

CAPACITY NEEDS ASSESSMENT NORTH CENTRAL PROVINCE



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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
CPD	Critical Priority Domains
CRI	Chief Revenue Inspector
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. This study will use the same methodology as the 2018 Asia-Foundation study to conduct the diagnostic study [institutional assessment] for North-Central Province (NCP). This report discusses the key findings from the assessment carried out for eight Local Authorities (LAs) in Polonnaruwa district in North Central Province.
- 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 27 LAs in North Central 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	i. Vision ii. Mission iii. Shared Objectives iv. Values v. Strategies and Strategic Plan vi. Action Plan
2. Structure of the LA	i. Administration Structure ii. Operational Structure iii. Infrastructure
3. Division of labour within the LA	i. Roles and Responsibilities of staff
4. Functions of the LA	i. Decision Making at Policy Level of the Organization ii. General Administration of the Organization iii. Financial Management of the Organization iv. Physical Planning v. Service Delivery

Organizational Domains	Sub-Domains
	vi. Citizen Engagement
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 labour 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 labour 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:

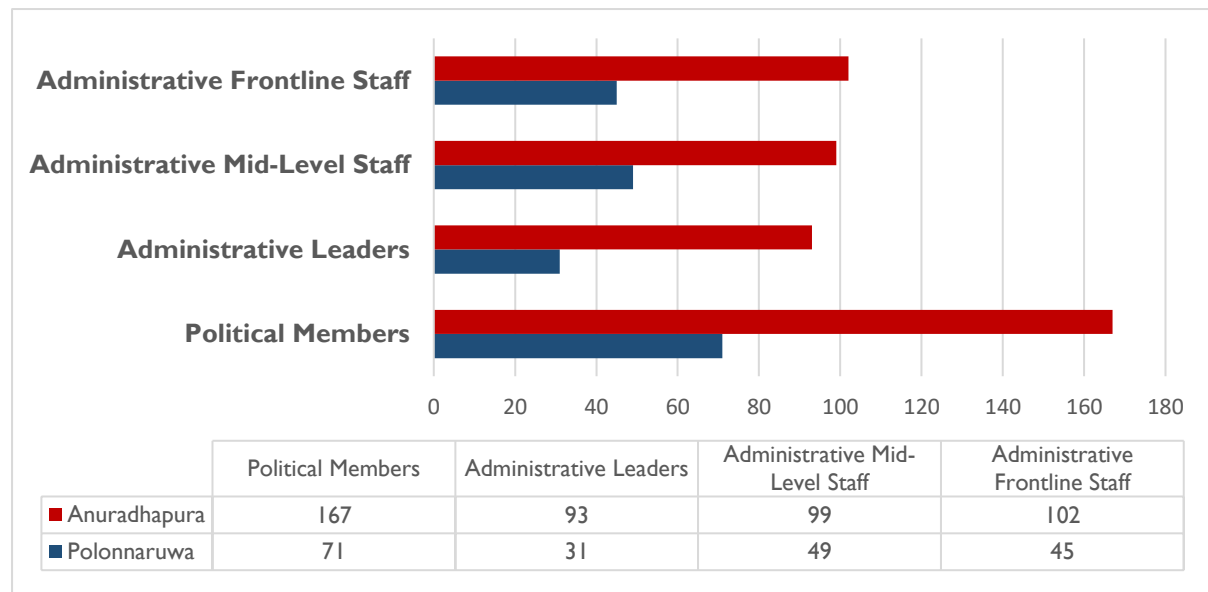
Data Collection Strategy Matrix- Sample Identification for the Participatory Capacity Needs Assessment

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

2.4 Sample Size

In North Central Province, across the 27 LAs a total of 657 respondents participated in the survey. The category-wise break-up was as follows:



2.5 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

2.6 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 topline 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 North Central 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	0.2659	-0.4513	-0.8171	0.5758	0.2023	0.6592	0.4209	-0.1245	-0.0790
Structure of the LA	-0.1975	-0.5092	-0.3184	-0.1969	-0.5439	-0.2518	-0.1972	-0.5265	-0.2851
Division of labour within the LA	-0.1003	1.5463	0.8806	0.0952	0.4284	0.1069	-0.0025	0.9874	0.4938
Functions of LA	0.0933	0.0155	0.7580	0.0050	-0.3157	-0.5697	0.0491	-0.1501	0.0942
LA Processes and Procedures	-0.2729	-0.4186	-0.2319	-1.2395	0.1067	-0.1212	-0.7562	-0.1560	-0.1765
Revenue Sources	-0.6318	-0.9150	-0.6638	-0.3237	-1.0747	0.0579	-0.4778	-0.9949	-0.3030
Achievements – Outputs of the LA	-0.3876	-0.7492	0.0790	-0.4148	-0.5825	-0.6715	-0.4012	-0.6658	-0.2963
Technology and Innovations of the LA	-1.3198	-0.5774	-1.6224	-0.9363	-0.7369	-1.5265	-1.1280	-0.6571	-1.5744
Resilience Planning and Response Preparedness	2.5506	2.0588	1.9360	2.4353	2.5162	2.3167	2.4930	2.2875	2.1263

- Across different categories of functionaries and across the 27 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 Lead			Council Members			Women Members		
	K	A	P	K	A	P	K	A	P
Strategic position of the LA	0.5965	-0.4954	-0.9519	-1.1865	0.0682	-0.2831	0.9348	-0.5459	-0.4853
LA Structure	0.5649	-1.3625	0.6014	-0.5177	0.6734	-0.9069	-1.0103	-0.0871	0.5761
Division of Labour	1.6720	1.3422	-0.8188	-1.8042	2.1585	1.5907	-0.7719	-0.8240	0.3619
Functions of LA	-0.3398	0.8257	-0.9519	-0.3014	-0.7583	1.7143	1.0866	0.2305	-0.1409
Process and Procedures of LA	-1.2935	0.6747	-0.3029	1.0189	-0.8811	-0.5847	-0.4338	-0.8997	1.3269
Revenue Sources	-1.1907	-0.9803	-0.2418	0.7076	-0.4015	-0.9069	-0.1804	-0.3782	-0.6280
Outputs	-0.0361	-0.9088	0.6236	0.6299	-0.8163	-0.4934	-1.2574	0.7302	-0.6808
Technology and Innovativeness	-1.0641	-0.4868	-0.3075	0.0246	-0.9443	-0.8436	-0.2313	-0.6786	-1.8396
Resilience and Responsiveness	1.0908	1.3914	2.3499	1.4289	0.9013	0.7135	1.8638	2.4528	1.5097

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
- Resource mobilization
- Outputs of LA
- Technology and innovations

High and critical priority domains for council members

Knowledge enhancement on:

- Strategic position of the LA
- Division of labor within the LA
- Functions of LA

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

Attitude change required for:

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

Introducing practices for changes should be focused on;

- Strategic position of the LA
- Functions of LA
- 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	0.1551	0.1214	-0.2319	-0.0878	0.0410	-0.2786	-0.4973	-0.1861	-0.0673
LA Structure	-1.3938	-0.4534	-0.1323	-0.3804	0.1038	-0.4097	-0.1213	-0.3588	-0.6520
Division of Labour	0.3338	0.5468	0.3735	1.8536	0.9093	0.1237	1.1418	1.4599	2.1095
Functions of LA	0.3514	-0.1430	-0.4164	-0.5623	-0.3389	-0.0916	-0.2924	-0.8237	0.2385
Process and Procedures of LA	-0.9374	-0.0312	-0.0336	-0.2536	-0.4312	-0.3350	-0.4752	-0.7908	0.0278
Revenue Sources	-0.4241	-1.0035	0.6429	-1.2181	-1.4343	-1.0465	-0.2994	-0.5830	-0.7246
Outputs	-0.0311	-0.4786	-1.1284	-0.2512	-0.2132	0.0647	-0.3995	-0.1259	-0.8921
Technology and Innovativeness	-0.4135	-1.0377	-1.3395	-0.7909	-0.8719	-0.6827	-1.3213	-0.7195	-1.1906
Resilience and Responsiveness	2.3596	2.4792	2.2658	1.6908	2.2354	2.6558	2.2645	2.1279	1.1509

