594
Infrastructure Development	0.1845	0.3119	-0.3075
Utility Services	0.2900	-0.8976	0.4627
Welfare	-0.0793	-1.7160	1.4328
Finance	2.2780	-0.7134	-1.3118
Costing	0.1497	1.3317	-1.3118
Citizen Participation	-0.9762	0.1477	0.8302

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.1139	-1.3111	-0.8829
Automated Expenses Tracking	0.0176	0.0854	-0.0355
Automation of Accounting	-0.3599	0.7947	-0.8829
Paperless General Administration	-0.2206	1.3981	-0.8829
Use of Automated Attendance marking	1.2682	-1.3111	2.0354
Use of Energy Saving Strategies	-1.1139	0.8150	0.0001
Automated Front Desk	-1.1139	0.0792	0.2347
Service Tracking	1.4075	0.7608	-0.8829
Social Media Interface for Communication with Citizens	1.2289	-1.3111	1.2971

Sub Indicators -Resilience Planning & Reponse Preparedness	K	A	P
Disaster Management	1.2866	0.3135	-0.4643
Climate Changers	1.0718	0.2285	0.3210
Skill Inventory	-1.2552	-1.9347	-0.3916
Project Management	-0.4751	0.4351	-1.2132
Collaborations	-0.6281	0.9576	1.7482

5.2.3 Which are the priority domains for the five categories of LA functionaries for strengthening capacities?

Administration Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.3333	-0.3324	-0.8949
	Mission	-0.3333	1.0905	-0.8949
	Shared Objectives	-0.3333	-0.3728	0.6833
	Values	-0.3333	-1.0395	1.4752
	Strategies and Strategic Plan	0.3333	0.3343	0.0638
	Action Plan	0.3333	0.3199	-0.4325

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.0000	0.2357	-0.2357
	Operational Structure	0.7071	-0.4714	-0.2357
	Infrastructure	-0.7071	0.2357	0.4714

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.0972	-0.6205	1.4923
	General Administration of the Organization	-0.0972	0.9811	-0.8461
	Financial Management of the Organization	0.6019	0.0866	-0.8461
	Physical Planning	0.5420	0.0866	-0.1907
	Service Delivery	-0.8043	-0.6205	0.5813
	Citizen Engagement	-0.1453	0.0866	-0.1907

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.7835	0.6890	0.0466
	Public Health	-0.7835	0.7442	0.3591
	Infrastructure Development	-0.7835	0.6246	0.0258
	Utility Services	0.6911	0.0005	-0.6488
	Welfare	-0.1168	-0.7084	0.7253
	Finance	-0.1168	0.0670	0.1996
	Costing	1.3426	-0.7084	-0.6488
	Citizen Engagement	0.5505	-0.7084	-0.0589

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.6350	0.7354	0.1244
	Taxes	-0.6350	0.4559	-0.6273
	Rent	-0.6350	-0.2333	1.0071
	License	0.7770	-0.2797	-0.6273
	Fee for Services	-0.6350	0.4472	0.0592
	Other Revenue	1.0297	-0.2203	0.0964
	Revenue Grants	0.7334	-0.9051	-0.0325

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.0889	0.0149	0.0028
	Public Health	-0.7832	1.1386	0.0644
	Infrastructure Development	-0.7832	0.1051	0.8514
	Utility Services	0.5724	0.0149	-0.7054
	Welfare	-0.0134	-0.6517	0.6543
	Finance	-0.0817	0.0149	-0.0758
	Costing	0.5548	0.0149	-0.7054
	Citizen Participation	0.6231	-0.6517	-0.0862

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.6781	-0.7083	-0.6174
	Automated Expenses Tracking	0.1611	-0.7083	-0.1539
	Automation of Accounting	0.0587	0.5242	-0.6174
	Paperless General Administration	0.3825	0.7281	-0.6174
	Use of Automated Attendance marking	0.1256	-0.7083	2.0231
	Use of Energy Saving Strategies	-0.6781	0.7692	-0.3452
	Automated Front Desk	-0.6781	0.0581	-0.0220
	Service Tracking	0.4858	0.7534	-0.6174
	Social Media Interface for Communication with Citizens	0.8207	-0.7083	0.9674

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3634	0.0548	-0.5726
	Climate Change Preparedness	0.8760	-0.0914	0.7557
	Skill Inventory	-0.7520	-0.5210	0.5131
	Project Proposals, Business Plans and Feasibility Studies	-0.3659	0.0366	-1.2092
	Collaborations and Partnerships	-1.1215	0.5210	0.5131

Finance Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.1723	0.1843	0.0385
	Mission	0.2482	-0.4824	0.0263
	Shared Objectives	0.3154	0.4120	-0.7133
	Values	0.8582	-0.4824	-0.7133
	Strategies and Strategic Plan	0.2187	0.1843	0.5228
	Action Plan	-0.4682	0.1843	0.8389

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2357	-0.0193	0.3269
	Operational Structure	-0.2357	0.7259	-0.4576
	Infrastructure	0.4714	-0.7066	0.1307

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.4673	0.0867	-0.7147
	General Administration of the Organization	0.4535	0.2740	-0.7147
	Financial Management of the Organization	-0.8996	0.0727	0.7347
	Physical Planning	-0.1711	0.8074	-0.0549
	Service Delivery	-0.2537	-0.6204	0.5698
	Citizen Engagement	0.4036	-0.6204	0.1797
5. LA Processes and Procedures	Administrative	0.4452	-0.5769	0.1192
	Public Health	-0.2758	0.3175	-0.1328
	Infrastructure Development	-0.9217	0.1162	0.8263
	Utility Services	-0.1932	0.8792	-0.6367
	Welfare	0.3916	-0.5769	0.0704
	Finance	0.3417	-0.5769	0.2577
	Costing	0.4702	-0.1922	-0.2520
	Citizen Engagement	-0.2578	0.6101	-0.2520
	6. Resources of the LA	Rates	-0.2413	0.1640
Taxes		-0.1706	-0.5577	-0.5589
Rent		0.4676	0.1959	0.0683
License		-0.1706	0.1802	-0.5589
Fee for Services		-0.2413	-0.5577	1.0209
Other Revenue		-0.2391	0.1802	0.3937
Revenue Grants		0.5953	0.3949	-0.5589
7. Achievements – Outputs of the LA		Administration	0.5560	-0.1120
	Public Health	-0.8488	0.8830	0.4991
	Infrastructure Development	-0.1415	-0.0984	0.1761
	Utility Services	-0.1821	-0.1687	0.4991
	Welfare	0.4454	-0.7919	0.1076
	Finance	-0.1415	-0.1533	0.2446
	Costing	-0.1821	0.5532	-0.5088
	Citizen Participation	0.4945	-0.1120	-0.5088
	8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7033	-0.7671
Automated Expenses Tracking		-0.2580	-0.0507	0.6521
Automation of Accounting		0.2938	-0.0463	-0.5079
Paperless General Administration		0.0471	0.7499	-0.5079
Use of Automated Attendance marking		0.9317	-0.7671	1.6473
Use of Energy Saving Strategies		-0.7033	0.7480	-0.2354
Automated Front Desk		-0.7033	-0.0835	0.4755
Service Tracking		0.3740	0.9840	-0.5079
Social Media Interface for Communication with Citizens		0.7211	-0.7671	-0.5079
9. Resilience Planning and Response Preparedness		Disaster Management	1.0631	-0.1352
	Climate Change Preparedness	1.0631	-0.3852	-0.1302
	Skill Inventory	-1.3398	-0.2675	-0.7316
	Project Proposals, Business Plans and Feasibility Studies	-0.0630	0.4528	0.5311
	Collaborations and Partnerships	-0.7235	0.3352	1.2713

Planning Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.8621	-1.0885	-0.3237
	Mission	0.0298	0.3914	-0.3237
	Shared Objectives	-0.7170	-0.4278	0.6493
	Values	-0.7170	1.2487	-0.3237
	Strategies and Strategic Plan	0.6314	0.2798	-0.2713
	Action Plan	-0.0894	-0.4036	0.5932
Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.0000	-0.2357	-0.2540
	Operational Structure	0.0000	-0.2357	0.4893
	Infrastructure	0.0000	0.4714	-0.2352
Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.8157	1.4120	-0.4533
	General Administration of the Organization	-0.1491	-0.1491	-0.0169
	Financial Management of the Organization	0.5176	-0.8157	0.2105
	Physical Planning	-0.1491	0.5176	-0.4533
	Service Delivery	0.5176	-0.8157	0.2935
	Citizen Engagement	0.0787	-0.1491	0.4196
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6009	-0.7175	-0.0087
	Public Health	0.2908	0.2904	-0.1792
	Infrastructure Development	0.6732	-0.7175	-0.0087
	Utility Services	-0.0505	-0.0292	-0.0087
	Welfare	-0.7171	-0.0509	0.8526
	Finance	-0.0296	-0.0509	0.0629
	Costing	-0.0505	0.6359	-0.6972
	Citizen Engagement	-0.7171	0.6397	-0.0131
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.6022	-0.6325	0.1064
	Taxes	0.5204	-0.6325	-0.6315
	Rent	0.6614	0.8433	-0.6315
	License	-0.7873	0.1054	0.1064
	Fee for Services	-0.7873	0.8433	0.1064
	Other Revenue	-0.0955	0.1054	0.1626
	Revenue Grants	-0.1138	-0.6325	0.7813
Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.6431	0.6917	-0.1630
	Public Health	0.1267	0.0611	-0.3356
	Infrastructure Development	0.1267	0.0611	0.0120
	Utility Services	0.0454	-0.0335	-0.0720
	Welfare	-0.6431	-0.0202	0.6948
	Finance	0.8152	-0.7087	-0.0720
	Costing	0.8152	-0.7087	-0.0720
	Citizen Participation	-0.6431	0.6573	0.0077
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.5448	-0.6673	-0.5815
	Automated Expenses Tracking	0.6733	-0.6673	-0.0698
	Automation of Accounting	-0.1249	0.5726	-0.5815
	Paperless General Administration	0.2426	0.6713	-0.5815
	Use of Automated Attendance marking	0.2951	-0.6673	1.4539
	Use of Energy Saving Strategies	-0.5448	0.7290	-0.2783
	Automated Front Desk	-0.5448	-0.0325	0.1881
	Service Tracking	0.0326	0.7290	-0.5815
	Social Media Interface for Communication with Citizens	0.5158	-0.6673	1.0320

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.0899	-0.2035	0.2200
	Climate Change Preparedness	1.2477	-0.2589	0.3361
	Skill Inventory	-1.1367	-0.1665	-0.7595
	Project Proposals, Business Plans and Feasibility Studies	-0.6407	-0.0185	0.1049
	Collaborations and Partnerships	-0.5603	0.6473	0.0985

Service Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.0850	-0.9523	0.0961
	Mission	0.8094	-0.2261	-0.6111
	Shared Objectives	-0.2925	0.3915	-0.6111
	Values	-0.8459	1.2774	-0.6111
	Strategies and Strategic Plan	0.5647	-0.2452	0.8006
	Action Plan	-0.1508	-0.2452	0.9365

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2357	-0.2512	0.0224
	Operational Structure	-0.2357	0.4866	-0.0231
	Infrastructure	0.4714	-0.2354	0.0007

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.8100	0.1205	-0.9445
	General Administration of the Organization	0.2740	0.0977	-0.3484
	Financial Management of the Organization	-0.6204	-0.5689	1.2276
	Physical Planning	0.0700	0.0977	-0.2205
	Service Delivery	-0.6204	0.8219	-0.2160
	Citizen Engagement	0.0867	-0.5689	0.5018

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.0457	-0.5760	-0.3003
	Public Health	0.8623	0.1970	-0.8258
	Infrastructure Development	0.0457	0.1771	-0.2127
	Utility Services	0.0457	-0.5760	0.6820
	Welfare	-0.6429	0.1122	0.4234
	Finance	0.1594	0.2652	-0.0140
	Costing	-0.6429	0.1905	0.5050
	Citizen Engagement	0.1269	0.2100	-0.2575

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.0608	-0.4246	-0.2784
	Taxes	-0.6346	0.5280	0.1498
	Rent	0.7585	0.2596	-0.3580
	License	0.3180	-0.4246	-0.6536
	Fee for Services	-0.6346	0.2267	0.3179
	Other Revenue	-0.6346	0.2596	1.0313
	Revenue Grants	0.7664	-0.4246	-0.2090

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.7069	-0.0201	0.7247
	Public Health	0.8230	0.0460	-0.7061
	Infrastructure Development	-0.0159	0.8316	-0.7061
	Utility Services	-0.0184	-0.7074	0.8197
	Welfare	-0.7069	-0.0910	0.7261
	Finance	0.5807	-0.0225	-0.7061
	Costing	-0.0184	-0.0165	-0.0435
	Citizen Participation	0.0629	-0.0201	-0.1086

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.6285	-0.6544	-0.4602
	Automated Expenses Tracking	-0.1285	-0.6544	-0.0702
	Automation of Accounting	0.0536	0.0110	-0.4602
	Paperless General Administration	-0.6285	1.6087	-0.4602
	Use of Automated Attendance marking	1.2924	-0.6544	0.6087
	Use of Energy Saving Strategies	-0.6285	0.8128	0.2719
	Automated Front Desk	-0.6285	0.1484	0.6005
	Service Tracking	0.2052	0.0366	-0.4602
	Social Media Interface for Communication with Citizens	1.0915	-0.6544	0.4297

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3361	1.1593	-1.0443
	Climate Change Preparedness	1.0357	0.0685	0.9360
	Skill Inventory	-0.8403	-0.5083	0.4599
	Project Proposals, Business Plans and Feasibility Studies	-0.6358	-0.4862	-0.4885
	Collaborations and Partnerships	-0.8957	-0.2334	0.1368

Community Engagement Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.9519	0.5528	-0.5556
	Mission	-0.2673	-0.0975	0.1982
	Shared Objectives	0.3988	-0.8046	0.1228
	Values	1.3502	-0.8046	-0.5556
	Strategies and Strategic Plan	-0.3011	0.5691	0.5215
	Action Plan	-0.2288	0.5849	0.2686

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2357	0.0000	-0.2357
	Operational Structure	0.4714	0.0000	-0.2357
	Infrastructure	-0.2357	0.0000	0.4714