High and critical priority domains for administrative leadership in the LA

Knowledge enhancement on:

- LA structure
- Process and procedures

- Resource mobilization
- Outputs of LA
- Technology and innovations

Attitude change required for:

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

Attitude change required for:

- 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 frontline staff in the LA

Knowledge enhancement on:

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

Attitude change required for:

- 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	-0.9823	0.2431	0.3105	0.3223	-0.7990	0.3260	-0.3911	0.3441	-0.3974	-0.8696	0.1719	0.0541	0.8289	-0.3483	-0.6191
LA Structure	0.6438	-0.7568	-0.7044	-0.9604	0.3928	-0.0476	-0.1658	-0.8992	0.8968	-0.4564	-0.3161	-0.5211	-0.2749	-0.0872	-0.6094
Division of Labour	-0.5485	0.6213	0.6119	0.1846	0.1118	0.1193	1.0262	0.7533	0.0114	2.0763	1.5433	-0.1695	-0.1377	0.7589	1.3146
Functions of LA	0.2562	-0.3331	-0.2382	0.2363	-0.6608	-0.9871	-0.1751	0.1442	-0.2678	-0.3616	-0.7134	0.7121	-0.2298	-0.2327	-0.3013
Process and Procedures of LA	-0.0341	-0.1881	-0.3981	-0.2608	-0.2712	0.9896	-0.1067	-0.2205	-0.6229	-0.1134	-0.3728	-0.4596	-0.7668	-0.3235	0.0528
Revenue Sources	-0.1910	-0.5862	-0.3103	-0.5432	-0.1630	-0.3024	-0.7918	-0.7251	-0.1298	-0.8362	-0.8212	-0.1609	0.3253	-0.8749	-0.0937
Outputs	0.1270	-0.2731	-0.4270	-0.0192	0.3020	-0.4547	-0.1525	-0.2706	-0.2342	-0.1606	-0.3930	-0.2700	-0.5048	-0.0438	-0.3800
Technology and Innovativeness	-0.5175	-0.5549	-0.6212	0.0518	-0.3048	-0.5531	-0.5007	-0.8275	-0.5551	-0.5915	-0.8089	-0.8045	-0.7503	-0.6448	-0.5745
Resilience and Responsiveness	1.2466	1.8277	1.7769	0.9886	1.3922	0.9101	1.2575	1.7013	1.2990	1.3130	1.7102	1.6193	1.5101	1.7962	1.2106

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

Knowledge enhancement on:

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

Attitude change required for:

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

Introducing practices for changes should be focused on;

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

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

Knowledge enhancement on:

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

Attitude change required for:

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

Introducing practices for changes should be focused on;

- LA structure
- 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:

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

Attitude change required for:

- LA structure
- Process and procedures
- Resource mobilization
- LA outputs
- Technology and innovations

Introducing practices for changes should be focused on;

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

Attitude change required for:

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

Introducing practices for changes should be focused on;

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

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
- LA outputs
- 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.

Key Institutional Domain	Sub Domain	Improving the Knowledge	Changing of Attitude	Introducing Practices
	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 work load 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	How exercising the mandate and responsibilities in the right way can	Tools and methods to improve decision making.

Key Institutional Domain	Sub Domain	Improving the Knowledge	Changing of Attitude	Introducing Practices
		effectiveness of the LA.	positively impact on the LA.	
	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

Key Institutional Domain	Sub Domain	Improving the Knowledge	Changing of Attitude	Introducing Practices
				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.

Key Institutional Domain	Sub Domain	Improving the Knowledge	Changing of Attitude	Introducing Practices
	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	Understanding how proper functioning of infrastructure development activities impacts on	What good practices can be adopted for improving the achievements of

Key Institutional Domain	Sub Domain	Improving the Knowledge	Changing of Attitude	Introducing Practices
		development related functions in the LA?	the overall performance of the LA.	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?

Key Institutional Domain	Sub Domain	Improving the Knowledge	Changing of Attitude	Introducing Practices
	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 utilised 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 Polonnaruma 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 Polonnaruma 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. Polonnaruwa District Report

4.1 Topline Findings for LAs in Polonnaruwa

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	0.3903	-0.5597	-0.5995	0.6109	0.1255	0.5418	0.5006	-0.2171	-0.0289
Structure of the LA	-0.3934	-0.3589	-0.1279	-0.4160	-0.7748	-0.1579	-0.4047	-0.5668	-0.1429
Division of labour within the LA	-0.3934	1.3684	0.8559	0.5681	0.3244	0.1508	0.0874	0.8464	0.5034
Functions of LA	0.3950	0.1325	0.3511	0.0200	-0.3881	-0.4994	0.2075	-0.1278	-0.0741
LA Processes and Procedures	-0.2518	-0.4112	-0.1966	-1.0843	-0.0180	-0.1368	-0.6680	-0.2146	-0.1667
Revenue Sources	-0.8913	-1.2215	-0.8196	-0.4635	-0.8470	0.0354	-0.6774	-1.0342	-0.3921
Achievements – Outputs of the LA	-0.4843	-0.5619	0.0878	-0.3663	-0.5801	-0.8363	-0.4253	-0.5710	-0.3743
Technology and Innovations of the LA	-0.9124	-0.4961	-1.6397	-1.1616	-0.4614	-1.4570	-1.0370	-0.4788	-1.5484
Resilience Planning and Response Preparedness	2.5412	2.1083	2.0885	2.2927	2.6194	2.3595	2.4169	2.3638	2.2240

- Across different categories of functionaries and across the eight 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.*
- Scores on attitude for the indicator on resources for political members is an area that calls for attention, while for the administrative functionaries, knowledge on processes and procedures stand out as a critical gap.

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	-1.2358	-0.2583	-1.4681
	Mission	-1.3114	-0.2028	0.2108
	Shared Objectives	0.4772	-0.5709	0.6133
	Values	0.2051	2.2020	-1.2491
	Strategies and Strategic Plan	1.5425	-0.7136	1.1363
	Action Plan	0.3225	-0.4564	0.7568
2. Structure of the LA	Administration Structure	0.2673	-1.1926	0.0000
	Operational Structure	-1.3363	1.2545	0.7071
	Infrastructure	1.0690	-0.0618	0.7071
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	0.2540	-1.0207	0.2937
	General Administration of the Organization	0.4934	0.2843	-0.9953
	Financial Management of the Organization	-1.3205	0.9557	-0.0020
	Physical Planning	-1.3205	-1.6223	1.4763
	Service Delivery	0.4934	0.2843	0.7194
	Citizen Engagement	1.4004	1.1187	-1.4920
5. LA Processes and Procedures	Administrative	0.9192	-0.9837	-0.3195
	Public Health	-0.1604	-1.2077	0.9045
	Infrastructure Development	0.9192	-0.9861	-0.8090
	Utility Services	-0.8801	0.9566	1.1738
	Welfare	0.7519	0.1927	-0.2142
	Finance	0.9192	0.1904	-2.0330
	Costing	-1.9596	1.8997	0.5324
	Citizen Engagement	-0.5094	-0.0619	0.7650
	6. Resources of the LA	Rates	0.8153	-0.7133
Taxes		-1.0569	1.1299	0.5331
Rent		0.1944	-1.3191	0.0427
License		0.8153	0.5271	-1.4628
Fee for Services		1.4394	-1.2815	-0.6781
Other Revenue		-1.1646	0.5271	2.0043
Revenue Grants		-1.0429	1.1299	-0.2368
7. Achievements – Outputs of the LA	Administration	1.5124	0.2795	-0.0259
	Public Health	0.0967	-1.0522	0.2055
	Infrastructure Development	0.3748	-2.0609	0.2055
	Utility Services	-1.0159	1.2286	0.6522
	Welfare	1.5068	0.4236	-1.6500
	Finance	-1.0159	0.9180	-1.1912
	Costing	-1.0159	0.1081	1.8296
	Citizen Participation	-0.4429	0.1553	-0.0259
8. Technology and Innovations of the LA	Automation of Revenue Collection	1.2036	0.9825	0.5866
	Automated Expenses Tracking	-0.7920	0.9613	0.3671
	Automation of Accounting	-0.5235	-0.3615	0.5866
	Paperless General Administration	0.5755	-1.4328	0.5866
	Use of Automated Attendance marking	-1.5881	0.9825	-2.5537
	Use of Energy Saving Strategies	1.2036	-1.5358	0.0423
	Automated Front Desk	1.2036	0.1959	0.5866
	Service Tracking	-0.4450	-0.7745	0.5866
	Social Media Interface for Communication with Citizens	-0.8376	0.9825	-0.7885
9. Resilience Planning and Response Preparedness	Disaster Management	-0.6372	-0.4697	0.3482
	Climate Change Preparedness	-0.6189	-0.9598	-0.8678
	Skill Inventory	1.9792	0.6505	1.7944
	Project Proposals, Business Plans and Feasibility Studies	-0.2348	1.6408	-0.4212
	Collaborations and Partnerships	-0.4883	-0.8619	-0.8536

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	-1.2874	-1.4649	-0.9344
	Mission	-0.8955	0.6135	1.1211
	Shared Objectives	0.9882	-0.2848	-0.9344
	Values	0.9882	-0.3610	-0.9344
	Strategies and Strategic Plan	0.9882	1.7843	1.4364
	Action Plan	-0.7817	-0.2871	0.2459
2. Structure of the LA	Administration Structure	0.0000	1.4140	-0.7071
	Operational Structure	0.0000	-0.6860	1.4142
	Infrastructure	0.0000	-0.7280	-0.7071
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	-0.7938	-0.2715	-0.4764
	General Administration of the Organization	-0.7938	-0.2715	-0.3784
	Financial Management of the Organization	-0.4831	2.1964	-0.4764
	Physical Planning	0.6043	-0.2715	2.2290
	Service Delivery	-0.5049	-0.6909	-0.3235
	Citizen Engagement	1.9713	-0.6909	-0.5744
4. Functions of the LA	Decision Making at Policy Level of the Organization	-0.7938	-0.2715	-0.4764
	General Administration of the Organization	-0.7938	-0.2715	-0.3784
	Financial Management of the Organization	-0.4831	2.1964	-0.4764
	Physical Planning	0.6043	-0.2715	2.2290
	Service Delivery	-0.5049	-0.6909	-0.3235
	Citizen Engagement	1.9713	-0.6909	-0.5744
5. LA Processes and Procedures	Administrative	0.2526	0.2228	-0.3645
	Public Health	-1.4442	1.5277	0.2462
	Infrastructure Development	0.1320	0.2228	-0.3645
	Utility Services	1.9024	-2.3029	-0.6699
	Welfare	-1.4442	-0.3385	2.5516
	Finance	0.2526	0.2228	-0.3645
	Costing	0.2149	0.2228	-0.3645
	Citizen Engagement	0.1339	0.2228	-0.6699
6. Resources of the LA	Rates	0.3709	1.5609	0.3665
	Taxes	-1.3601	-0.8470	0.3665
	Rent	0.2748	1.0258	-0.9991
	License	1.7173	-0.8470	-0.9991
	Fee for Services	0.3709	-0.8470	0.3665
	Other Revenue	-1.3601	-0.8470	1.8979
	Revenue Grants	-0.0137	0.8011	-0.9991
7. Achievements – Outputs of the LA	Administration	-0.1042	-1.4994	1.4469
	Public Health	-1.4039	1.7332	0.0710
	Infrastructure Development	0.0583	0.1584	-0.1157
	Utility Services	1.4799	-1.4994	-0.5186
	Welfare	-1.4039	0.1584	1.5550
	Finance	0.0583	0.1584	-0.2219
	Costing	1.3596	0.1584	-1.6980
	Citizen Participation	-0.0441	0.6320	-0.5186

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9778	-0.8337	-0.5758
	Automated Expenses Tracking	-0.2432	-0.8337	0.1974
	Automation of Accounting	1.4810	1.1553	-0.5758
	Paperless General Administration	-0.9778	1.8042	-0.5758
	Use of Automated Attendance marking	1.4911	-0.8337	2.5831
	Use of Energy Saving Strategies	-0.9778	0.9240	0.6088
	Automated Front Desk	-0.9778	-0.8337	-0.5100
	Service Tracking	0.5663	0.2851	-0.5758
	Social Media Interface for Communication with Citizens	0.6159	-0.8337	-0.5758

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.4751	-0.8058	0.1748
	Climate Change Preparedness	0.5356	1.0491	0.5613
	Skill Inventory	-1.9996	-0.6063	-1.9677
	Project Proposals, Business Plans and Feasibility Studies	0.4945	-1.0052	0.5063
	Collaborations and Partnerships	0.4945	1.3682	0.7253

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	-1.2874	-1.4649	-0.9344
	Mission	-0.8955	0.6135	1.1211
	Shared Objectives	0.9882	-0.2848	-0.9344
	Values	0.9882	-0.3610	-0.9344
	Strategies and Strategic Plan	0.9882	1.7843	1.4364
	Action Plan	-0.7817	-0.2871	0.2459

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.0000	1.4140	-0.7071
	Operational Structure	0.0000	-0.6860	1.4142
	Infrastructure	0.0000	-0.7280	-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	-0.7938	-0.2715	-0.4764
	General Administration of the Organization	-0.7938	-0.2715	-0.3784
	Financial Management of the Organization	-0.4831	2.1964	-0.4764
	Physical Planning	0.6043	-0.2715	2.2290
	Service Delivery	-0.5049	-0.6909	-0.3235
	Citizen Engagement	1.9713	-0.6909	-0.5744

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.2526	0.2228	-0.3645
	Public Health	-1.4442	1.5277	0.2462
	Infrastructure Development	0.1320	0.2228	-0.3645
	Utility Services	1.9024	-2.3029	-0.6699
	Welfare	-1.4442	-0.3385	2.5516
	Finance	0.2526	0.2228	-0.3645
	Costing	0.2149	0.2228	-0.3645
	Citizen Engagement	0.1339	0.2228	-0.6699

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.3709	1.5609	0.3665
	Taxes	-1.3601	-0.8470	0.3665
	Rent	0.2748	1.0258	-0.9991
	License	1.7173	-0.8470	-0.9991
	Fee for Services	0.3709	-0.8470	0.3665
	Other Revenue	-1.3601	-0.8470	1.8979
	Revenue Grants	-0.0137	0.8011	-0.9991

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.1042	-1.4994	1.4469
	Public Health	-1.4039	1.7332	0.0710
	Infrastructure Development	0.0583	0.1584	-0.1157
	Utility Services	1.4799	-1.4994	-0.5186
	Welfare	-1.4039	0.1584	1.5550
	Finance	0.0583	0.1584	-0.2219
	Costing	1.3596	0.1584	-1.6980
	Citizen Participation	-0.0441	0.6320	-0.5186

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9778	-0.8337	-0.5758
	Automated Expenses Tracking	-0.2432	-0.8337	0.1974
	Automation of Accounting	1.4810	1.1553	-0.5758
	Paperless General Administration	-0.9778	1.8042	-0.5758
	Use of Automated Attendance marking	1.4911	-0.8337	2.5831
	Use of Energy Saving Strategies	-0.9778	0.9240	0.6088
	Automated Front Desk	-0.9778	-0.8337	-0.5100
	Service Tracking	0.5663	0.2851	-0.5758
	Social Media Interface for Communication with Citizens	0.6159	-0.8337	-0.5758

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.4751	-0.8058	0.1748
	Climate Change Preparedness	0.5356	1.0491	0.5613
	Skill Inventory	-1.9996	-0.6063	-1.9677
	Project Proposals, Business Plans and Feasibility Studies	0.4945	-1.0052	0.5063
	Collaborations and Partnerships	0.4945	1.3682	0.7253

Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.4472	-1.4126	-0.6951
	Mission	2.2361	-1.4126	1.0718
	Shared Objectives	-0.4472	0.7465	-0.6951
	Values	-0.4472	0.6070	-0.6951
	Strategies and Strategic Plan	-0.4472	0.7296	1.7084
	Action Plan	-0.4472	0.7422	-0.6951

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.7071	0.9037	0.0000
	Operational Structure	1.4142	-1.3939	0.0000
	Infrastructure	-0.7071	0.4902	0.0000