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.0866	-0.1491	-0.0224
	General Administration of the Organization	0.2740	-0.8157	0.7854
	Financial Management of the Organization	0.0866	0.5176	-0.7154
	Physical Planning	0.0866	-0.1491	-0.0224
	Service Delivery	0.0866	-0.1491	0.0512
	Citizen Engagement	-0.6205	0.7454	-0.0765

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.5136	0.6377	-0.0553
	Public Health	-0.5136	0.9789	0.1895
	Infrastructure Development	-0.5136	0.6377	-0.1147
	Utility Services	0.2526	-0.0509	-0.7684
	Welfare	0.7496	-0.7175	-0.0798
	Finance	0.1749	-0.7175	0.4847
	Costing	0.8773	-0.7175	-0.2894
	Citizen Engagement	-0.5136	-0.0509	0.6333

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.1738	0.2549	0.0743
	Taxes	-0.1920	-0.4830	-0.1848
	Rent	0.4998	-0.4830	0.7150
	License	-0.1920	-0.4830	0.0883
	Fee for Services	-0.1920	1.2075	-0.7030
	Other Revenue	-0.2314	0.4696	0.0349
	Revenue Grants	0.4815	-0.4830	-0.0247

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.7799	0.4745	0.2600
	Public Health	-0.0101	-0.0559	0.4981
	Infrastructure Development	1.3887	-0.8589	-0.5098
	Utility Services	-0.0696	-0.1922	0.1862
	Welfare	0.4413	-0.1922	-0.5098
	Finance	0.5893	-0.8589	0.3254
	Costing	-0.7799	1.2091	-0.5098
	Citizen Participation	-0.7799	0.4745	0.2600

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.5266	-0.7876	-0.6179
	Automated Expenses Tracking	-0.5266	-0.1280	0.1735
	Automation of Accounting	-0.0199	0.5823	-0.6179
	Paperless General Administration	0.2335	0.4678	-0.6179
	Use of Automated Attendance marking	1.2941	-0.7876	1.2642
	Use of Energy Saving Strategies	-0.5266	0.6084	0.0529
	Automated Front Desk	-0.5266	0.2731	-0.1230
	Service Tracking	0.0646	0.5592	-0.6179
	Social Media Interface for Communication with Citizens	0.5341	-0.7876	1.1040

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.2295	-0.4029	-0.3329
	Climate Change Preparedness	1.1358	0.1727	1.1211
	Skill Inventory	-1.1047	-0.1151	-1.2885
	Project Proposals, Business Plans and Feasibility Studies	-0.5823	0.5538	-0.2277
	Collaborations and Partnerships	-0.6784	-0.2085	0.7279

5.3 Pathways to Identify Capacity Building Interventions in Batticaloa District

5.3.1 Using the 'Critical Priority Domains'

The scoring criteria described under the Section 2.4 was used to identify the 'Critical Priority Domains (CPD)' to reflect severe gaps identified under the sub indicators (or subdomains) related to nine institutional domains.

Profiles of CPDs and related recommendations have been made in relation to the following three categories:

1. Elected Political Members broadly under three categories with respect to responsibilities
2. Staff across the three categories in relation to their responsibilities
3. Staff across five functional areas in relation to their assigned tasks

5.3.1.1 CPDs for categories of political members.

Based on the scoring criteria mentioned above, following tables identifies the 'Critical Priority Domains' related to Knowledge, Attitude and Practice aspects under the 53 subdomains among the among the elected political members across leaders, council members and women council members;

Key Institutional Domain	Sub Domain	Leadership			Councilors			Women		
		K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision	CPD				CPD		CPD		
	Mission					CPD			CPD	
	Shared Objectives									
	Values									
	Strategies and Strategic Plan									
	Action Plan								CPD	
Structure of the LA	Administration Structure									
	Operational Structure	CPD	CPD			CPD		CPD		
	Infrastructure									
Division of labour within the LA	Roles and Responsibilities of Workers									

Functions of the LA	Decision Making at Policy Level of the Organization	CPD			CPD					
	General Administration of the Organization	CPD			CPD				CPD	CPD
	Financial Management of the Organization									
	Physical Planning								CPD	
	Service Delivery		CPD				CPD			
	Citizen Engagement		CPD	CPD						
LA Processes and Procedures	Administrative									
	Public Health	CPD			CPD					CPD
	Infrastructure Development									
	Utility Services		CPD					CPD		
	Welfare	CPD	CPD		CPD					
	Finance									
	Costing							CPD		
Citizen Engagement										
Resources of the LA	Rates									
	Taxes	CPD	CPD	CPD	CPD			CPD		
	Rent									CPD
	License									
	Fee for Services		CPD	CPD						
	Other Revenue				CPD					
	Revenue Grants	CPD			CPD			CPD		CPD
Achievements – Outputs of the LA	Administration									
	Public Health	CPD			CPD					
	Infrastructure Development		CPD							
	Utility Services									
	Welfare	CPD	CPD		CPD					
	Finance									
	Costing				CPD					CPD
	Citizen Participation				CPD				CPD	

Technology and Innovations of the LA	Automation of Revenue Collection				CPD					
	Automated Expenses Tracking									
	Automation of Accounting									
	Paperless General Administration									
	Use of Automated Attendance marking									
	Use of Energy Saving Strategies				CPD					
	Automated Front Desk				CPD					
	Service Tracking									
	Social Media Interface for Communication with Citizens									
Resilience Planning and Response Preparedness	Disaster Management			CPD						CPD
	Climate Change Preparedness									
	Skill Inventory	CPD			CPD					
	Project Proposals, Business Plans and Feasibility Studies		CPD	CPD		CPD	CPD			
	Collaborations and Partnerships									

Intervention areas for political leadership in the Councils

Leadership of the elected council should be educated on:

- Vision for setting the strategic position of the LA
- Operational structure of the LA
- Decision Making at Policy Level of the Organization and General Administration of the Organization under the functions of the LA
- Public health and welfare related Processes and Procedures
- Taxes and revenue grants related resources of the LA,
- Public Health and Welfare related achievements of LAs,
- Skill inventory for resilience planning

Behavioral inputs to influence attitude change should focus on:

- Vision for deciding the strategic position of the LA
- Operational structure of the LA
- Service Delivery and Citizen Engagement related functions of the LAs
- Utility and welfare services related process and procedures,
- Taxes and fee for services of the LA resources
- Infrastructure and Welfare related achievements of the LA
- Project Proposals, Business Plans and Feasibility Studies as resilience planning

Practice changes should be introduced on

- Citizen engagement related functions
- Welfare related processes and procedures
- Taxes and fee for services of the LA resources
- Costing and citizen engagement related achievements of LA
- Disaster management and Project Proposals, Business Plans and Feasibility Studies as resilience planning

Intervention areas for women councilors

Knowledge enhancement on:

- Vision for setting the strategic position of the LA
- Operational structure of the LA
- Utility services and costing related LA processes and procedures
- Taxes and Revenue Grants as the resources of LAs

Behavioral inputs to influence attitude change should focus on:

- Recognizing the values of Mission and Action Plan for setting the strategic position of the LA
- Recognizing the importance of General Administration of the Organization and Physical Planning related to functions of the LAs
- Recognizing the importance of citizen participation related achievements of LAs

Introducing practices for changes should focus on:

- General Administration of the Organization related to functions of the LAs
- Public health and welfare related to process and procedures of LAs
- Rent and Revenue Grants in related to resources of the LAs
- Costing of achievements of the LAs
- Disaster Management for resilience planning in LAs

Intervention areas for councilors:

Knowledge building should focus on;

- Decision Making at Policy Level of the Organization and General Administration of the Organization in relation to the functions of the LA,
- Public health and welfare related process and procedures in the LAs
- Taxes, Other Revenue and Revenue grants in relation to revenue sources of the LA
- Public health and welfare related achievements of LAs
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk related to Technology and Innovations within the LA
- Skills inventory under resilience planning

Behavioral inputs to influence attitude change should focus on:

- Vision and mission for deciding the strategic position of the LA
- Operational structure of the LA
- Project Proposals, Business Plans and Feasibility Studies as resilience planning
- under resilience planning

Practice changes should focus on service delivery under the functions of the LA and Project Proposals, Business Plans and Feasibility Studies for resilience planning

5.3.1.2 CPDs for categories of appointed staff.

Key Institutional Domain	Sub Domain	Leadership			Mid-level			Frontline		
		K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision				CPD	CPD		CPD	CPD	
	Mission									CPD
	Shared Objectives		CPD					CPD		
	Values									
	Strategies and Strategic Plan								CPD	
	Action Plan	CPD								
Structure of the LA	Administration Structure	CPD	CPD							
	Operational Structure						CPD			
	Infrastructure								CPD	
Division of labour within the LA	Roles and Responsibilities of Workers									
Functions of the LA	Decision Making at Policy Level of the Organization									
	General Administration of the Organization					CPD	CPD			
	Financial Management of the Organization									
	Physical Planning			CPD		CPD				
	Service Delivery	CPD								
	Citizen Engagement	CPD			CPD					
LA Processes and Procedures	Administrative							CPD		
	Public Health			CPD	CPD					CPD
	Infrastructure Development							CPD		
	Utility Services									
	Welfare	CPD				CPD			CPD	
	Finance	CPD				CPD				CPD
	Costing		CPD							
	Citizen Engagement			CPD			CPD			
Resources of the LA	Rates									
	Taxes		CPD	CPD				CPD		
	Rent									
	License						CPD		CPD	CPD
	Fee for Services	CPD			CPD					
	Other Revenue			CPD	CPD					
	Revenue Grants		CPD			CPD			CPD	

Achievements – Outputs of the LA	Administration	CPD			CPD					
	Public Health			CPD	CPD					
	Infrastructure Development					CPD				
	Utility Services		CPD							
	Welfare	CPD				CPD			CPD	
	Finance		CPD							CPD
	Costing									CPD
	Citizen Participation						CPD			
Technology and Innovations of the LA	Automation of Revenue Collection	CPD			CPD	CPD		CPD	CPD	
	Automated Expenses Tracking					CPD				
	Automation of Accounting									
	Paperless General Administration									
	Use of Automated Attendance marking					CPD			CPD	
	Use of Energy Saving Strategies	CPD			CPD			CPD		
	Automated Front Desk	CPD			CPD			CPD		
	Service Tracking									
Resilience Planning and Response Preparedness	Social Media Interface for Communication with Citizens					CPD			CPD	
	Disaster Management			CPD						
	Climate Change Preparedness									
	Skill Inventory				CPD		CPD	CPD	CPD	
	Project Proposals, Business Plans and Feasibility Studies									CPD
Collaborations and Partnerships										

Intervention areas for administrative leadership

Among the leadership level of staff in the LAs (Municipal Commissioner or Deputy Commissioners or Secretaries, Accountant or in charge for finance, Engineer or in charge for works, staff in charge for planning and staff in charge for citizen engagement), the following interventions are recommended:

Knowledge enhancement on:

- Action planning for setting strategic direction of LAs
- Administrative structure in the LAs
- Service Delivery and Citizen engagement in the LAs as a function of the LAs
- Welfare and finance related process and procedures in the LAs
- Fee for service as LA revenue sources
- Administration and welfare related achievements in the LAs
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs

Behavioral inputs to influence attitude change should focus on highlighting the value and importance of:

- Shared objectives for setting the strategic position of LAs
- Administration related to structure in the LAs
- Costing related process and procedures in the LAs
- Taxes and revenue grants under the LA resources
- Utility services and finance related achievements of LAs

Introducing practices for changes should focus on:

- Physical Planning in the LAs as a function of the LAs
- Public health and citizen engagement related to process and procedures of LAs
- Taxes and Other revenue related resources of the LAs
- Public health related functions of LAs
- Disaster management for resilience planning in LAs

Intervention areas for mid-level functionaries

Among the mid-level staff in the LAs (who are the direct officials functioning as the second-in-command as accepted by the Municipal Commissioner or Deputy Commissioners or Secretaries, Accountant or in charge for finance, Engineer or in charge for works, staff in charge for planning and staff in charge for citizen engagement) based on the capacity needs assessment results, the following interventions are recommended:

Knowledge enhancement on:

- Vision for setting strategic direction of LAs
- Citizen engagement and Public Health in the LAs as a function of the LAs
- Fee for services and Other revenue related resources of the LAs
- Administration and public health related achievements
- Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs
- Skills inventory for resilience planning

Behavioral inputs to influence attitude change should focus on highlighting the value and importance of:

- Vision for setting the strategic position of LAs
- General administration and physical planning related functions of the LAs
- Welfare and finance related processes and procedures of LAs
- Revenue grants related resources
- Infrastructure and welfare related achievements in the LAs
- Automation of Revenue Collection, Automated Expenses Tracking, Use of Automated Attendance marking and Social Media Interface for Communication with Citizens as Technology and Innovations of the LA

Introducing practices for changes should focus on:

- Operational structure of the LAs
- General administration related functions
- Citizen engagement related processes and procedures
- License related LA resources
- Citizen participation related achievements

- Skills inventory for resilience planning

Intervention areas for frontline functionaries

Among the front-level staff in the LAs (who are directly interact with citizens either in the office or in the field in performing the functions related to admin, finance, works, planning and citizen engagement) based on the capacity needs assessment results, the following interventions are recommended:

Knowledge enhancement on:

- Vision and Shared objectives for setting strategic direction of LAs
- Administration related structure in the LAs
- Administrative and Infrastructure development related to process and procedures of LAs
- Taxes as LA revenue sources
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs
- Skill inventory related to LAs

Behavioral inputs to influence attitude change should focus on highlighting the value and importance of:

- Vision and Strategies and Strategic Plan for setting the strategic position of LAs
- Infrastructure in the LAs
- Welfare related process and procedures of LA
- License and Revenue grants as LA revenue sources
- Welfare related achievements of LAs
- Automation of Revenue Collection, Use of Automated Attendance marking and Social-media interface for communication with citizen for technical and innovations in LAs
- Skill inventory related to LAs

Introducing practices for changes should focus on:

- Mission for strategic position of the LAs
- Public health and Finance related to process and procedures of LAs
- License as LA revenue sources
- Finance and costing in achievements of the LAs
- Project Proposals, Business Plans and Feasibility Studies for resilience planning in LAs