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	-0.9999	-0.4472	0.4530
	General Administration of the Organization	-0.9999	-0.4472	0.5310
	Financial Management of the Organization	-0.9999	2.2361	0.4530
	Physical Planning	1.0254	-0.4472	0.4218
	Service Delivery	0.9939	-0.4472	-2.2337
	Citizen Engagement	0.9804	-0.4472	0.3750

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6521	-0.3780	-0.3780
	Public Health	-1.7289	2.6458	-0.3780
	Infrastructure Development	0.4828	-0.3780	-0.3780
	Utility Services	0.5860	-0.3780	-0.3780
	Welfare	-1.7289	-0.3780	2.6458
	Finance	0.6521	-0.3780	-0.3780
	Costing	0.5992	-0.3780	-0.3780
	Citizen Engagement	0.4855	-0.3780	-0.3780

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.8939	-0.4082	-0.4082
	Taxes	-1.1539	-0.4082	-0.4082
	Rent	0.7801	-0.4082	-0.4082
	License	0.8939	-0.4082	-0.4082
	Fee for Services	0.8939	-0.4082	-0.4082
	Other Revenue	-1.1539	-0.4082	2.4495
	Revenue Grants	-1.1539	2.4495	-0.4082

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	0.9305	-0.3780	-0.7740
	Public Health	-0.9986	2.6458	-0.7740
	Infrastructure Development	-0.9986	-0.3780	1.3828
	Utility Services	1.1113	-0.3780	-0.7740
	Welfare	-0.9986	-0.3780	1.2489
	Finance	-0.9986	-0.3780	1.2381
	Costing	0.9329	-0.3780	-0.7740
	Citizen Participation	1.0197	-0.3780	-0.7740

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.1134	-0.5345	-0.3536
	Automated Expenses Tracking	0.6623	-0.5345	-0.3536
	Automation of Accounting	0.9167	-0.5345	-0.3536
	Paperless General Administration	-1.1134	1.8893	-0.3536
	Use of Automated Attendance marking	0.9411	-0.5345	-0.3536
	Use of Energy Saving Strategies	-1.1134	1.8522	-0.3536
	Automated Front Desk	-1.1134	-0.5345	2.8284
	Service Tracking	0.9069	-0.5345	-0.3536
	Social Media Interface for Communication with Citizens	1.0267	-0.5345	-0.3536

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.4101	-1.5405	-0.0866
	Climate Change Preparedness	0.6264	0.8552	0.4245
	Skill Inventory	-1.9950	-0.0464	-1.8860
	Project Proposals, Business Plans and Feasibility Studies	0.4793	-0.5358	0.6055
	Collaborations and Partnerships	0.4793	1.2674	0.9427

Women Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.7071	0.0000	-1.0000
	Mission	-1.4142	0.0000	1.0000
	Shared Objectives	0.7071	0.0000	-1.0000
	Values	0.7071	0.0000	-1.0000
	Strategies and Strategic Plan	0.7071	0.0000	1.0000
	Action Plan	-1.4142	0.0000	1.0000

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.0000	-0.7071	0.7071
	Operational Structure	0.0000	1.4142	-1.4142
	Infrastructure	0.0000	-0.7071	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	0.7071	-1.0000	-0.4472
	General Administration of the Organization	0.7071	-1.0000	-0.4472
	Financial Management of the Organization	-1.4142	1.0000	-0.4472
	Physical Planning	0.7071	-1.0000	2.2361
	Service Delivery	-1.4142	1.0000	-0.4472
	Citizen Engagement	0.7071	1.0000	-0.4472
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.0000	-0.5774	0.6860
	Public Health	0.0000	1.7321	-1.7150
	Infrastructure Development	0.0000	-0.5774	0.6860
	Utility Services	0.0000	-0.5774	0.3430
	Welfare	0.0000	1.7321	-1.7150
	Finance	0.0000	-0.5774	0.6860
	Costing	0.0000	-0.5774	0.6860
	Citizen Engagement	0.0000	-0.5774	0.3430
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.6325	-0.4082	0.8660
	Taxes	-0.6325	-0.4082	0.8660
	Rent	-0.6325	2.4495	-1.1547
	License	1.5811	-0.4082	-1.1547
	Fee for Services	-0.6325	-0.4082	0.8660
	Other Revenue	-0.6325	-0.4082	0.8660
	Revenue Grants	1.5811	-0.4082	-1.1547
	Organizational Domains	Sub-Domains	K	A
7. Achievements – Outputs of the LA	Administration	0.0000	-1.2910	1.5018
	Public Health	0.0000	0.7746	-0.7712
	Infrastructure Development	0.0000	0.7746	-0.7712
	Utility Services	0.0000	-1.2910	1.1771
	Welfare	0.0000	0.7746	-0.7712
	Finance	0.0000	0.7746	-0.7712
	Costing	0.0000	0.7746	-0.7712
	Citizen Participation	0.0000	-1.2910	1.1771
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.8944	-0.5345	-0.6176
	Automated Expenses Tracking	-0.8944	-0.5345	0.1764
	Automation of Accounting	1.1180	1.8708	-0.6176
	Paperless General Administration	-0.8944	1.8708	-0.6176
	Use of Automated Attendance marking	1.1180	-0.5345	1.2881
	Use of Energy Saving Strategies	-0.8944	-0.5345	2.2409
	Automated Front Desk	-0.8944	-0.5345	-0.6176
	Service Tracking	1.1180	-0.5345	-0.6176
	Social Media Interface for Communication with Citizens	1.1180	-0.5345	-0.6176
Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.5000	0.8164	0.0000
	Climate Change Preparedness	0.5000	0.8164	0.7670
	Skill Inventory	-2.0000	-1.2036	-1.9174
	Project Proposals, Business Plans and Feasibility Studies	0.5000	-1.2457	0.3835
	Collaborations and Partnerships	0.5000	0.8164	0.7670

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	1.2215	-0.9559	-0.6000
Mission	-0.2632	0.2117	-1.0449
Shared Objectives	-0.5531	-0.3676	0.1115
Values	-1.1565	1.2164	-0.8664
Strategies and Strategic Plan	1.4966	1.2556	1.8727
Action Plan	-0.7453	-1.3602	0.5271

Sub Indicators - LA Structure	K	A	P
Administration Structure	-1.3930	-1.1926	-1.4142
Operational Structure	0.4854	1.2545	0.7071
Infrastructure	0.9077	-0.0618	0.7071

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	-0.2540	1.0207	-0.2937
General Administration	-0.4934	-0.2843	0.9953
Financial Management	1.3205	-0.9557	0.0020
Physical Planning	1.3205	1.6223	-1.4763
Service Delivery	-0.4934	-0.2843	-0.7194
Citizen Engagement	-1.4004	-1.1187	1.4920

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	-0.9192	0.9837	0.3195
Public Health	0.1604	1.2077	-0.9045
Infrastructure Development	-0.9192	0.9861	0.8090
Utility Services	0.8801	-0.9566	-1.1738
Welfare	-0.7519	-0.1927	0.2142
Finance	-0.9192	-0.1904	2.0330
Costing	1.9596	-1.8997	-0.5324
Citizen Participation	0.5094	0.0619	-0.7650

Sub Indicators -Resources of LA	K	A	P
Rates	-0.8153	0.7133	0.2025
Taxes	1.0569	-1.1299	-0.5331
Rent	-0.1944	1.3191	-0.0427
License	-0.8153	-0.5271	1.4628
Fee for Services	-1.4394	1.2815	0.6781
Other Revenue	1.1646	-0.5271	-2.0043
Revenue Grants	1.0429	-1.1299	0.2368

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.5124	-0.2795	0.0259
Public Health	-0.0967	1.0522	-0.2055
Infrastructure Development	-0.3748	2.0609	-0.2055
Utility Services	1.0159	-1.2286	-0.6522
Welfare	-1.5068	-0.4236	1.6500
Finance	1.0159	-0.9180	1.1912
Costing	1.0159	-0.1081	-1.8296
Citizen Participation	0.4429	-0.1553	0.0259