5.3.1.3 CPDs for categories of staff assigned to the five functional divisions in LAs

Key Institutional Domain	Sub Domain	Admin			Finance			Physical			Service			Citizen		
		K	A	P	K	A	P	K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision				CPD				CPD							
	Mission															
	Shared Objectives															
	Values		CPD													
	Strategies and Strategic Plan															
	Action Plan															
Structure of the LA	Administration Structure															
	Operational Structure															
	Infrastructure															
Division of labour within the LA	Roles and Responsibilities of Workers															
Functions of the LA	Decision Making at Policy Level of the Organization															
	General Administration of the Organization															
	Financial Management of the Organization															
	Physical Planning															
	Service Delivery															
	Citizen Engagement															
LA Processes and Procedures	Administrative															
	Public Health															
	Infrastructure Development															
	Utility Services															
	Welfare															
	Finance															
	Costing															
	Citizen Engagement															
Resources of the LA	Rates															
	Taxes															
	Rent															
	License															
	Fee for Services															
	Other Revenue															
	Revenue Grants															

Key Institutional Domain	Sub Domain	Admin			Finance			Physical			Service			Citizen		
		K	A	P	K	A	P	K	A	P	K	A	P	K	A	P
Achievements – Outputs of the LA	Administration															
	Public Health															
	Infrastructure Development															
	Utility Services															
	Welfare															
	Finance															
	Costing															
	Citizen Participation															
Technology and Innovations of the LA	Automation of Revenue Collection															
	Automated Expenses Tracking															
	Automation of Accounting															
	Paperless General Administration															
	Use of Automated Attendance marking															
	Use of Energy Saving															
	Automated Front Desk															
	Service Tracking															
Resilience Planning and Response Preparedness	Social Media Interface for Communication with Citizens															
	Disaster Management															CPD
	Climate Change Preparedness															
	Skill Inventory						CPD			CPD					CPD	CPD
	Project Proposals, Business Plans and Feasibility Studies						CPD									
Collaborations and Partnerships	CPD															

Intervention areas for staff assigned to administrative functions in LAs

Among the staff assigned for administration related tasks in the LAs (at least one each from the leadership, mid-level and frontline staff categories) based on the capacity needs assessment results, following areas should be addressed if any interventions are planned for improving their capacities;

- Knowledge enhancement on Collaborations and Partnerships in the LAs
- Attitude change should focus on the importance of identifying and values for setting strategic direction of LAs
- Introducing practices related to Project Proposals, Business Plans and Feasibility Studies in the LAs for-resilience planning

Intervention areas for staff assigned to financial functions in LAs

- Knowledge enhancement on the role of vision for setting strategic direction of LAs and Skill inventory related to LAs

Intervention areas for staff assigned to planning functions in LAs

- Knowledge enhancement should be focused on skills inventory in the LAs
- Attitude change required on highlighting the importance of the role of organizational vision for setting the strategic position of LAs

Intervention areas for staff assigned to service delivery functions in LAs

- Practices should be introduced for disaster management

Intervention areas for staff assigned to citizen engagement functions in LAs

- Knowledge enhancement and practices should be introduced in formulation of skills inventory for capacity development in the LAs

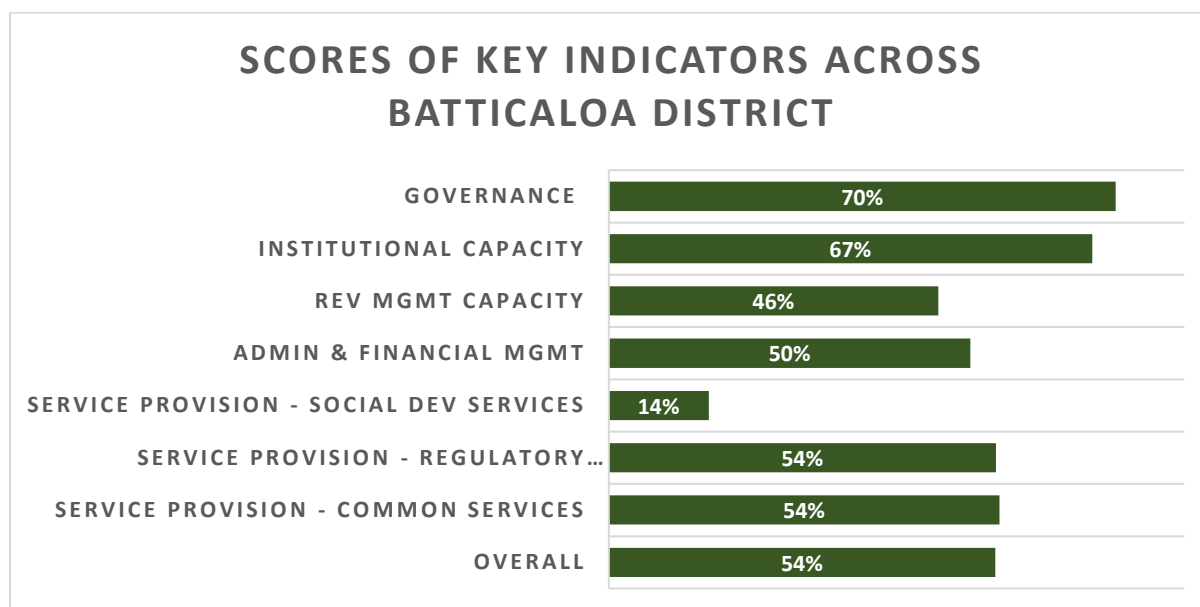
5.3.2 Model intervention plan integrating the KAP scores and the Institutional Assessment Scores

The results of the ‘institutional capacity assessment’ carried out separately to assess the strength of the LAs by focusing the operational aspects using 6 institutional domains can be integrated with the findings of the ‘capacity needs assessment’ which focused on the ‘human resources’ in the LAs for effective design of interventions to build the capacities of LAs. The recommended model consists of six steps as follows

- **Step 1:** Assess the ‘institutional assessment score’ for Batticaloa district
- **Step 2:** Identify the ‘area of interest’ for the CDLG
- **Step 3:** Decide the activities for addressing the ‘area of interest’ based on the ‘PPP (Policy, Process and People) Intervention Matrix’
- **Step 4:** Identify the ‘Critical Human Resources’ for capacity building in the LAs for implementation of ‘PPP Intervention Mix’
- **Step 5 :** Assess the status of KAP among the ‘Critical Human Resources of LAs’ across Batticaloa district as per the ‘Capacity Needs Assessment’
- **Step 6 :** Design the ‘intervention for strengthening the institutional capacity’ by re-designing the activities based on the KAP scores of ‘Critical Human Resources’ in the LAs

Illustrative examples of how this model can be utilized is described in the subsequent sections of this report which discusses the district-level findings and implications.

Step 1: Assess the ‘institutional assessment score’ for the Batticaloa district

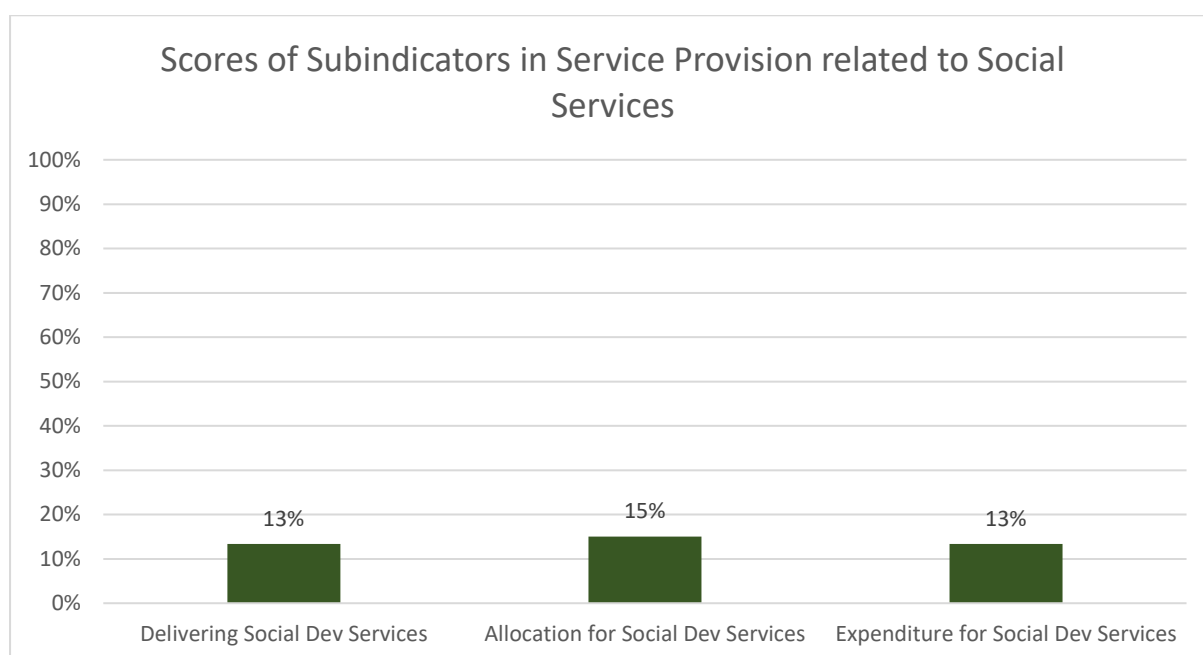


Step 2: Identify the ‘area of interest’ for the CDLG

Assume that the ‘area of interest’ for focusing in Batticaloa is ‘Service Provision in Social Development Services’ as the score for this ‘institutional domain’ is lowest in the district. (In ideal situation, CDLG can decide based on their priorities and expected outcomes)

Step 3: Decide the activities for addressing the ‘area of interest’ based on the ‘PPP (Policy, Process and People) Intervention Matrix’

3a. When unbundling the ‘scores of sub indicators’ corresponding to the main indicator of ‘Service Provision in Social Development Services’ in the Batticaloa District, specific area(s) for improvement can be identified. Following graph shows the score of sub indicators;



Since the ‘Delivering Social Development Services’ and ‘Expenditure for Social Development Services’ are the lowest scoring sub indicators in Batticaloa district, assume that the ‘Delivering Social Development Services’ is the selected sub indicator for improvement.

3b. Following are some of the priority interventions suggested to improve the institutional capacity related to the ‘Service Provision in Social Development Services’ which is the area of interest identified under Step 2.

Sub indicators	Priority Interventions
Delivering Social Dev Services	<ul style="list-style-type: none"> • Delivery of any of the following social – development services <ul style="list-style-type: none"> ○ Psycho-social support programs, ○ Livelihood support programs, ○ Poverty-eradication programs ○ Support to vulnerable communities
Allocation for Social Dev Services	<ul style="list-style-type: none"> • Clearly identified budget allocation for social development services
Expenditure for Social Dev Services	<ul style="list-style-type: none"> • Expenditure made against allocation in actual terms for social development services

3c. Assume that the ‘Delivery of Livelihood Support Programs’ by the LAs will be the selected intervention for strengthen the service provision for social development in the LAs. PPP intervention mix for the proposed intervention can be detailed as below;

Strategy	Description	Sample Activity
Policy	Activities that involve in any of the policy level changes in the LA	<ul style="list-style-type: none"> • Council approval for the proposed livelihood development programme • Council approval for the ‘selection criteria’ with the participation of all stakeholders
Process	Activities that make impact on the functions mainly on the process and procedures within the LA	<ul style="list-style-type: none"> • Initiate a data collection process • Implementation of the livelihood support programme • Develop a beneficiary monitoring mechanism
People	Activities that need engagement of critical group of people in the LA	<ul style="list-style-type: none"> • Training programme for the selected beneficiaries • Training of monitoring staff

Step 4: Identify the ‘Critical Human Resources’ for capacity building in the LAs for implementation of ‘PPP Intervention Mix’

Under this step, we need to identify the ‘Critical human resources’ which will be associated in the implementation of the proposed activities under Step 3. The following table depicts the ‘Critical Human Resources’:

Strategy	Sample Activity	Critical Human Resources		
		Elected members	Staff as per responsibilities	Staff as per assigned tasks
Policy	• Council approval for the proposed livelihood development programme	Leadership	Leadership	Administration
	• Council approval for the ‘selection criteria’ with the participation of all stakeholders	Leadership	Leadership	Citizen Engagement
Process	• Initiate a data collection process	Council members & Women members	Mid-level	Planning
	• Implementation of the livelihood support programme	Council members & Women members	Frontline	Citizen Engagement
	• Initiate the beneficiary monitoring mechanism	Leadership	Midlevel and Frontline	Administration, Finance
People	• Training programme for the selected beneficiaries	Leadership	Mid-level and Frontline	Citizen Engagement Finance
	• Training of monitoring staff	Leadership	Mid-level and Frontline	Citizen Engagement Finance

Step 5: Assess the status of KAP among the ‘Critical Human Resources of LAs’ across the Batticaloa district as per the ‘Capacity Needs Assessment’

5a. Consider the intervention strategy under ‘Policy’, and identify the KAP results for the identified ‘Critical Human Resources’

5b. Then, decide the appropriate ‘Key Institutional Domains’ using a proper methodology in relation to the anticipated outcomes through the proposed intervention under Step 3. Say, following are the ‘Key Institutional Domains’ relevant to the strategy under ‘Policy’

- LA Processes and Procedures
- Resources of the LA

5c. Identify the ‘Critical Priority Domains’ in Knowledge, Attitude and Practice under the respective ‘Key Institutional Domains’ and the following Table shows the status for the Batticaloa district.

Key Ins Domains	Sub Domains	Elected members			Staff as per responsibilities			Staff as per assigned tasks		
		Leadership			Leadership			Administration		
		K	A	P	K	A	P	K	A	P
LA Processes and Procedures	Administrative									
	Public Health	CPD			CPD					
	Infrastructure Development									
	Utility Services		CPD							
	Welfare	CPD	CPD			CPD				
	Finance					CPD				
	Costing									
	Citizen Engagement						CPD			
Resources of the LA	Rates									
	Taxes	CPD	CPD	CPD						
	Rent									
	License						CPD			
	Fee for Services		CPD	CPD	CPD					
	Other Revenue				CPD					
	Revenue Grants	CPD				CPD				

Step 6: Design the ‘intervention for strengthening the institutional capacity’ by re-designing the activities based on the KAP scores of ‘Critical Human Resources’ in the LAs

After analyzing the scores under the sub-domains, appropriate activities will have to be included to address the gaps. For example: consider the following activity under the ‘Policy – level strategy’

Sample Activity	Personnel Capacity Development focused Activity	Elected members	Staff as per responsibilities	Staff as per assigned tasks
		Leadership	Leadership	Administration
Council approval for the proposed livelihood development programme	Knowledge improvement	<ul style="list-style-type: none"> Public health and welfare related process and procedures Taxes and revenue grants under the revenue sources 	<ul style="list-style-type: none"> Public health related process and procedures Fee for services and other revenue under the revenue sources 	<ul style="list-style-type: none"> No CPD is identified
	Attitudinal and behaviour change	<ul style="list-style-type: none"> Utility service and welfare related Process and Procedures Taxes and Fee for Services under resources 	<ul style="list-style-type: none"> Welfare and finance related process and procedures Revenue Grants under resources 	<ul style="list-style-type: none"> No CPD is identified
	Demonstration of practices	<ul style="list-style-type: none"> Taxes and Fee for Services under resources 	<ul style="list-style-type: none"> Citizen engagement related Process and Procedures Fee for services as revenue sources 	<ul style="list-style-type: none"> No CPD is identified

Repeat this exercise for the planned activities under the ‘Process’ and ‘People’ focused strategies in order to develop a successful intervention for intended outcomes.