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2036	-0.9825	-0.5866
Automated Expenses Tracking	0.7920	-0.9613	-0.3671
Automation of Accounting	0.5235	0.3615	-0.5866
Paperless General Administration	-0.5755	1.4328	-0.5866
Use of Automated Attendance marking	1.5881	-0.9825	2.5537
Use of Energy Saving Strategies	-1.2036	1.5358	-0.0423
Automated Front Desk	-1.2036	-0.1959	-0.5866
Service Tracking	0.4450	0.7745	-0.5866
Social Media Interface for Communication with Citizens	0.8376	-0.9825	0.7885

Middle Management

Sub Indicators - Shared vision	K	A	P
Vision	-2.0186	-1.1785	-1.1798
Mission	0.0317	-0.4181	0.2300
Shared Objectives	0.4408	-0.4148	-0.1225
Values	0.6644	-0.0725	-0.4749
Strategies and Strategic Plan	1.1116	2.0636	2.0221
Action Plan	-0.2299	0.0202	-0.4749

Sub Indicators - LA Structure	K	A	P
Administration Structure	-0.7071	-0.0089	1.4142
Operational Structure	-0.7071	1.2292	-0.7071
Infrastructure	1.4142	-1.2203	-0.7071

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	1.2040	0.6746	-0.8265
General Administration	1.1352	-1.6582	-1.3932
Financial Management	-0.3555	-0.0986	0.5903
Physical Planning	0.1032	-0.8961	0.9672
Service Delivery	-0.3555	1.1022	-0.6366
Citizen Engagement	-1.7315	0.8762	1.2987

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	0.6691	0.2789	-0.7984
Public Health	-2.1487	1.2159	0.8443
Infrastructure Development	1.1278	0.2789	-1.2091
Utility Services	1.1864	0.0103	-0.7984
Welfare	-0.0793	-1.5524	1.8025
Finance	-0.4242	-1.6867	0.9811
Costing	-0.2518	0.5658	-0.3877
Citizen Participarion	-0.0793	0.8893	-0.4343

Sub Indicators -Resources of LA	K	A	P
Rates	1.6972	1.9695	1.2472
Taxes	0.4959	-0.6155	-0.6236
Rent	-1.0617	-0.6155	1.8708
License	0.4959	-0.6155	-0.6236
Fee for Services	-1.0617	1.1078	-0.6236
Other Revenue	-1.0617	-0.6155	-0.6236
Revenue Grants	0.4959	-0.6155	-0.6236

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.2707	1.4591	-0.7818
Public Health	-1.8598	0.9983	0.6142
Infrastructure Development	0.4967	-0.7954	0.4697
Utility Services	0.9886	0.1104	-1.1200
Welfare	-0.0924	-1.0405	1.6258
Finance	0.9886	-1.6002	1.0477
Costing	0.8414	0.1104	-1.1200
Citizen Participation	-0.0924	0.7578	-0.7356

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2713	-1.0744	-0.7734
Automated Expenses Tracking	0.4682	-1.0744	-0.6314
Automation of Accounting	-0.2416	0.7339	-0.7734
Paperless General Administration	0.3309	1.2635	-0.7734
Use of Automated Attendance marking	0.9253	-1.0744	1.8461
Use of Energy Saving Strategies	-1.2713	1.2849	1.3101
Automated Front Desk	-1.2713	0.3065	-0.3946
Service Tracking	0.8567	0.7090	-0.7734
Social Media Interface for Communication with Citizens	1.4745	-1.0744	0.9635

Sub Indicators -Resilience Planning and Responsiveness Preparedness	K	A	P
Disaster Management	0.6879	0.3775	-0.5627
Climate Change	0.5614	1.5271	1.1079
Skill Inventory	-1.9755	-1.5707	-1.5922
Project Management	0.2123	-0.2033	0.0918
Collaborations	0.5138	-0.1307	0.9551

Frontline Staff

Sub Indicators - Shared vision	K	A	P
Vision	-0.9296	-1.4533	0.0115
Mission	0.6676	1.3930	-1.5085
Shared Objectives	-1.7409	0.0536	0.2879
Values	0.6676	0.3884	-0.6103
Strategies and Strategic Plan	1.0690	-1.1184	0.0115
Action Plan	0.2662	0.7367	1.8079

Sub Indicators - LA Structure	K	A	P
Administration Structure	0.0757	0.3976	0.4629
Operational Structure	-1.2609	0.9766	-1.3887
Infrastructure	1.1851	-1.3741	0.9258

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	0.0000	0.0000	0.0000
General Administration	0.0000	0.0000	0.0000
Financial Management	0.0000	0.0000	0.0000
Physical Planning	0.0000	0.0000	0.0000
Service Delivery	0.0000	0.0000	0.0000
Citizen Engagement	0.0000	0.0000	0.0000

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	-0.7940	-0.8788	0.9013
Public Health	-0.2417	1.2323	-1.1471
Infrastructure Development	-1.0702	0.6106	0.9013
Utility Services	0.3107	-0.1451	-0.3790
Welfare	0.3107	-1.7959	1.2854
Finance	1.6917	0.1447	-1.7872
Costing	1.1393	-0.5120	0.2612
Citizen Participarion	-1.3464	1.3442	-0.0358

Sub Indicators -Resources of LA	K	A	P
Rates	-0.3551	-0.6826	0.8132
Taxes	-1.5152	0.7766	-1.2325
Rent	1.1364	1.2704	-0.0762
License	0.8050	-1.1573	-1.6772
Fee for Services	-0.6866	0.6722	0.4574
Other Revenue	-0.6866	0.5946	1.2579
Revenue Grants	1.3022	-1.4739	0.4574

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.0481	0.9267	0.8019
Public Health	-0.4327	0.6947	-0.1371
Infrastructure Development	0.1058	-0.0074	-0.8883
Utility Services	-0.1250	-0.4744	0.4263
Welfare	-0.1250	-1.8755	1.6470
Finance	2.3366	-1.0971	-1.2639
Costing	0.3366	1.0434	-1.2639
Citizen Participation	-1.0481	0.7897	0.6780

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2339	-1.2591	-1.0405
Automated Expenses Tracking	0.2587	-0.2415	0.4989
Automation of Accounting	0.2587	0.4887	-1.0405
Paperless General Administration	-0.0127	1.5002	-1.0405
Use of Automated Attendance marking	1.0729	-1.2591	0.8837
Use of Energy Saving Strategies	-1.2339	0.7664	1.5252
Automated Front Desk	-1.2339	0.2380	0.1140
Service Tracking	1.7296	1.0257	-1.0405
Social Media Interface for Communication with Citizens	0.3944	-1.2591	1.1403

Sub Indicators -Resilience Planning & Reponse Preparedness	K	A	P
Disaster Management	0.7763	1.0240	-0.2531
Climate Change	0.6674	0.1889	1.0275
Skill Inventory	-1.9274	0.1491	-1.6759
Project Management	-0.0030	-1.8988	-0.1260
Collaborations	0.4868	0.5368	1.0275

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

Administration Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	1.3177	-0.4198	-0.9291
	Mission	-0.5791	1.1844	-0.9536
	Shared Objectives	-0.9420	-0.3237	0.3941
	Values	-0.5791	-1.0141	1.2763
	Strategies and Strategic Plan	0.3913	0.3136	0.4310
	Action Plan	0.3913	0.2597	-0.2187

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.0783	0.5112	-0.4714
	Operational Structure	0.6802	-0.2333	0.2357
	Infrastructure	-0.6019	-0.2778	0.2357

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	-0.1697	-0.4361	1.3569
	General Administration of the Organization	-0.2136	0.7679	-0.6402
	Financial Management of the Organization	0.5973	0.1532	-0.8681
	Physical Planning	0.6696	0.0973	-0.3286
	Service Delivery	-0.6988	-0.6796	0.6533
	Citizen Engagement	-0.1848	0.0973	-0.1733

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.6869	0.6821	0.0369
	Public Health	-0.8440	0.8289	0.3556
	Infrastructure Development	-0.6869	0.7068	0.0369
	Utility Services	0.7194	-0.1355	-0.6523
	Welfare	-0.0928	-0.7341	0.7045
	Finance	-0.2743	0.0458	0.1961
	Costing	1.3548	-0.7093	-0.6412
	Citizen Engagement	0.5107	-0.6846	-0.0365