6. Trincomalee District Report

6.1 Topline Findings for LAs in Trincomalee District

We now break down the nine main domains and analyze KAP scores for administrative functionalities to identify priority areas for the sub domains to provide sharper clarity on areas where capacity building interventions are needed.

6.1.1 How do the nine core institutional domains stack up on KAP scores

Indicators	Elected Officials			Appointed Officials			Overall		
	K	A	P	K	A	P	K	A	P
Strategic position of the LA	0.1065	-0.3081	-1.0194	0.7207	-0.0123	0.9864	0.4136	-0.1602	-0.0165
Structure of the LA	0.1496	-0.7192	-0.5365	-0.7611	-0.3898	-0.3166	-0.3058	-0.5545	-0.4265
Division of labour within the LA	0.5455	1.6547	1.0208	-0.0248	0.6827	0.2854	0.2604	1.1687	0.6531
Functions of LA	-0.2555	-0.1900	1.2732	0.0490	-0.3033	-0.5262	-0.1033	-0.2466	0.3735
LA Processes and Procedures	-0.2658	-0.4051	-0.2137	-0.2566	-0.6185	-0.0435	-0.2612	-0.5118	-0.1286
L Resources	-0.5831	-0.4835	-0.5824	-0.5065	-0.9188	-0.0159	-0.5448	-0.7012	-0.2992
Achievements – Outputs of the LA	-0.2448	-0.9097	0.0527	-0.4267	-0.3803	-0.4978	-0.3358	-0.6450	-0.2225
Technology and Innovations of the LA	-1.7241	-0.6351	-1.5176	-1.2227	-0.6166	-1.8477	-1.4734	-0.6259	-1.6827
Resilience Planning and Response Preparedness	2.2717	1.9962	1.5229	2.4288	2.5570	1.9760	2.3502	2.2766	1.7495

- Across different categories of functionaries and across the 13 LAs, resilience planning and response preparedness emerge as a domain where knowledge, attitude and practice seems to be relatively strong. Domains where capacities across KAP are relatively weak include: *structure of the LA, processes and procedures; resource mobilization, outputs; and technology and innovations.*

6.1.2 Which are the priority areas for administrative functionaries for strengthening capacities?

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.5785	0.6842	-1.4479
	Mission	-1.1275	-0.6483	0.4305
	Shared Objectives	0.6765	-1.6419	1.6045
	Values	0.6765	0.5998	-0.9783
	Strategies and Strategic Plan	1.1275	1.3833	0.4305
	Action Plan	0.2255	-0.3771	-0.0391
2. Structure of the LA	Administration Structure	0.7071	-0.7607	0.0000
	Operational Structure	0.7071	1.4128	-0.9806
	Infrastructure	-1.4142	-0.6521	1.3728
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.4472	0.9449	-0.8660
	General Administration of the Organization	-0.4472	0.1435	-0.8660
	Financial Management of the Organization	0.8944	-1.0248	0.8660
	Physical Planning	0.8944	1.6040	-0.8660
	Service Delivery	-1.7889	-1.0248	1.7321
	Citizen Engagement	0.8944	-0.6428	0.0000

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.0917	-1.0950	1.2136
	Public Health	0.0917	1.2122	-2.0226
	Infrastructure Development	0.0917	-0.6262	0.1348
	Utility Services	0.8250	-0.6262	0.1348
	Welfare	-2.1084	-0.1758	1.2136
	Finance	0.0917	0.7434	0.1348
	Costing	1.5584	-1.0950	0.1348
	Citizen Engagement	-0.6417	1.6627	-0.9439

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.1811	-0.7687	1.2228
	Taxes	-1.0864	0.0579	-1.5163
	Rent	0.8148	0.8844	1.2228
	License	0.1811	-0.7687	-0.8315
	Fee for Services	-1.7202	1.3060	0.5380
	Other Revenue	0.1811	0.8844	0.1956
	Revenue Grants	1.4486	-1.5953	-0.8315

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-1.1209	0.6452	1.4626
	Public Health	0.1601	0.6360	-1.2376
	Infrastructure Development	0.1601	0.1676	-0.3375
	Utility Services	0.8006	-1.2008	0.5625
	Welfare	-1.7614	-0.7508	1.4626
	Finance	1.4412	-1.6692	-0.3375
	Costing	0.8006	1.0860	-1.2376
	Citizen Participation	-0.4804	1.0860	-0.3375

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0356	-1.0671	-0.5400
	Automated Expenses Tracking	-0.8189	-0.6754	-0.2362
	Automation of Accounting	0.2649	0.4996	-0.5400
	Paperless General Administration	-0.1686	1.6746	-0.5400
	Use of Automated Attendance marking	1.5655	-1.0671	2.4974
	Use of Energy Saving Strategies	-1.0356	1.0949	-0.5400
	Automated Front Desk	-1.0356	-0.2837	-0.5400
	Service Tracking	1.1320	0.8913	-0.5400
Social Media Interface for Communication with Citizens	1.1320	-1.0671	0.9787	

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.1468	1.1857	-0.3536
	Climate Change Preparedness	0.9263	-0.9042	0.3536
	Skill Inventory	-1.2791	-0.3497	-1.7678
	Project Proposals, Business Plans and Feasibility Studies	-1.0586	1.1857	0.7071
	Collaborations and Partnerships	0.2646	-1.1174	1.0607

6.1.3 Which are the priority domains for political members for strengthening capacities?

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-2.1572	-1.1668	-0.8257
	Mission	0.5082	0.0883	1.6576
	Shared Objectives	0.1920	0.0213	-0.8257
	Values	0.1920	-0.0632	-0.8257
	Strategies and Strategic Plan	0.9600	1.9742	1.0698
	Action Plan	0.3049	-0.8538	-0.2504

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.5230	1.3385	-0.7870
	Operational Structure	-1.3994	-1.0646	1.4111
	Infrastructure	0.8764	-0.2740	-0.6241

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.1291	0.6423	0.0048
	General Administration of the Organization	-1.1291	0.0899	0.2201
	Financial Management of the Organization	-0.1364	1.6122	-0.4799
	Physical Planning	0.7096	0.0899	1.0342
	Service Delivery	-0.0261	-1.2859	1.0849
	Citizen Engagement	1.7110	-1.1483	-1.8641

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Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.4671	0.4851	-0.4245
	Public Health	-1.5324	-0.1970	1.1223
	Infrastructure Development	0.4068	0.4851	-0.4245
	Utility Services	1.4123	-1.5885	-0.6823
	Welfare	-1.6401	-1.5748	2.1983
	Finance	0.5217	0.4851	-0.5964
	Costing	-0.1678	1.4200	-0.5105
	Citizen Engagement	0.5325	0.4851	-0.6823

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.5300	0.6710	-0.5462
	Taxes	-1.2611	-1.2999	-1.1170
	Rent	0.5177	-0.7306	1.0521
	License	0.4314	0.6710	-0.8601
	Fee for Services	1.6883	-1.2999	-0.8887
	Other Revenue	-0.8915	0.6710	1.3078
	Revenue Grants	-1.0147	1.3176	1.0521

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.2458	-0.7136	0.7487
	Public Health	-1.3212	0.9452	0.5912
	Infrastructure Development	-0.1694	-0.9515	0.3904
	Utility Services	1.3773	-0.9704	-1.0622
	Welfare	-1.4200	-0.9515	1.5769
	Finance	-0.1694	0.4442	0.2731
	Costing	1.3773	0.3135	-1.4559
	Citizen Participation	0.5711	1.8840	-1.0622

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9513	-0.9294	-0.7070
	Automated Expenses Tracking	-0.1655	-0.9294	0.3518
	Automation of Accounting	1.2262	1.2498	-0.7070
	Paperless General Administration	-0.7488	1.5050	-0.7070
	Use of Automated Attendance marking	1.9822	-0.9294	2.6717
	Use of Energy Saving Strategies	-0.9513	1.1148	-0.2323
	Automated Front Desk	-0.9513	-0.5572	-0.1776
	Service Tracking	0.0476	0.4053	-0.3719
	Social Media Interface for Communication with Citizens	0.5121	-0.9294	-0.1206

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3751	0.2738	-0.8564
	Climate Change Preparedness	0.0670	0.9376	0.9774
	Skill Inventory	-1.5327	0.5642	-1.5036
	Project Proposals, Business Plans and Feasibility Studies	-0.5677	0.1493	0.4737
	Collaborations and Partnerships	0.6583	-1.9249	0.9089

6.2 Granular Findings

In this section, we present findings from three granular level analysis:

1. KAP scores and priority scores for all the 53 sub-domains for three categories of political members – leadership, Councillors and Women Councillors.
2. KAP scores and priority scores for all the 53 sub-domains for three categories of administrative staff – leadership, mid-level and frontline.
3. KAP scores and priority scores for all the 53 sub-domains for the five functional divisions within the LA - administration, finance, physical planning, service delivery/work, citizen engagement.

6.2.1 Which are the priority domains for the three categories of political members for strengthening capacities?

Council Leadership

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-2.1572	-1.1668	-0.8257
	Mission	0.5082	0.0883	1.6576
	Shared Objectives	0.1920	0.0213	-0.8257
	Values	0.1920	-0.0632	-0.8257
	Strategies and Strategic Plan	0.9600	1.9742	1.0698
	Action Plan	0.3049	-0.8538	-0.2504
2. Structure of the LA	Administration Structure	0.5230	1.3385	-0.7870
	Operational Structure	-1.3994	-1.0646	1.4111
	Infrastructure	0.8764	-0.2740	-0.6241
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.1291	0.6423	0.0048
	General Administration of the Organization	-1.1291	0.0899	0.2201
	Financial Management of the Organization	-0.1364	1.6122	-0.4799
	Physical Planning	0.7096	0.0899	1.0342
	Service Delivery	-0.0261	-1.2859	1.0849
	Citizen Engagement	1.7110	-1.1483	-1.8641
5. LA Processes and Procedures	Administrative	0.4671	0.4851	-0.4245
	Public Health	-1.5324	-0.1970	1.1223
	Infrastructure Development	0.4068	0.4851	-0.4245
	Utility Services	1.4123	-1.5885	-0.6823
	Welfare	-1.6401	-1.5748	2.1983
	Finance	0.5217	0.4851	-0.5964
	Costing	-0.1678	1.4200	-0.5105
	Citizen Engagement	0.5325	0.4851	-0.6823
6. Resources of the LA	Rates	0.5300	0.6710	-0.5462
	Taxes	-1.2611	-1.2999	-1.1170
	Rent	0.5177	-0.7306	1.0521
	License	0.4314	0.6710	-0.8601
	Fee for Services	1.6883	-1.2999	-0.8887
	Other Revenue	-0.8915	0.6710	1.3078
	Revenue Grants	-1.0147	1.3176	1.0521

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.2458	-0.7136	0.7487
	Public Health	-1.3212	0.9452	0.5912
	Infrastructure Development	-0.1694	-0.9515	0.3904
	Utility Services	1.3773	-0.9704	-1.0622
	Welfare	-1.4200	-0.9515	1.5769
	Finance	-0.1694	0.4442	0.2731
	Costing	1.3773	0.3135	-1.4559
	Citizen Participation	0.5711	1.8840	-1.0622

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9513	-0.9294	-0.7070
	Automated Expenses Tracking	-0.1655	-0.9294	0.3518
	Automation of Accounting	1.2262	1.2498	-0.7070
	Paperless General Administration	-0.7488	1.5050	-0.7070
	Use of Automated Attendance marking	1.9822	-0.9294	2.6717
	Use of Energy Saving Strategies	-0.9513	1.1148	-0.2323
	Automated Front Desk	-0.9513	-0.5572	-0.1776
	Service Tracking	0.0476	0.4053	-0.3719
	Social Media Interface for Communication with Citizens	0.5121	-0.9294	-0.1206

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3751	0.2738	-0.8564
	Climate Change Preparedness	0.0670	0.9376	0.9774
	Skill Inventory	-1.5327	0.5642	-1.5036
	Project Proposals, Business Plans and Feasibility Studies	-0.5677	0.1493	0.4737
	Collaborations and Partnerships	0.6583	-1.9249	0.9089

Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.7759	-1.4780	-0.7841
	Mission	1.6485	-0.6429	1.6492
	Shared Objectives	-0.1136	0.4995	-0.7841
	Values	-0.1136	0.4252	-0.7841
	Strategies and Strategic Plan	0.3186	1.6603	1.1224
	Action Plan	0.0360	-0.4642	-0.4193

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.8095	1.2443	-0.8101
	Operational Structure	1.4090	-1.2042	1.4089
	Infrastructure	-0.5995	-0.0402	-0.5988

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-1.1576	0.3924	0.7948
	General Administration of the Organization	-1.1576	-0.0249	1.0109
	Financial Management of the Organization	-0.5139	1.8527	0.1626
	Physical Planning	0.9170	-0.0249	0.6853
	Service Delivery	0.5161	-1.1323	-1.7327
	Citizen Engagement	1.3959	-1.0631	-0.9209

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.5298	0.3194	-0.4518
	Public Health	-1.6890	0.8596	0.5964
	Infrastructure Development	0.4862	0.3194	-0.4518
	Utility Services	0.9524	-1.5590	-0.5217
	Welfare	-1.7148	-1.7478	2.4637
	Finance	0.5795	0.3194	-0.5217
	Costing	0.2273	1.1697	-0.5217
	Citizen Engagement	0.6287	0.3194	-0.5915