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.4028	1.2212	0.3339
	Taxes	-0.4283	-0.0909	-0.4214
	Rent	-0.5399	0.1583	0.3165
	License	0.9512	-0.7383	-0.4457
	Fee for Services	-0.5908	0.1967	0.3165
	Other Revenue	0.1613	-0.0086	0.2973
	Revenue Grants	0.8493	-0.7383	-0.3970

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.2102	-0.0221	0.0084
	Public Health	-0.8230	1.1167	0.0714
	Infrastructure Development	-0.8010	0.2993	0.7877
	Utility Services	0.6249	-0.0469	-0.6984
	Welfare	-0.0312	-0.7164	0.7133
	Finance	0.0561	0.0337	-0.0944
	Costing	0.6249	0.0026	-0.7212
	Citizen Participation	0.5596	-0.6668	-0.0668

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7357	-0.7942	-0.6190
	Automated Expenses Tracking	0.8411	-0.7593	-0.0633
	Automation of Accounting	-0.0674	0.5568	-0.6190
	Paperless General Administration	0.3491	0.7547	-0.6190
	Use of Automated Attendance marking	-0.0433	-0.7942	1.5217
	Use of Energy Saving Strategies	-0.7357	0.7274	0.3349
	Automated Front Desk	-0.7357	0.1919	0.3663
	Service Tracking	0.5079	0.9109	-0.6190
	Social Media Interface for Communication with Citizens	0.6198	-0.7942	0.3166

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8142	-0.2468	0.0828
	Climate Change Preparedness	0.7065	0.2043	0.8125
	Skill Inventory	-1.8746	0.4513	-1.8224
	Project Proposals, Business Plans and Feasibility Studies	0.0355	-0.2238	0.5264
	Collaborations and Partnerships	0.3184	-0.1851	0.4007

Finance Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.3358	-0.2735	0.1295
	Mission	0.2885	-0.3822	-0.0938
	Shared Objectives	0.1701	0.9675	-0.8164
	Values	1.0365	-0.3822	-0.8310
	Strategies and Strategic Plan	0.4398	0.2735	0.8165
	Action Plan	-0.5991	-0.2031	0.7952

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.4531	-0.3550	0.6099
	Operational Structure	-0.4893	1.2948	-0.9164
	Infrastructure	0.9423	-0.9398	0.3064

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	0.2670	0.3842	-1.0781
	General Administration of the Organization	0.7021	0.2524	-0.8857
	Financial Management of the Organization	-1.0144	-0.0948	0.7674
	Physical Planning	-0.3477	0.8520	0.1412
	Service Delivery	-0.2094	-0.7152	1.0228
	Citizen Engagement	0.6023	-0.6786	0.0323

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.3417	-0.3508	-0.2144
	Public Health	-0.2394	0.4981	-0.2144
	Infrastructure Development	-0.9585	-0.0928	0.8618
	Utility Services	-0.2918	1.0041	-0.3700
	Welfare	0.3355	-0.7268	0.3505
	Finance	0.5558	-0.6392	0.1749
	Costing	0.4821	-0.2548	-0.2444
	Citizen Engagement	-0.2255	0.5622	-0.3440

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.4817	0.1849	0.4498
	Taxes	-0.4972	-0.6121	-0.5256
	Rent	0.1026	0.4367	0.4174
	License	-0.6598	0.5147	-0.5580
	Fee for Services	-0.6861	-0.4094	1.2108
	Other Revenue	0.0479	0.5763	-0.5013
	Revenue Grants	1.2109	-0.6911	-0.4932

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	0.3562	0.0222	-0.5465
	Public Health	-1.1052	0.9338	0.9003
	Infrastructure Development	-0.0606	-0.1170	0.0942
	Utility Services	-0.2331	-0.0169	0.5763
	Welfare	0.7376	-1.2154	0.1181
	Finance	0.1767	-0.3463	0.0463
	Costing	-0.2331	0.7174	-0.6422
	Citizen Participation	0.3614	0.0222	-0.5465

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.1818	-0.8558	-0.4926
	Automated Expenses Tracking	-0.3379	-0.2935	0.1226
	Automation of Accounting	0.8738	-0.0449	-0.4926
	Paperless General Administration	0.1912	0.7880	-0.4926
	Use of Automated Attendance marking	0.9798	-0.8558	1.4626
	Use of Energy Saving Strategies	-1.1818	0.9106	0.2221
	Automated Front Desk	-1.1818	-0.0608	0.5680
	Service Tracking	0.9041	1.2681	-0.4926
	Social Media Interface for Communication with Citizens	0.9343	-0.8558	-0.4048

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.7668	0.2062	-0.3621
	Climate Change Preparedness	0.4994	0.7983	0.9279
	Skill Inventory	-1.9196	-0.4125	-1.5829
	Project Proposals, Business Plans and Feasibility Studies	0.0513	-0.6371	0.0088
	Collaborations and Partnerships	0.6020	0.0451	1.0083

Planning Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.8604	-1.0995	-0.4781
	Mission	0.0078	0.2805	-0.5080
	Shared Objectives	-0.7295	-0.2901	1.2228
	Values	-0.6994	1.2120	-0.4931
	Strategies and Strategic Plan	0.6618	0.2629	0.1542
	Action Plan	-0.1011	-0.3657	0.1022

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

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	-0.8052	1.4029	-0.4485
	General Administration of the Organization	-0.1964	-0.1315	0.3232
	Financial Management of the Organization	0.5426	-0.8244	0.1571
	Physical Planning	-0.1241	0.5085	-0.4863
	Service Delivery	0.5064	-0.8244	0.3085
	Citizen Engagement	0.0766	-0.1311	0.1458

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.2351	-0.2983	0.0581
	Public Health	0.3811	0.0735	-0.0668
	Infrastructure Development	0.1134	-0.2752	-0.1273
	Utility Services	0.3172	-0.1588	0.0140
	Welfare	-0.6025	-0.1949	0.8420
	Finance	0.1281	-0.2087	0.0020
	Costing	0.0544	0.5196	-0.7053
	Citizen Engagement	-0.6268	0.5427	-0.0167

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.3870	-0.0554	0.4241
	Taxes	0.3430	-0.4604	-0.5570
	Rent	0.3182	1.0027	-0.5570
	License	-0.4273	-0.5077	0.1081
	Fee for Services	-0.4514	0.9994	-0.5570
	Other Revenue	0.2338	-0.4708	0.1765
	Revenue Grants	-0.4033	-0.5077	0.9624

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.6551	0.6752	-0.0047
	Public Health	0.1147	0.0514	-0.0839
	Infrastructure Development	0.1391	0.1021	-0.5191
	Utility Services	0.0579	-0.0363	-0.0482
	Welfare	-0.6307	-0.0609	0.8440
	Finance	0.8390	-0.7264	-0.0917
	Costing	0.7901	-0.6804	-0.0917
	Citizen Participation	-0.6551	0.6752	-0.0047

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.5965	-1.0951	-0.6200
	Automated Expenses Tracking	0.9261	-0.7292	-0.2210
	Automation of Accounting	-0.1617	1.0398	-0.6200
	Paperless General Administration	0.2458	1.1231	-0.6200
	Use of Automated Attendance marking	0.1371	-1.0951	1.3921
	Use of Energy Saving Strategies	-0.5965	1.0024	0.3300
	Automated Front Desk	-0.5965	-0.1029	0.1779
	Service Tracking	0.1236	0.9521	-0.6200
	Social Media Interface for Communication with Citizens	0.5185	-1.0951	0.8008

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.7864	0.5000	-1.0090
	Climate Change Preparedness	0.6646	1.2369	-0.1121
	Skill Inventory	-0.2364	0.4312	0.2559
	Project Proposals, Business Plans and Feasibility Studies	-1.2910	-1.1210	-0.6972
	Collaborations and Partnerships	0.2322	-0.2278	0.0891

Service Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.0864	-0.9632	0.1941
	Mission	0.8442	-0.2856	-0.6355
	Shared Objectives	-0.0864	0.4511	-0.6087
	Values	-0.7881	1.3456	-0.6221
	Strategies and Strategic Plan	0.2165	-0.2716	0.9095
	Action Plan	-0.0998	-0.2762	0.7627