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.7008	0.2485	-0.6376
	Taxes	-1.2547	-1.0249	-0.9060
	Rent	0.6909	-0.7377	0.5254
	License	0.6215	0.2485	-0.7047
	Fee for Services	1.3547	-1.0249	-0.8166
	Other Revenue	-1.0169	0.2485	2.0142
	Revenue Grants	-1.0962	2.0420	0.5254

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	0.3254	-0.5848	0.0915
	Public Health	-1.2593	1.8846	-0.0329
	Infrastructure Development	-0.5978	-0.9625	0.8474
	Utility Services	1.2398	-0.7564	-1.0282
	Welfare	-1.2838	-0.9625	1.6294
	Finance	-0.5978	0.0698	0.8604
	Costing	1.2398	0.0171	-1.2771
	Citizen Participation	0.9335	1.2947	-1.0905

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0328	-0.8841	-0.7858
	Automated Expenses Tracking	0.1339	-0.8841	0.6211
	Automation of Accounting	1.0592	0.8426	-0.7858
	Paperless General Administration	-0.8909	1.7117	-0.7858
	Use of Automated Attendance marking	1.7984	-0.8841	2.5291
	Use of Energy Saving Strategies	-1.0328	1.3630	-0.4020
	Automated Front Desk	-1.0328	-0.5798	0.0991
	Service Tracking	0.2398	0.1988	-0.4369
	Social Media Interface for Communication with Citizens	0.7581	-0.8841	-0.0530

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.3964	-0.0749	-0.4735
	Climate Change Preparedness	0.1438	0.9226	1.2775
	Skill Inventory	-1.5356	0.7079	-1.6629
	Project Proposals, Business Plans and Feasibility Studies	-0.5816	0.3249	0.3592
	Collaborations and Partnerships	0.5771	-1.8805	0.4996

Women Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.5604	-0.8923	-0.8514
	Mission	-0.1083	-0.2043	1.7378
	Shared Objectives	-0.0318	0.1850	-0.8514
	Values	-0.0318	0.0090	-0.8514
	Strategies and Strategic Plan	1.8788	1.9876	0.8940
	Action Plan	-0.1465	-1.0850	-0.0777

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.5981	1.3016	-0.8101
	Operational Structure	-1.4089	-0.1719	1.4089
	Infrastructure	0.8107	-1.1297	-0.5988

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.8841	0.7531	-0.5048
	General Administration of the Organization	-0.8841	-0.2919	-0.4301
	Financial Management of the Organization	-0.4752	1.8041	-0.5395
	Physical Planning	0.9791	-0.2919	1.6968
	Service Delivery	-0.4752	-1.1605	0.9763
	Citizen Engagement	1.7396	-0.8130	-1.1987

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6641	0.0071	-0.0662
	Public Health	-1.3509	0.4516	0.8631
	Infrastructure Development	0.5809	0.0071	-0.0662
	Utility Services	1.0267	-1.5488	-1.1504
	Welfare	-1.6976	-1.0188	2.1673
	Finance	0.7295	0.0071	-0.6858
	Costing	-0.6574	2.0878	-0.2211
	Citizen Engagement	0.7047	0.0071	-0.8406

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.5405	0.5018	0.1137
	Taxes	-1.4079	-1.4260	-1.4074
	Rent	0.5257	-0.1238	0.7898
	License	0.5108	0.5018	-1.0272
	Fee for Services	1.6084	-1.4260	-0.7314
	Other Revenue	-0.7849	0.5018	1.4726
	Revenue Grants	-0.9926	1.4705	0.7898

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.5293	-0.8601	1.2882
	Public Health	-1.0567	0.7495	0.4380
	Infrastructure Development	-0.3159	-0.7734	0.3158
	Utility Services	1.3137	-1.3223	-0.9436
	Welfare	-1.4023	-0.7734	1.3328
	Finance	-0.3159	1.5038	-0.0126
	Costing	1.3137	1.1869	-1.6875
	Citizen Participation	0.9927	0.2891	-0.7310

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.2773	1.0547	-0.7211
	Climate Change Preparedness	0.1074	0.6398	0.6755
	Skill Inventory	-1.3196	0.2248	-1.3028
	Project Proposals, Business Plans and Feasibility Studies	-0.9308	-0.0692	-0.1676
	Collaborations and Partnerships	0.8656	-1.8501	1.5160

6.2.2 Which are the priority domains for the three categories of administrative functionalities for strengthening capacities?

Administrative Leadership

Sub Indicators - Shared vision	K	A	P
Vision	-1.0000	0.8580	-0.9919
Mission	1.0000	0.6288	-0.9919
Shared Objectives	1.0000	-1.4101	1.0800
Values	1.0000	-1.4101	0.7411
Strategies and Strategic Plan	-1.0000	0.6310	1.1545
Action Plan	-1.0000	0.7024	-0.9919

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.7071	0.9218	-0.7071
Operational Structure	1.4142	-1.3897	-0.7071
Infrastructure	-0.7071	0.4679	1.4142

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	0.6705	-0.5462	2.2284
General Administration	0.8513	-0.7513	-0.4910
Financial Management	0.6253	-0.7513	-0.2644
Physical Planning	0.6705	1.6093	-0.4910
Service Delivery	-1.4991	-0.7513	-0.4910
Citizen Engagement	-1.3183	1.1909	-0.4910

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	-0.8082	1.4290	-0.4073
Public Health	-0.8082	1.1926	-0.6515
Infrastructure Development	-0.8082	1.2336	-0.4073
Utility Services	1.3470	-0.8165	-0.6515
Welfare	-0.8082	-0.8165	1.4661
Finance	-0.6286	-0.8165	1.9546
Costing	1.1674	-0.8165	-0.6515
Citizen Participarion	1.3470	-0.5892	-0.6515

Sub Indicators -Resources of LA	K	A	P
Rates	-0.8657	2.4288	-0.4825
Taxes	-0.8657	-0.5037	-0.6684
Rent	-0.8657	-0.5037	1.5622
License	1.1254	-0.2069	-0.6684
Fee for Services	-0.8657	-0.5037	1.5938
Other Revenue	1.2120	-0.2069	-0.6684
Revenue Grants	1.1254	-0.5037	-0.6684

Sub Indicators -Outputs of LA	K	A	P
Administration	0.9986	-0.1702	-0.7502
Public Health	-1.0411	2.6099	-0.7502
Infrastructure Development	-1.0411	-0.5248	1.5996
Utility Services	0.9986	-0.5248	-0.7502
Welfare	-1.0411	-0.5248	1.4715
Finance	-0.8712	-0.5248	0.6797
Costing	0.9986	-0.1702	-0.7502
Citizen Participation	0.9986	-0.1702	-0.7502

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.1369	-0.5345	-0.3833
Automated Expenses Tracking	0.4177	-0.5345	-0.1369
Automation of Accounting	0.6780	-0.5345	-0.3833
Paperless General Administration	-0.9522	1.8672	-0.3833
Use of Automated Attendance marking	1.0786	-0.5345	2.8201
Use of Energy Saving Strategies	-1.1369	1.8745	-0.3833
Automated Front Desk	-1.1369	-0.5345	-0.3833
Service Tracking	0.9863	-0.5345	-0.3833
Social Media Interface for Communication with Citizens	1.2023	-0.5345	-0.3833

Sub Indicators -Resilience and Responsiveness of LA	K	A	P
Disaster Management	1.4659	1.7167	-1.6303
Climate Changers	0.4605	0.1897	1.2418
Skill Inventory	-1.4649	-0.1805	-0.1661
Project Management	-0.6706	-0.3656	0.8335
Collaborations	0.2091	-1.3604	-0.2788

Middle Management

Sub Indicators - Shared vision	K	A	P
Vision	-1.7576	-1.1196	-1.2493
Mission	0.0449	-0.4755	0.1787
Shared Objectives	0.2311	-0.3212	-0.2518
Values	0.5927	-0.3321	-0.3823
Strategies and Strategic Plan	1.4713	2.0674	2.0238
Action Plan	-0.5825	0.1812	-0.3191

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.7409	-1.1340	0.4226
Operational Structure	1.4137	-0.1648	-1.3801
Infrastructure	-0.6728	1.2988	0.9575

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	1.1196	1.1742	-0.7863
General Administration	1.4724	-0.7923	-1.6119
Financial Management	-0.3245	-0.1591	0.1573
Physical Planning	-0.4814	-1.6432	0.9829
Service Delivery	-0.3245	1.0703	-0.0786
Citizen Engagement	-1.4615	0.3501	1.3367

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	0.7071	0.2684	-1.3126
Public Health	-1.8383	1.5994	0.6325
Infrastructure Development	0.9015	0.2684	-0.8886
Utility Services	0.7071	0.2684	-0.7962
Welfare	-0.8486	-1.6219	1.4574
Finance	-0.4596	-1.5219	1.0449
Costing	-0.4596	0.4236	0.7150
Citizen Participarion	1.2904	0.3154	-0.8523

Sub Indicators -Resources of LA	K	A	P
Rates	0.0212	0.2993	-0.5098
Taxes	0.7543	-1.1554	-0.0858
Rent	1.6261	-1.0655	0.5854
License	0.0212	0.1326	-1.1486
Fee for Services	-1.0933	1.9536	-0.2637
Other Revenue	-1.5886	0.4619	2.1236
Revenue Grants	0.2590	-0.6265	-0.7011

Sub Indicators -Outputs of LA	K	A	P
Administration	-0.7586	1.7765	-0.9170
Public Health	-1.5758	1.0064	0.3818
Infrastructure Development	0.0327	-1.1452	1.0694
Utility Services	1.0398	0.1302	-0.9414
Welfare	-0.5587	-1.1143	1.1458
Finance	-0.5587	-1.0794	1.2787
Costing	0.7401	0.2646	-1.0240
Citizen Participation	1.6392	0.1611	-0.9934

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2334	-1.0591	-0.8442
Automated Expenses Tracking	0.2398	-1.0591	0.5084
Automation of Accounting	0.2398	0.8069	-0.8442
Paperless General Administration	-0.1186	1.3042	-0.8442
Use of Automated Attendance marking	0.9963	-1.0591	2.2996
Use of Energy Saving Strategies	-1.2334	1.3065	0.1093
Automated Front Desk	-1.2334	0.1662	-0.2626
Service Tracking	0.6380	0.6528	-0.8442
Social Media Interface for Communication with Citizens	1.7051	-1.0591	0.7222

Sub Indicators -Resilience Planning and Responsiveness Preparedness	K	A	P
Disaster Management	1.3993	0.7519	-1.1259
Climate Changers	0.8716	-1.3330	1.0718
Skill Inventory	-1.3167	0.5127	0.0132
Project Management	-0.6931	-1.0596	-1.1159
Collaborations	-0.2611	1.1279	1.1568

Frontline Staff

Sub Indicators - Shared vision	K	A	P
Vision	-1.5893	-1.0578	-0.3503
Mission	0.9990	0.8220	-1.2446
Shared Objectives	-1.1806	0.5870	0.3205
Values	0.7265	-0.0580	-0.7974
Strategies and Strategic Plan	0.5903	-1.5277	0.1863
Action Plan	0.4541	1.2344	1.8855

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.7071	0.7138	-0.6615
Operational Structure	-0.7071	0.7004	-0.7517
Infrastructure	1.4142	-1.4142	1.4133

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	0.0000	0.0000	0.0000

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	1.1196	1.1742	-0.7863
General Administration	1.4724	-0.7923	-1.6119
Financial Management	-0.3245	-0.1591	0.1573
Physical Planning	-0.4814	-1.6432	0.9829
Service Delivery	-0.3245	1.0703	-0.0786
Citizen Engagement	-1.4615	0.3501	1.3367

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	-1.3321	-0.2445	0.8616
Public Health	-0.7712	1.7035	-1.8132
Infrastructure Development	-1.3321	0.8142	0.6558
Utility Services	1.2853	-0.7936	-0.7844
Welfare	0.3505	-1.5984	1.4789
Finance	0.9114	0.6077	-0.7844
Costing	1.0984	-0.8368	0.3472
Citizen Participation	-0.2103	0.3479	0.0386

Sub Indicators -Resources of LA	K	A	P
Rates	-0.6722	-0.1047	0.7780
Taxes	-1.4024	0.5419	-1.3025
Rent	1.1938	1.5572	0.4109
License	0.1391	-1.3981	-1.6697
Fee for Services	-0.7534	0.2598	0.9004
Other Revenue	-0.1043	0.5419	0.9616
Revenue Grants	1.5995	-1.3981	-0.0787

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.1111	0.0232	1.1397
Public Health	-0.8889	1.2815	-0.4840
Infrastructure Development	0.2222	0.3313	-0.2342
Utility Services	0.3333	-0.9690	0.1405
Welfare	-0.2222	-1.6943	1.5143
Finance	2.3333	-0.5076	-1.3582
Costing	-0.1111	1.4752	-1.3582
Citizen Participation	-0.5556	0.0598	0.6401

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.1962	-1.3215	-0.5771
Automated Expenses Tracking	0.0665	0.1640	-0.2275
Automation of Accounting	0.0665	0.7514	-0.5771
Paperless General Administration	-0.2658	1.4540	-0.5771
Use of Automated Attendance marking	1.3291	-1.3215	2.6692
Use of Energy Saving Strategies	-1.1962	0.7440	-0.3773
Automated Front Desk	-1.1962	0.1614	-0.2775
Service Tracking	1.1962	0.6896	-0.5771
Social Media Interface for Communication with Citizens	1.1962	-1.3215	0.5216

Sub Indicators -Resilience Planning & Reponse Preparedness	K	A	P
Disaster Management	1.6458	0.3327	-1.0656
Climate Changers	0.6695	0.0000	0.3298
Skill Inventory	-0.8183	-0.1210	-0.5582
Project Management	-0.9112	1.4517	-0.4947
Collaborations	-0.5858	-1.6635	1.7887

6.2.3 Which are the priority domains for the five categories of LA functionaries for strengthening capacities?

Administration Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.4248	-0.3164	-0.9391
	Mission	0.1988	0.9545	-0.8299
	Shared Objectives	-0.4506	-0.3524	0.6790
	Values	0.2565	-1.0725	1.0307
	Strategies and Strategic Plan	0.2246	0.3430	0.5348
	Action Plan	0.1957	0.4437	-0.4754
2. Structure of the LA	Administration Structure	-0.2357	0.5430	-0.4714
	Operational Structure	1.1785	-0.2275	-0.4714
	Infrastructure	-0.9428	-0.3154	0.9428
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.2243	-0.6063	1.4374
	General Administration of the Organization	-0.3821	0.9869	-0.9024
	Financial Management of the Organization	0.1838	0.1063	-0.7252
	Physical Planning	0.9368	0.2152	-0.2924
	Service Delivery	-1.1655	-0.6747	0.6732
	Citizen Engagement	0.2026	-0.0273	-0.1907
5. LA Processes and Procedures	Administrative	-0.7882	0.7580	0.1093
	Public Health	-0.8529	0.7618	0.3326
	Infrastructure Development	-0.7882	0.6929	0.0279
	Utility Services	0.7100	-0.0562	-0.7051
	Welfare	-0.1420	-0.7554	0.8203
	Finance	-0.1468	0.0339	0.2501
	Costing	1.2963	-0.7554	-0.6186
	Citizen Engagement	0.7119	-0.6796	-0.2164
6. Resources of the LA	Rates	-0.6477	0.8062	0.1431
	Taxes	-0.6477	0.3819	-0.6708
	Rent	-0.5784	-0.2350	0.9719
	License	0.7788	-0.2880	-0.6708
	Fee for Services	-0.6477	0.4436	0.1668
	Other Revenue	1.0489	-0.1975	0.1811
	Revenue Grants	0.6939	-0.9112	-0.1213

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.0931	0.0624	0.0394
	Public Health	-0.8426	1.1550	0.1239
	Infrastructure Development	-0.8426	0.0535	0.8021
	Utility Services	0.6477	-0.0558	-0.7165
	Welfare	-0.0770	-0.7357	0.8500
	Finance	-0.0452	0.0100	-0.1699
	Costing	0.5130	0.1282	-0.7165
	Citizen Participation	0.7398	-0.6175	-0.2126

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7920	-0.7557	-0.5822
	Automated Expenses Tracking	0.3017	-0.6968	-0.1160
	Automation of Accounting	-0.0753	0.6622	-0.5822
	Paperless General Administration	0.3875	0.8195	-0.5822
	Use of Automated Attendance marking	0.0583	-0.7557	2.4007
	Use of Energy Saving Strategies	-0.7920	0.8219	-0.0631
	Automated Front Desk	-0.7920	0.0908	-0.3851
	Service Tracking	0.8623	0.5694	-0.5822
	Social Media Interface for Communication with Citizens	0.8416	-0.7557	0.4923

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.2111	0.3001	-1.5500
	Climate Change Preparedness	0.8160	-0.2089	0.9824
	Skill Inventory	-1.2894	0.3481	-0.2744
	Project Proposals, Business Plans and Feasibility Studies	-0.8736	-0.3940	0.0926
	Collaborations and Partnerships	0.1359	-0.0452	0.7493

Finance Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.0391	0.4703	-0.7136
	Mission	0.3482	-0.2728	-0.0820
	Shared Objectives	0.3029	-0.0580	-0.0230
	Values	1.0250	-0.9524	-0.1360
	Strategies and Strategic Plan	-0.3185	0.3946	0.7739
	Action Plan	-0.3185	0.4184	0.1808

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.4714	0.8800	-0.2357
	Operational Structure	0.2357	0.1021	-0.2357
	Infrastructure	0.2357	0.0179	0.4714

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.8685	-0.5668	0.3586
	General Administration of the Organization	0.2651	0.2593	-0.5478
	Financial Management of the Organization	-0.4561	0.0573	0.2745
	Physical Planning	0.2778	0.8730	-0.5478
	Service Delivery	-0.4596	-0.6351	0.1160
	Citizen Engagement	-0.4957	0.0123	0.3466

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.3756	0.0916	-0.5199
	Public Health	-0.2880	0.9073	-0.6013
	Infrastructure Development	-0.9340	0.7189	0.2268
	Utility Services	0.5034	0.0644	-0.6013
	Welfare	-0.2293	-0.6569	0.7683
	Finance	-0.2658	-0.6569	1.1618
	Costing	0.3891	-0.2722	-0.2172
	Citizen Engagement	0.4490	-0.1964	-0.2172

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.4178	1.2142	-0.4330
	Taxes	-0.4792	-0.5148	-0.4950
	Rent	0.3141	0.2091	0.2486
	License	0.3689	-0.4158	-0.4950
	Fee for Services	-0.2948	-0.5148	1.2117
	Other Revenue	0.3297	-0.4158	0.4576
	Revenue Grants	0.1790	0.4378	-0.4950

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	1.1069	-0.5159	-0.6338
	Public Health	-0.9368	2.0614	-0.6338
	Infrastructure Development	-0.9368	0.0401	0.7939
	Utility Services	0.4221	-0.6341	0.3741
	Welfare	-0.3204	-0.6341	0.8157
	Finance	-0.8802	0.0401	0.5517
	Costing	0.3698	0.1583	-0.6338
	Citizen Participation	1.1754	-0.5159	-0.6338

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7414	-0.8276	-0.4238
	Automated Expenses Tracking	0.2600	-0.1251	0.4601
	Automation of Accounting	0.5281	-0.1176	-0.4238
	Paperless General Administration	-0.6799	1.5037	-0.4238
	Use of Automated Attendance marking	0.7824	-0.8276	1.7047
	Use of Energy Saving Strategies	-0.7414	1.4784	-0.4238
	Automated Front Desk	-0.7414	-0.1283	0.3780
	Service Tracking	0.5704	-0.1283	-0.4238
	Social Media Interface for Communication with Citizens	0.7632	-0.8276	-0.4238

Planning Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.1411	-0.4029	-0.8615
	Mission	0.7092	0.2823	-0.7817
	Shared Objectives	-0.0945	1.0828	1.4403
	Values	0.0022	0.4871	-0.2838
	Strategies and Strategic Plan	-0.0290	0.3649	0.5392
	Action Plan	-0.7290	0.3514	-0.0524

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.1977	0.0716	-0.2080
	Operational Structure	0.4312	-0.6989	-0.2645
	Infrastructure	-0.2335	0.6274	0.4725

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.2093	0.4030	0.2782
	General Administration of the Organization	0.5177	-0.2405	-0.6283
	Financial Management of the Organization	0.3230	-0.8872	0.7038
	Physical Planning	-0.3286	1.3498	-0.6283
	Service Delivery	-0.2658	-0.9552	0.9030
	Citizen Engagement	-0.0370	0.3301	-0.6283

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.0505	-0.1129	-0.0553
	Public Health	0.3325	-0.1311	-0.0437
	Infrastructure Development	0.0505	-0.1781	0.1216
	Utility Services	0.0936	-0.1912	0.1308
	Welfare	-0.7215	-0.2592	0.9381
	Finance	0.0888	-0.1811	0.2438
	Costing	-0.0629	0.4501	-0.6249
	Citizen Engagement	0.1686	0.6034	-0.7104

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.0774	0.4348	0.0260
	Taxes	-0.1485	-0.6156	-0.6742
	Rent	0.7188	0.1863	0.0693
	License	-0.1382	0.2332	-0.6742
	Fee for Services	-0.8019	0.0777	1.0293
	Other Revenue	-0.0887	0.2325	0.2869
	Revenue Grants	0.5359	-0.5489	-0.0629

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.0397	0.7903	-0.7923
	Public Health	-0.0150	0.4201	-0.2198
	Infrastructure Development	0.0596	-0.6870	0.8022
	Utility Services	-0.0397	-0.0291	-0.0527
	Welfare	-0.7908	-0.0646	0.7595
	Finance	0.0465	-0.6870	0.4262
	Costing	0.7409	-0.5688	-0.1309
	Citizen Participation	0.0383	0.8262	-0.7923

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.8969	-0.9456	-0.5025
	Automated Expenses Tracking	0.1662	-0.2385	-0.1159
	Automation of Accounting	0.3517	0.3343	-0.5025
	Paperless General Administration	-0.1447	1.2781	-0.5025
	Use of Automated Attendance marking	0.8305	-0.9456	1.8229
	Use of Energy Saving Strategies	-0.8969	1.2817	-0.3034
	Automated Front Desk	-0.8969	-0.2385	0.0136
	Service Tracking	0.5038	0.4200	-0.5025
	Social Media Interface for Communication with Citizens	0.9831	-0.9456	0.5927

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.4877	0.8416	-1.6088
	Climate Change Preparedness	0.6242	0.3326	1.0626
	Skill Inventory	-0.7380	-0.3894	0.0846
	Project Proposals, Business Plans and Feasibility Studies	-0.8113	0.1476	0.0354
	Collaborations and Partnerships	-0.5625	-0.9324	0.4261

Service Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.7505	-0.5119	-0.0709
	Mission	0.8722	-0.0577	-0.6465
	Shared Objectives	-0.0033	0.1575	-0.0525
	Values	-0.0135	0.1124	-0.1655
	Strategies and Strategic Plan	0.0230	0.1519	0.8907
	Action Plan	-0.1278	0.1478	0.0447

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.4714	0.2760	0.1090
	Operational Structure	0.2357	-0.4305	-0.1296
	Infrastructure	0.2357	0.1545	0.0206

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.6447	0.0334	-0.0760
	General Administration of the Organization	0.8103	-0.6649	-0.4129
	Financial Management of the Organization	-0.3048	-0.0530	0.4815
	Physical Planning	0.5481	0.7969	-0.2705
	Service Delivery	-0.9388	0.0003	-0.1281
	Citizen Engagement	-0.7595	-0.1127	0.4059

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.0476	0.1060	-0.6360
	Public Health	0.1110	0.8437	-0.7536
	Infrastructure Development	0.0178	0.8076	-0.5998
	Utility Services	0.6055	-0.7015	-0.3323
	Welfare	-0.7667	-0.6689	1.1579
	Finance	0.0378	-0.5773	0.8755
	Costing	-0.1081	0.0491	0.3179
	Citizen Engagement	0.1502	0.1411	-0.0295

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.0793	0.4213	-0.7195
	Taxes	-0.7557	0.3419	-0.0495
	Rent	0.0458	0.1278	0.7381
	License	0.9087	-0.5321	-0.7814
	Fee for Services	-0.7557	0.0430	0.5807
	Other Revenue	-0.0057	0.1706	0.3384
	Revenue Grants	0.6419	-0.5725	-0.1068

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.1731	0.1466	0.0123
	Public Health	-0.0570	1.2107	-0.7492
	Infrastructure Development	-0.1988	0.1651	0.1066
	Utility Services	0.5063	-0.6724	-0.0342
	Welfare	-0.9285	-0.6411	1.5650
	Finance	0.4138	-0.5559	-0.2000
	Costing	0.4686	0.2005	-0.6766
	Citizen Participation	-0.0313	0.1466	-0.0239

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.8033	-0.6784	-0.5239
	Automated Expenses Tracking	0.3441	-0.6189	0.2891
	Automation of Accounting	0.3425	0.0302	-0.5239
	Paperless General Administration	-0.7418	1.7068	-0.5239
	Use of Automated Attendance marking	1.1405	-0.6784	2.0052
	Use of Energy Saving Strategies	-0.8033	0.9365	-0.1316
	Automated Front Desk	-0.8033	0.1549	-0.5239
	Service Tracking	0.3415	-0.1743	-0.5239
	Social Media Interface for Communication with Citizens	0.9832	-0.6784	0.4567

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.5883	1.2349	-0.6947
	Climate Change Preparedness	0.5328	-0.1517	0.4326
	Skill Inventory	-1.1838	-0.2572	-0.3717
	Project Proposals, Business Plans and Feasibility Studies	-0.6659	-0.2472	-0.3464
	Collaborations and Partnerships	-0.2714	-0.5788	0.9802

Community Engagement Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.1567	0.5679	-0.8753
	Mission	0.2448	0.3570	-0.1325
	Shared Objectives	0.8938	-0.9479	0.1867
	Values	1.0340	-1.0011	-0.2977
	Strategies and Strategic Plan	-0.5430	0.4934	1.2514
	Action Plan	-0.4729	0.5307	-0.1325

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2718	0.7787	-0.4714
	Operational Structure	0.5094	0.0082	-0.4714
	Infrastructure	-0.2376	-0.7868	0.9428

Organizational Domains	Sub-Domains	K	A	P
3. Division of labour within the LA	Roles and Responsibilities of Workers	0.0000	0.0000	0.0000

Organizational Domains	Sub-Domains	K	A	P
4. Functions of the LA	Decision Making at Policy Level of the Organization	0.5642	-0.6912	0.7149
	General Administration of the Organization	-0.1128	-0.7596	0.8506
	Financial Management of the Organization	0.3756	0.0235	-0.5169
	Physical Planning	0.3417	0.0979	-0.0591
	Service Delivery	-0.2739	-0.1184	-0.3972
	Citizen Engagement	-0.8947	1.4477	-0.5924
5. LA Processes and Procedures	Administrative	-0.4635	-0.0380	0.5779
	Public Health	-0.5555	0.2934	0.6953
	Infrastructure Development	-0.4635	-0.0380	0.5128
	Utility Services	0.2236	0.6065	-0.8345
	Welfare	0.5812	-0.7409	-0.7116
	Finance	0.2731	-0.6071	0.0126
	Costing	0.8952	-0.1522	-0.0973
	Citizen Engagement	-0.4906	0.6764	-0.1552
	6. Resources of the LA	Rates	-0.8081	1.2132
Taxes		-0.2365	-0.5525	-0.4851
Rent		-0.2407	-0.4776	1.5249
License		0.6177	-0.4535	-0.6171
Fee for Services		-0.3990	0.2322	0.1141
Other Revenue		-0.1477	0.5194	-0.0158
Revenue Grants		1.2145	-0.4811	-0.7174
7. Achievements – Outputs of the LA		Administration	-0.2664	0.0807
	Public Health	-0.9463	1.1464	0.3976
	Infrastructure Development	0.5046	-0.6938	0.2851
	Utility Services	0.4671	-0.1023	-0.6475
	Welfare	0.1877	-0.6852	0.2424
	Finance	0.5250	-0.6938	0.1277
	Costing	-0.2664	0.8674	-0.6475
	Citizen Participation	-0.2053	0.0807	0.0845
	8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7797	-0.7596
Automated Expenses Tracking		-0.1794	-0.0772	0.2010
Automation of Accounting		0.1538	0.0336	-0.4747
Paperless General Administration		-0.3896	0.9449	-0.4747
Use of Automated Attendance marking		0.8623	-0.7596	1.6618
Use of Energy Saving Strategies		-0.7797	0.9473	0.0120
Automated Front Desk		-0.7797	0.3965	-0.4747
Service Tracking		0.7494	0.0336	-0.4747
Social Media Interface for Communication with Citizens		1.1428	-0.7596	0.4986
9. Resilience Planning and Response Preparedness		Disaster Management	1.4529	0.5722
	Climate Change Preparedness	0.6865	0.0632	0.7954
	Skill Inventory	-1.0722	-0.0602	-0.0359
	Project Proposals, Business Plans and Feasibility Studies	-0.9559	-0.1219	-0.3012
	Collaborations and Partnerships	-0.1113	-0.4535	0.6574

6.3 Pathways to Identify Capacity Building Interventions in Trincomalee District

6.3.1 Using the 'Critical Priority Domains'

The scoring criteria described under the Section 2.4 was used to identify the 'Critical Priority Domains (CPD)' to reflect severe gaps identified under the sub indicators (or subdomains) related to nine institutional domains.

Profiles of CPDs and related recommendations have been made in relation to the following three categories:

4. Elected Political Members broadly under three categories with respect to responsibilities
5. Staff across the three categories in relation to their responsibilities
6. Staff across five functional areas in relation to their assigned tasks

6.3.1.1 CPDs for categories of political members.

Based on the scoring criteria mentioned above, following tables identifies the 'Critical Priority Domains' related to Knowledge, Attitude and Practice aspects under the 53 subdomains among the among the elected political members across leaders, council members and women council members;

Key Institutional Domain	Sub Domain	Leadership			Councilors			Women		
		K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision	CPD	CPD		CPD	CPD		CPD		
	Mission									
	Shared Objectives									
	Values									
	Strategies and Strategic Plan									
	Action Plan								CPD	
Structure of the LA	Administration Structure									
	Operational Structure	CPD	CPD			CPD		CPD		
	Infrastructure								CPD	
Division of labour within the LA	Roles and Responsibilities of Workers									

Functions of the LA	Decision Making at Policy Level of the Organization	CPD			CPD					
	General Administration of the Organization	CPD			CPD					
	Financial Management of the Organization									
	Physical Planning									
	Service Delivery		CPD			CPD	CPD		CPD	
	Citizen Engagement		CPD	CPD		CPD				CPD
LA Processes and Procedures	Administrative									
	Public Health	CPD			CPD			CPD		
	Infrastructure Development									
	Utility Services		CPD			CPD			CPD	CPD
	Welfare	CPD	CPD		CPD	CPD		CPD	CPD	
	Finance									
	Costing									
	Citizen Engagement									
Resources of the LA	Rates									
	Taxes	CPD	CPD	CPD	CPD	CPD		CPD	CPD	CPD
	Rent									
	License									CPD
	Fee for Services		CPD			CPD			CPD	
	Other Revenue				CPD					
	Revenue Grants	CPD			CPD					
Achievements – Outputs of the LA	Administration									
	Public Health	CPD			CPD			CPD		
	Infrastructure Development									
	Utility Services			CPD			CPD		CPD	
	Welfare	CPD			CPD			CPD		
	Finance									
	Costing			CPD			CPD			CPD
	Citizen Participation			CPD			CPD			

Technology and Innovations of the LA	Automation of Revenue Collection				CPD					
	Automated Expenses Tracking									
	Automation of Accounting									
	Paperless General Administration									
	Use of Automated Attendance marking									
	Use of Energy Saving Strategies				CPD					
	Automated Front Desk				CPD					
	Service Tracking									
	Social Media Interface for Communication with Citizens									
Resilience Planning and Response Preparedness	Disaster Management									
	Climate Change Preparedness									
	Skill Inventory	CPD		CPD	CPD		CPD	CPD		CPD
	Project Proposals, Business Plans and Feasibility Studies									
	Collaborations and Partnerships		CPD			CPD			CPD	

Intervention areas for political leadership in the Councils

Leadership of the elected council should be educated on:

- Vision for setting the strategic position of the LA
- Operational structure of the LA
- Decision Making at Policy Level of the Organization and General Administration of the Organization under the functions of the LA
- Public health and welfare related Processes and Procedures
- Taxes and Revenue grants on resources of the LA,
- Public Health and Welfare under achievements of LAs,
- Skill inventory for resilience planning

Behavioral inputs to influence attitude change should be focused on Vision for deciding the strategic position of the LA,

- Vision for setting the strategic position of the LA
- Service Delivery and Citizen Engagement related functions of the LAs
- Utility and welfare services related process and procedures,
- Taxes and fee for services of the LE resources
- Collaborations and Partnerships for resilience planning

Practice changes should be introduced on

- Citizen engagement related functions
- Taxes as revenue sources
- Utility services, Costing and citizen engagement related achievements of LA
- Skills inventory for resilience planning

Intervention areas for women councilors

Knowledge enhancement on;

- Vision for setting the strategic position of the LA
- Operational structure of the LA
- Public health and welfare related LA processes and procedures
- Taxes as the resources of LAs
- Public health and welfare related achievements of LA
- Skill inventory related to LAs

Attitude change required for;

- Action Plan for setting the strategic position of the LA
- Infrastructure under the structure of the LA
- Service delivery related functions of the LAs
- Utility services and welfare related LA processes and procedures
- Taxes and fee for services as the resources of LAs
- Utility services related achievements of LAs
- Collaborations and Partnerships for building resilience

Introducing practices for changes should be focused on;

- Citizen engagement related functions of the LAs
- Utility services related to process and procedures of LAs
- Taxes and Licenses related resources of the LAs
- Costing related achievements of the LAs
- Skill inventory for resilience planning in LAs

Intervention areas for councilors:

Knowledge building should focus on;

- Vision for setting the strategic position of the LA
- Decision Making at Policy Level of the Organization and General Administration of the Organization in relation to the functions of the LA,
- Public health and welfare related process and procedures in the LAs
- Taxes, Other Revenue and Revenue grants in relation to revenue sources of the LA
- Public health and welfare related achievements of LAs
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk related to Technology and Innovations within the LA
- Skills inventory under resilience planning

Attitude change should be considered for;

- Vision for deciding the strategic position of the LA
- Operational structure of the LA
- Service Delivery and Citizen engagement related functions of the LAs
- Utility services and welfare related LA processes and procedures
- Taxes and Fee for services related resources of the LAs
- Collaborations and Partnerships for building resilience

Practice changes should focus on

- Service delivery under the functions of the LA
- Utility Services, Costing and Citizen Participation related achievements
- Skills inventory under resilience planning

6.3.1.2 CPDs for categories of appointed staff.

Key Institutional Domain	Sub Domain	Leadership			Mid-level			Frontline		
		K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision	CPD			CPD	CPD	CPD	CPD	CPD	
	Mission									CPD
	Shared Objectives		CPD					CPD		
	Values		CPD							
	Strategies and Strategic Plan	CPD							CPD	
	Action Plan	CPD								
Structure of the LA	Administration Structure					CPD				
	Operational Structure		CPD				CPD			
	Infrastructure								CPD	
Division of labour within the LA	Roles and Responsibilities of Workers									
Functions of the LA	Decision Making at Policy Level of the Organization									
	General Administration of the Organization						CPD			
	Financial Management of the Organization									
	Physical Planning					CPD				
	Service Delivery	CPD								
	Citizen Engagement	CPD			CPD					
LA Processes and Procedures	Administrative						CPD	CPD		
	Public Health				CPD					CPD
	Infrastructure Development							CPD		
	Utility Services									
	Welfare					CPD			CPD	
	Finance					CPD				
	Costing									
	Citizen Engagement									
Resources of the LA	Rates									
	Taxes					CPD		CPD		CPD
	Rent					CPD				
	License						CPD		CPD	CPD
	Fee for Services				CPD					
	Other Revenue				CPD					
	Revenue Grants								CPD	

Achievements – Outputs of the LA	Administration							CPD		
	Public Health	CPD			CPD					
	Infrastructure Development	CPD				CPD				
	Utility Services									
	Welfare	CPD				CPD			CPD	
	Finance					CPD				CPD
	Costing						CPD			CPD
	Citizen Participation									
Technology and Innovations of the LA	Automation of Revenue Collection	CPD			CPD	CPD		CPD	CPD	
	Automated Expenses Tracking					CPD				
	Automation of Accounting									
	Paperless General Administration									
	Use of Automated Attendance marking					CPD			CPD	
	Use of Energy Saving Strategies	CPD			CPD			CPD		
	Automated Front Desk	CPD			CPD			CPD		
	Service Tracking									
Resilience Planning and Response Preparedness	Social Media Interface for Communication with Citizens					CPD			CPD	
	Disaster Management			CPD			CPD			CPD
	Climate Change Preparedness					CPD				
	Skill Inventory	CPD			CPD					
	Project Proposals, Business Plans and Feasibility Studies					CPD	CPD			
Collaborations and Partnerships		CPD						CPD		

Intervention areas for administrative leadership

Among the leadership level of staff in the LAs (Municipal Commissioner or Deputy Commissioners or Secretaries, Accountant or in charge for finance, Engineer or in charge for works, staff in charge for planning and staff in charge for citizen engagement), the following interventions are recommended:

Knowledge enhancement on:

- Vision, Strategies and Strategic Plan and Action planning for setting strategic direction of LAs
- Service Delivery and Citizen engagement in the LAs as a function of the LAs
- Public health, infrastructure development and welfare related achievements in the LAs
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs
- Skill inventory related to LAs

Attitude change should be required on;

- Shared objectives and values for setting the strategic position of LAs
- Operational structure of the LAs
- Collaborations and Partnerships for building resilience

Introducing practices for changes should focus on:

- Disaster management for resilience planning in LAs

Intervention areas for mid-level functionaries

Among the mid-level staff in the LAs (who are the direct officials functioning as the second-in-command as accepted by the Municipal Commissioner or Deputy Commissioners or Secretaries, Accountant or in charge for finance, Engineer or in charge for works, staff in charge for planning and staff in charge for citizen engagement) based on the capacity needs assessment results, the following interventions are recommended:

Knowledge enhancement on:

- Vision for setting the strategic position of the LA
- Citizen engagement related functions of the LA,
- Public health related process and procedures in the LAs
- Fee for services and Other Revenue in relation to revenue sources of the LA
- Public health related achievements of LAs
- Use of Energy Saving Strategies and Automated Front Desk related to Technology and Innovations within the LA
- Skills inventory under resilience planning

Attitude change required on:

- Vision for setting the strategic position of LAs
- Administration structure of the LA
- Physical planning related functions of the LAs
- Welfare and finance related LA processes and procedures
- Taxes and Rent related resources of the LAs
- Infrastructure Development, Welfare and Finance related achievements of the LAs
- Automation of Revenue Collection, Use of Automated Attendance marking, and Social Media Interface for Communication with Citizens related to Technology and Innovations within the LA
- Climate Change Preparedness and Project Proposals, Business Plans and Feasibility Studies for building resilience

Introducing practices for changes should focus on:

- Vision for strategic position of the LAs
- Operational structure of the LAs
- General administration related functions of the LA
- Administration related processes and procedures of the LA
- License under the revenue sources
- Costing related achievements of the LAs
- Disaster Management and Project Proposals, Business Plans and Feasibility Studies for resilience planning

Intervention areas for frontline functionaries

Among the front-level staff in the LAs (who are directly interact with citizens either in the office or in the field in performing the functions related to admin, finance, works, planning and citizen engagement) based on the capacity needs assessment results, the following interventions are recommended:

Knowledge enhancement on:

- Vision and Shared objectives for setting strategic direction of LAs
- Administrative and Infrastructure development related to process and procedures of LAs
- Taxes as LA revenue sources
- Administration related to achievements in the LAs
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs

Attitude change required on:

- Vision and Strategies and Strategic Plan for setting the strategic position of LAs
- Infrastructure in the LAs
- Welfare related process and procedures of LA
- License and Revenue grants as LA revenue sources
- Welfare related achievements of LAs
- Automation of Revenue Collection, Use of Automated Attendance marking and Social-media interface for communication with citizen for technical and innovations in LAs
- Collaborations and Partnerships for building resilience

Introducing practices for changes should focus on:

- Mission for strategic position of the LAs
- Public health and Finance related to process and procedures of LAs
- Taxes and License as LA revenue sources
- Finance and costing in achievements of the LAs
- Disaster management for resilience planning in LAs

6.3.1.3 CPDs for categories of staff assigned to the five functional divisions in LAs

Key Institutional Domain	Sub Domain	Admin			Finance			Physical Planning			Service Delivery			Citizen engagement		
		K	A	P	K	A	P	K	A	P	K	A	P	K	A	P
Strategic position of the LA	Vision				CPD									CPD		
	Mission															
	Shared Objectives							CPD								
	Values		CPD												CPD	
	Strategies and Strategic Plan															
	Action Plan															
Structure of the LA	Administration Structure															
	Operational Structure															
	Infrastructure															
Division of labour within the LA	Roles and Responsibilities of Workers															
Functions of the LA	Decision Making at Policy Level of the Organization															
	General Administration of the Organization															
	Financial Management of the Organization															
	Physical Planning															
	Service Delivery	CPD														
	Citizen Engagement															
LA Processes and Procedures	Administrative															
	Public Health															
	Infrastructure Development															
	Utility Services															
	Welfare															
	Finance															
	Costing															
	Citizen Engagement															
Resources of the LA	Rates															
	Taxes															
	Rent															
	License															
	Fee for Services															
	Other Revenue															
	Revenue Grants															

Key Institutional Domain	Sub Domain	Admin			Finance			Physical Planning			Service Delivery			Citizen engagement		
		K	A	P	K	A	P	K	A	P	K	A	P	K	A	P
Achievements – Outputs of the LA	Administration															
	Public Health															
	Infrastructure Development															
	Utility Services															
	Welfare															
	Finance															
	Costing															
	Citizen Participation															
Technology and Innovations of the LA	Automation of Revenue Collection															
	Automated Expenses															
	Automation of Accounting															
	Paperless General Administration															
	Use of Automated Attendance marking															
	Use of Energy Saving															
	Automated Front Desk															
	Service Tracking															
Resilience Planning and Response Preparedness	Social Media Interface for Communication with Citizens															
	Disaster Management						CPD				CPD					CPD
	Climate Change Preparedness															
	Skill Inventory	CPD					CPD					CPD			CPD	
	Project Proposals, Business Plans and Feasibility Studies															
Collaborations and Partnerships																

Intervention areas for staff assigned to administrative functions in LAs

Among the staff assigned for administration related tasks in the LAs (at least one each from the leadership, mid-level and frontline staff categories) based on the capacity needs assessment results, following areas should be addressed if any interventions are planned for improving their capacities;

- Knowledge enhancement should be focused on service delivery related LA functions and skills inventory in the LAs
- Attitude change should be focused on Values for setting strategic direction of LAs
- Introducing practices to manage disasters for resilient planning in the LAs

Intervention areas for staff assigned to financial functions in LAs

- Knowledge enhancement should be focused on vision for setting strategic direction of LAs and Skill inventory related to LAs
- Introducing practices for changes should be focused on; disaster management for resilience planning in LAs

Intervention areas for staff assigned to planning functions in LAs

Attitude change should be required on;

- Shared objectives for setting the strategic position of LAs

Introducing practices for changes should be focused on;

- disaster management for resilience planning in LAs

Intervention areas for staff assigned to service delivery functions in LAs

- Knowledge enhancement and practices related to skills inventory in the LAs
- Attitude change should be focused on Project Proposals, Business Plans and Feasibility Studies for resilience planning and response preparedness

Intervention areas for staff assigned to citizen engagement functions in LAs

- Knowledge enhancement should be focused on vision for setting strategic direction of LAs and Skill inventory related to LAs
- Attitude change should be focused on values for setting strategic position of the LAs
- Practices should be introduced on disaster management for resilience planning in the LAs

6.3.2 Model intervention plan integrating the KAP scores and the Institutional Assessment Scores

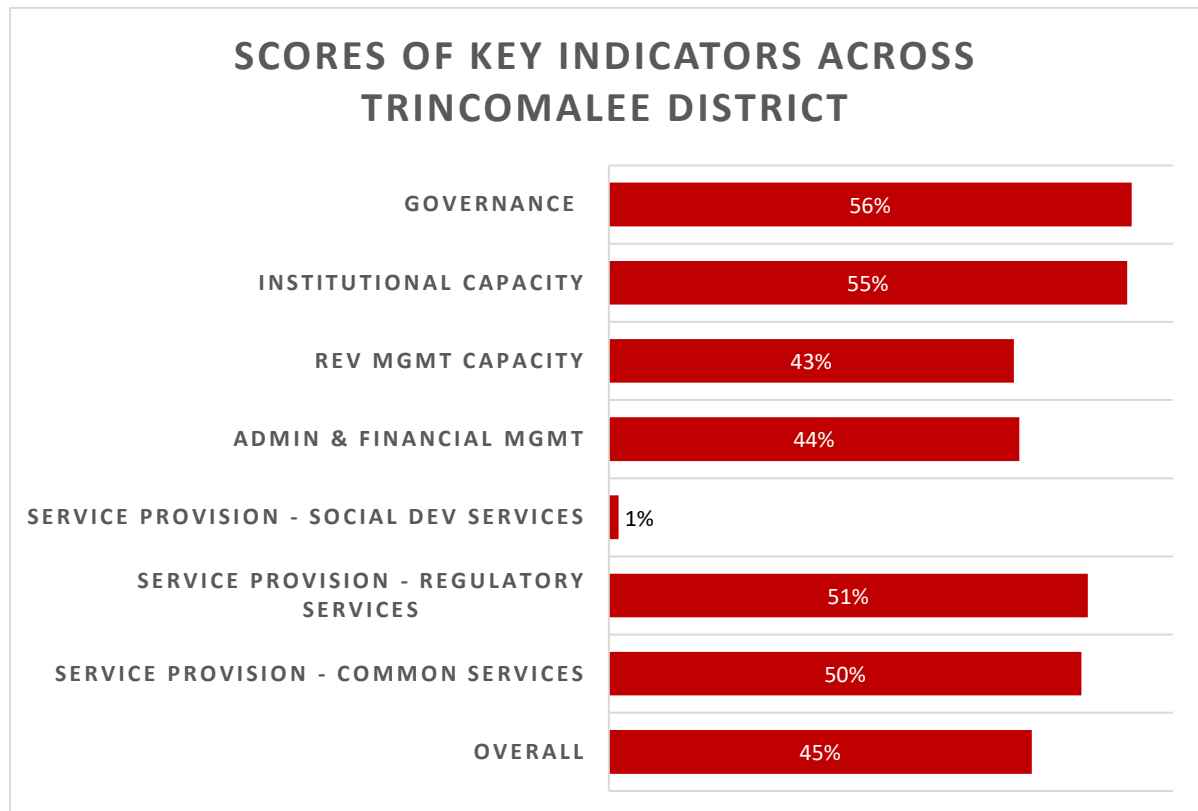
The results of the ‘institutional capacity assessment’ carried out separately to assess the strength of the LAs by focusing the operational aspects using 6 institutional domains can be integrated with the findings of the ‘capacity needs assessment’ which focused on the ‘human resources’ in the LAs for effective design of interventions to build the capacities of LAs. The recommended model consists of six steps as follows

- **Step 1 :** *Assess the ‘institutional assessment score’ for the Trincomalee district*
- **Step 2 :** *Identify the ‘area of interest’ for the CDLG*
- **Step 3 :** *Decide the activities for addressing the ‘area of interest’ based on the ‘PPP (Policy, Process and People) Intervention Matrix’*
- **Step 4 :** *Identify the ‘Critical Human Resources’ for capacity building in the LAs for implementation of ‘PPP Intervention Mix’*

- **Step 5 :** *Assess the status of KAP among the ‘Critical Human Resources of LAs’ across the Trincomalee district as per the ‘Capacity Needs Assessment’*
- **Step 6 :** *Design the ‘intervention for strengthening the institutional capacity’ by re-designing the activities based on the KAP scores of ‘Critical Human Resources’ in the LAs*

Illustrative examples of how this model can be utilized is described in the subsequent sections of this report which discusses the district-level findings and implications.

Step 1: Assess the ‘institutional assessment score’ for Trincomalee district

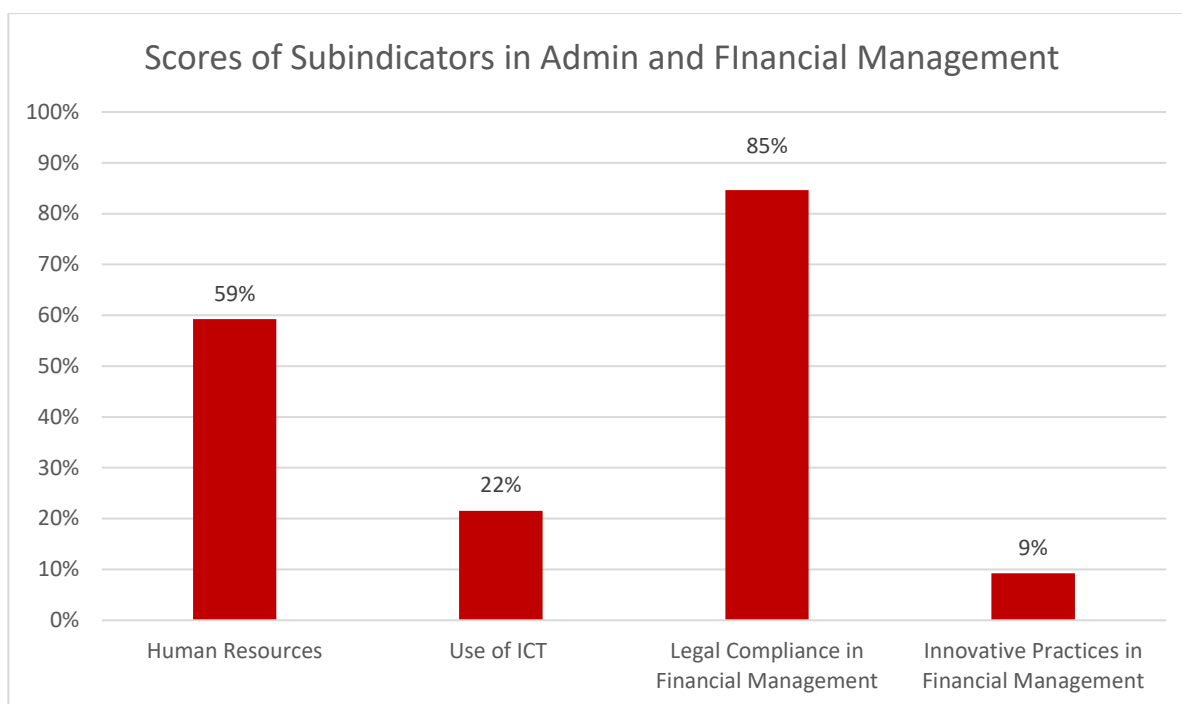


Step 2: Identify the ‘area of interest’ for the CDLG

Assume that the ‘area of interest’ for targeting capacity building intervention in Trincomalee is ‘Admin and Financial Management Services’ as this the third lowest score in the district. (In ideal situation, CDLG can decide based on their priorities and expected outcomes)

Step 3: Decide the activities for addressing the ‘area of interest’ based on the ‘PPP (Policy, Process and People) Intervention Matrix’

3a. When unbundling the ‘scores of sub indicators’ corresponding to the main indicator of ‘Administration and Financial Management’ in the Trincomalee District, specific area(s) for improvement can be identified. The following graph shows the score of sub indicators:



In this illustrative example, ‘innovative practices in financial management’ has the lowest score, compared to other sub indicators. Therefore, this can be considered as a priority area for improvement.

3b. Following are some of the priority interventions suggested to improve the institutional capacity related to the ‘Administration and Financial Management’ which is the area of interest identified under Step 2.

Sub indicators	Priority Interventions
Human Resources	<ul style="list-style-type: none"> • Stable tenure of leadership, • Availability of key technical staff
Use of ICT	<ul style="list-style-type: none"> • Application of ICT in routine functions
Legal Compliance in Financial Management	<ul style="list-style-type: none"> • Satisfactorily fulfilling of legal requirements in financial management
Innovative Practices in Financial Management	<ul style="list-style-type: none"> • Computerized systems, • Online facility to pay taxes

3c. Assume that ‘Computerized systems for financial management’ is the selected priority for strengthening the Administration and Financial Management’ in the LAs. PPP intervention mix for the proposed intervention can be detailed as below;

Strategy	Description	Sample Activity
Policy	Activities that involve in any of the policy level changes in the LA	<ul style="list-style-type: none"> • Preparation of ‘rules and regulations’ at the Provincial level • Council approval for procuring required IT infrastructure and related services
Process	Activities that make impact on the functions mainly on the process and procedures within the LA	<ul style="list-style-type: none"> • Assessment of ICT readiness and past ICT interventions • Procurement process • Introducing the ICT solutions with testing and troubleshooting
People	Activities that need engagement of critical group of people in the LA	<ul style="list-style-type: none"> • Training of staff

Step 4: Identify the ‘Critical Human Resources’ for capacity building in the LAs for implementation of ‘PPP Intervention Mix’

Under this step, we need to identify the ‘Critical human resources’ which will be associated in implementation of the proposed activities under Step 3. The following table shows tentatively depicts the critical human resources:

Strategy	Sample Activity	Critical Human Resources		
		Elected members	Staff as per responsibilities	Staff as per assigned tasks
Policy	<ul style="list-style-type: none"> • Council approval for procuring required IT infrastructure and related services 	Leadership	Leadership	Administration
Process	<ul style="list-style-type: none"> • Assessment of ICT readiness and past ICT interventions 	Council members & Women members	Leadership /Mid-level	Administration Finance
	<ul style="list-style-type: none"> • Procurement process 	Council members & Women members	Leadership	Admin and Finance
	<ul style="list-style-type: none"> • Introducing the ICT solutions with testing and troubleshooting 	Leadership	Midlevel and Frontline	Administration, Finance, Planning
People	<ul style="list-style-type: none"> • Training of staff 	Leadership	Mid-level and Frontline	Administration, Finance, Planning

Step 5: Assess the status of KAP among the ‘Critical Human Resources of LAs’ across the Trincomalee district as per the ‘Capacity Needs Assessment’

5a. Consider the intervention strategy under ‘Policy’, and identify the KAP results for the identified ‘Critical Human Resources’

5b. Then, decide the appropriate ‘Key Institutional Domains’ using a proper methodology in relation to the anticipated outcomes through the proposed intervention under Step 3. Say, following are the ‘Key Institutional Domains’ relevant to the strategy under ‘Policy’

- LA Processes and Procedures
- Technology and Innovations

5c. Identify the ‘Critical Priority Domains’ in Knowledge, Attitude and Practice under the respective ‘Key Institutional Domains’ and the following Table shows the status for Trincomalee district.

Key Institutional Domain	Sub Domain	Leadership – Elected			Leadership - Staff			Administration – Staff		
		K	A	P	K	A	P	K	A	P
Resources of the LA	Rates									
	Taxes	CPD	CPD	CPD						
	Rent									
	License									
	Fee for Services		CPD							
	Other Revenue									
	Revenue Grants	CPD								
Technology and Innovations of the LA	Automation of Revenue Collection				CPD					
	Automated Expenses Tracking									
	Automation of Accounting									
	Paperless General Administration									
	Use of Automated Attendance marking									
	Use of Energy Saving Strategies				CPD					
	Automated Front Desk				CPD					
	Service Tracking									
	Social Media Interface for Communication with Citizens									

Step 6: Design the ‘intervention for strengthening the institutional capacity’ by re-designing the activities based on the KAP scores of ‘Critical Human Resources’ in the LAs

After analyzing the scores under the sub-domains, appropriate activities will have to be included to address the gaps. For example: consider the following activity under the ‘Policy – level strategy’

Sample Activity	Personnel Capacity Development focused Activity	Elected members	Staff as per responsibilities	Staff as per assigned tasks
		Leadership	Leadership	Administration
Council approval for procuring required IT infrastructure and related services	Knowledge improvement	<ul style="list-style-type: none"> Taxes and Revenue grants under the revenue sources 	<ul style="list-style-type: none"> Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk under technology and innovations 	<ul style="list-style-type: none"> No CPD is identified
	Attitudinal and behaviour change	<ul style="list-style-type: none"> Taxes and Fee for Services under resources 	<ul style="list-style-type: none"> No CPD is identified 	<ul style="list-style-type: none"> No CPD is identified
	Demonstration of practices	<ul style="list-style-type: none"> Taxes under resources 	<ul style="list-style-type: none"> No CPD is identified 	<ul style="list-style-type: none"> No CPD is identified

Repeat this exercise for the planned activities under the ‘Process’ and ‘People’ focused strategies in order to develop a successful intervention for intended outcomes.



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