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2236	-0.2357	0.2544
	Operational Structure	-0.2476	0.4714	0.2165
	Infrastructure	0.4712	-0.2357	-0.4709

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	0.7872	0.2224	-0.9374
	General Administration of the Organization	0.2384	0.6636	-0.2244
	Financial Management of the Organization	-0.5985	-0.9733	1.2868
	Physical Planning	0.0916	0.1785	-0.3392
	Service Delivery	-0.6272	0.3970	-0.2244
	Citizen Engagement	0.1086	-0.4882	0.4385

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.0354	-0.5656	-0.1297
	Public Health	0.8843	0.3099	-0.7595
	Infrastructure Development	0.0870	0.2097	0.1081
	Utility Services	0.0867	-0.5656	-0.3183
	Welfare	-0.6192	-0.1732	0.4376
	Finance	-0.0167	0.4279	-0.1136
	Costing	-0.6192	0.1472	0.8234
	Citizen Engagement	0.2326	0.2097	-0.0479

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.4480	-0.1395	-0.0328
	Taxes	-0.5506	0.8138	0.0476
	Rent	0.3253	-0.1015	-0.2554
	License	0.4612	-0.1729	0.0027
	Fee for Services	-0.5046	-0.1061	0.2203
	Other Revenue	-0.5046	-0.1208	-0.1092
	Revenue Grants	0.3253	-0.1729	0.1268

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.7167	0.0251	0.2683
	Public Health	0.7539	0.1633	-0.4486
	Infrastructure Development	-0.1282	0.9383	-0.4486
	Utility Services	0.0146	-0.6975	0.2998
	Welfare	-0.6887	-0.3390	1.0629
	Finance	0.6311	-0.0612	-0.5084
	Costing	-0.0313	-0.0028	-0.5084
	Citizen Participation	0.1652	-0.0262	0.2830

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7082	-0.6923	-0.4370
	Automated Expenses Tracking	0.1550	-0.6510	0.7772
	Automation of Accounting	0.2423	0.0527	-0.4370
	Paperless General Administration	-0.6826	1.6899	-0.4370
	Use of Automated Attendance marking	0.9058	-0.6923	0.7056
	Use of Energy Saving Strategies	-0.7082	0.9061	0.5660
	Automated Front Desk	-0.7082	0.1163	-0.4370
	Service Tracking	0.5750	-0.0373	-0.4370
	Social Media Interface for Communication with Citizens	0.9293	-0.6923	0.1361

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8206	0.6477	0.0122
	Climate Change Preparedness	0.6992	0.1691	0.8154
	Skill Inventory	-1.8892	-0.5210	-1.8119
	Project Proposals, Business Plans and Feasibility Studies	0.0011	-0.7777	0.1954
	Collaborations and Partnerships	0.3683	0.4819	0.7889

Community Engagement Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.0996	0.5708	-0.2853
	Mission	-0.3874	0.0925	-0.0686
	Shared Objectives	0.0454	-0.6146	0.2677
	Values	1.3120	-0.6146	-0.5886
	Strategies and Strategic Plan	0.0648	0.2421	0.3389
	Action Plan	0.0648	0.3236	0.3359

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.1252	0.2357	0.0000
	Operational Structure	0.2023	0.2357	0.7071
	Infrastructure	-0.0771	-0.4714	-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	0.2769	-0.0353	-0.2848
	General Administration of the Organization	-0.0006	-0.7391	0.6197
	Financial Management of the Organization	-0.0964	0.4138	-0.5720
	Physical Planning	0.4959	-0.1919	-0.2130
	Service Delivery	0.1905	-0.1914	0.0492
	Citizen Engagement	-0.8664	0.7439	0.4010
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.6524	0.0040	0.6301
	Public Health	-0.2262	0.9636	0.1070
	Infrastructure Development	-0.6524	0.4354	0.6301
	Utility Services	0.0294	0.0040	-0.7043
	Welfare	0.7180	-0.8786	0.0369
	Finance	0.5049	-0.8022	-0.4605
	Costing	0.9310	0.0053	-0.6799
	Citizen Engagement	-0.6524	0.2684	0.4405
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.7586	0.4861	0.1428
	Taxes	0.5776	-0.2471	-0.4927
	Rent	-0.2148	0.1275	1.0483
	License	0.2256	-0.7311	-0.1993
	Fee for Services	-0.0982	0.8583	-0.3750
	Other Revenue	-0.1904	0.2374	-0.4574
	Revenue Grants	0.4588	-0.7311	0.3331
Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.9154	0.6888	0.1948
	Public Health	0.2462	-0.1907	0.4242
	Infrastructure Development	1.3757	-0.8191	-0.5837
	Utility Services	-0.2258	-0.3646	0.2783
	Welfare	0.2958	-0.3095	-0.1944
	Finance	0.8548	-1.0312	0.3183
	Costing	-0.7158	1.3229	-0.6323
	Citizen Participation	-0.9154	0.7034	0.1948
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7010	-0.8614	-0.6424
	Automated Expenses Tracking	-0.3610	-0.2499	-0.1759
	Automation of Accounting	-0.2031	0.4154	-0.6424
	Paperless General Administration	0.0647	0.6362	-0.6424
	Use of Automated Attendance marking	1.7742	-0.8614	1.0445
	Use of Energy Saving Strategies	-0.7010	0.6324	0.4724
	Automated Front Desk	-0.7010	0.6364	-0.4685
	Service Tracking	0.6797	0.5138	-0.6424
	Social Media Interface for Communication with Citizens	0.1483	-0.8614	1.6969
	Organizational Domains	Sub-Domains	K	A
9. Resilience Planning and Response Preparedness	Disaster Management	0.6667	0.7062	-0.9650
	Climate Change Preparedness	0.6667	-0.5559	1.0009
	Skill Inventory	-1.8122	0.7416	-1.2737
	Project Proposals, Business Plans and Feasibility Studies	-0.1564	-0.6639	0.3019
	Collaborations and Partnerships	0.6351	-0.2280	0.9359

4.3 Pathways to Identify Capacity Building Interventions

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			CPD				CPD
	Mission					CPD		CPD		
	Shared Objectives									CPD
	Values									CPD
	Strategies and Strategic Plan									
	Action Plan							CPD		
Structure of the LA	Administration Structure									
	Operational Structure					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	
	General Administration of the Organization								CPD	
	Financial Management of the Organization							CPD		
	Physical Planning								CPD	
	Service Delivery						CPD	CPD		
	Citizen Engagement									

LA Processes and Procedures	Administrative								
	Public Health	CPD			CPD				CPD
	Infrastructure Development								
	Utility Services		CPD						
	Welfare	CPD			CPD				CPD
	Finance								
	Costing								
	Citizen Engagement								
Resources of the LA	Rates								
	Taxes	CPD			CPD				
	Rent								CPD
	License								CPD
	Fee for Services								
	Other Revenue	CPD			CPD				
	Revenue Grants				CPD				CPD
Achievements – Outputs of the LA	Administration		CPD						CPD
	Public Health	CPD							
	Infrastructure Development								
	Utility Services		CPD						CPD
	Welfare	CPD							
	Finance								
	Costing			CPD					
	Citizen Participation								CPD
Technology and Innovations of the LA	Automation of Revenue Collection				CPD				
	Automated Expenses Tracking								
	Automation of Accounting								
	Paperless General Administration				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									
	Skill Inventory	CPD		CPD	CPD		CPD	CPD	CPD	CPD
	Project Proposals, Business Plans and Feasibility Studies		CPD						CPD	
	Collaborations and Partnerships									

Intervention areas for political leadership in the Councils

- They should be educated on the vision of the LA, Public Health and Welfare related process and procedures, taxes and other revenue under LA resources, Public Health and Welfare under achievements of LAs and skill inventory.
- Behavioral inputs to influence attitude change should be focused on highlighting the relevance and utility of LA's vision for deciding the strategic position of the LA, Utility services related process and procedures, administration and utility services related to achievements of the LA and project proposals, business plans and feasibility studies for building resilience.
- Practice changes should be introduced on costing in relation to achievements of LA and skills inventory

Intervention areas for women councilors

Knowledge enhancement on:

- Vision and action plan formation for setting strategic direction of LAs
- Financial management and service delivery in functions of the LAs
- Skill inventory related to LAs

Attitude change required for:

- Decision Making at Policy Level of the Organization, General Administration of the Organization and Physical Planning related to functions of the LAs
- Administration, utility services and citizen engagement under achievements of LAs
- Skills inventory and project proposals, business plans and feasibility studies for building resilience

Introducing practices for changes should be focused on;

- Vision, shared objectives and values for strategic position of the LAs
- Operational structure of the LA
- Public health and welfare related to process and procedures of LAs
- Rent, License and Revenue Grants in related to resources of the LAs
- Skill inventory for resilience planning and response preparedness in LAs

Intervention areas for councilors:

Knowledge building should focus on;

- Public health and Decision Making at Policy Level of the Organization, General Administration of the Organization and Financial Management of the Organization in relation to the functions of the LA,
- 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
- Disaster management under resilience planning

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	
	Mission			CPD						CPD
	Shared Objectives							CPD		
	Values	CPD								
	Strategies and Strategic Plan								CPD	
	Action Plan		CPD							
Structure of the LA	Administration Structure	CPD	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						
	Service Delivery									
	Citizen Engagement	CPD	CPD		CPD					

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

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

- Values for setting strategic direction of LAs
- Administrative structure in the LAs
- Citizen engagement in the LAs as a function of 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
- Skill inventory related to LAs

Attitude change should be required on;

- Action plan for setting the strategic position of LAs
- Administrative structure in the LAs
- Citizen engagement in the LAs as a function of the LAs
- Costing related functions of LAs
- Taxes and Revenue Grants as revenue sources
- Utility services under achievements of LAs
- Project proposals, business plans and feasibility studies for building resilience

Introducing practices for changes should focus on:

- Mission for strategic position of the LAs
- Administrative structure in the LAs
- Physical Planning in the LAs as a function of the LAs
- Utility services related to process and procedures of LAs
- Other revenue in related to resources of the LAs
- Costing related functions of LAs
- 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
- Citizen engagement in the LAs as a function of the LAs
- Public Health related activities in relation to process and procedures of LAs
- Rent, 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:

- Action plan for setting the strategic position of LAs
- Administrative structure in the LAs
- General administration in the LAs as a function of the LAs
- Welfare and finance related to process and procedures of LAs and related to achievements of LAs
- Automation of Revenue Collection, Automated Expense Tracking, Use of Automated Attendance marking and Social-media interface for communication with citizen for technical and innovations in LAs
- Skill inventory for resilience planning in LAs

Introducing practices for changes should focus on:

- Vision for strategic position of the LAs
- General administration in the LAs as a function of the LAs
- Infrastructure development related to process and procedures of LAs
- Utility services and 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:

- Shared objectives for setting strategic direction of LAs
- Operational structure in the LAs
- Infrastructure development and citizen engagement in relation to process and procedures of LAs
- Taxes as LA revenue sources
- Administration and citizen engagement 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
- Skill inventory related to LAs

Attitude change required on;

- Vision and Strategies and Strategic Plan for setting the strategic position of LAs
- Infrastructure in the LAs
- General administration in the LAs as a function of the LAs
- Welfare related process and procedures of LA
- License and Revenue grants as LA revenue sources
- Welfare and finance related to 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
- Project proposals, business plans and feasibility studies for building resilience

Introducing practices for changes should focus on:

- Mission for strategic position of the LAs
- Operational structure in 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
- Automation of Revenue Collection, Automation of Accounting, Paperless General Administration and Service Tracking for technical and innovations in LAs
- Operational structure in the LAs as a function of the LAs
- 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					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								CPD							
	General Administration of the Organization															
	Financial Management of the Organization				CPD											
	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				CPD											
	Infrastructure Development															
	Utility Services															
	Welfare					CPD										
	Finance															CPD
	Costing															
	Citizen Participation															
Technology and Innovations of the LA	Automation of Revenue Collection				CPD				CPD							
	Automated Expenses Tracking															
	Automation of Accounting															
	Paperless General Administration															
	Use of Automated Attendance marking									CPD						
	Use of Energy Saving Strategies					CPD										
	Automated Front Desk Service Tracking					CPD										
	Social Media Interface for Communication with Citizens									CPD						
Resilience Planning and Response Preparedness	Disaster Management															
	Climate Change Preparedness															
	Skill Inventory	CPD		CPD	CPD			CPD	CPD		CPD	CPD		CPD	CPD	CPD
	Project Proposals, Business Plans and Feasibility Studies									CPD						
	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 skills inventory in the LAs
- Attitude change should be focused on Values for setting strategic direction of LAs
- Introducing practices to formulate skills inventory in the LAs

Intervention areas for staff assigned to financial functions in LAs

Knowledge enhancement on:

- Vision for setting strategic direction of LAs
- Financial management related functions in the LAs
- Public Health related achievements of 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 Welfare related to achievements of LAs

Introducing practices for changes should focus on:

- Decision Making at Policy Level of the Organization as the functions of the LAs
- Skill inventory for resilience planning in LAs

Intervention areas for staff assigned to planning functions in LAs

Knowledge enhancement on skills inventory in the LAs

Attitude change required for:

- Vision Plan for setting the strategic position 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
- Project proposals, business plans and feasibility studies for building resilience

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:

- Vision for setting strategic direction of LAs
- Skill inventory related to LAs

Attitude change required for:

- Vision and Strategies and Strategic Plan for setting the strategic position of LAs
- Finance related to achievements of LAs

Introducing practices for changes should be focused on skills inventory

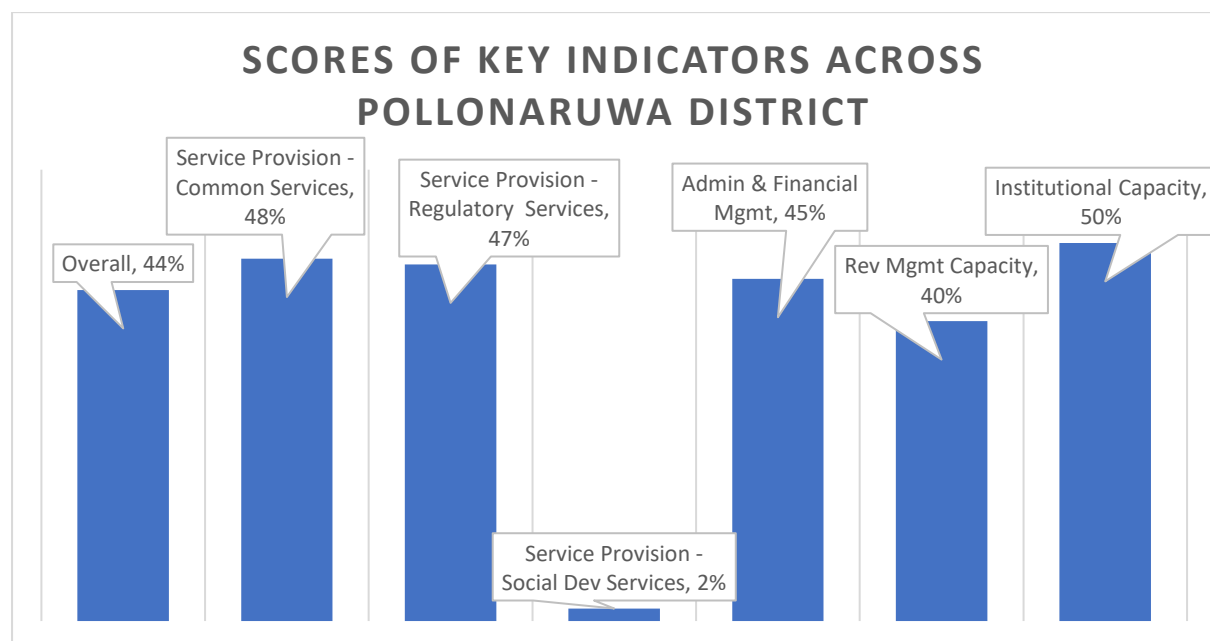
4.3.2 Model intervention plan integrating the KAP scores and the Institutional Assessment Scores

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 Polonnaruwa 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 Polonnaruwa 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 Polonnaruwa district

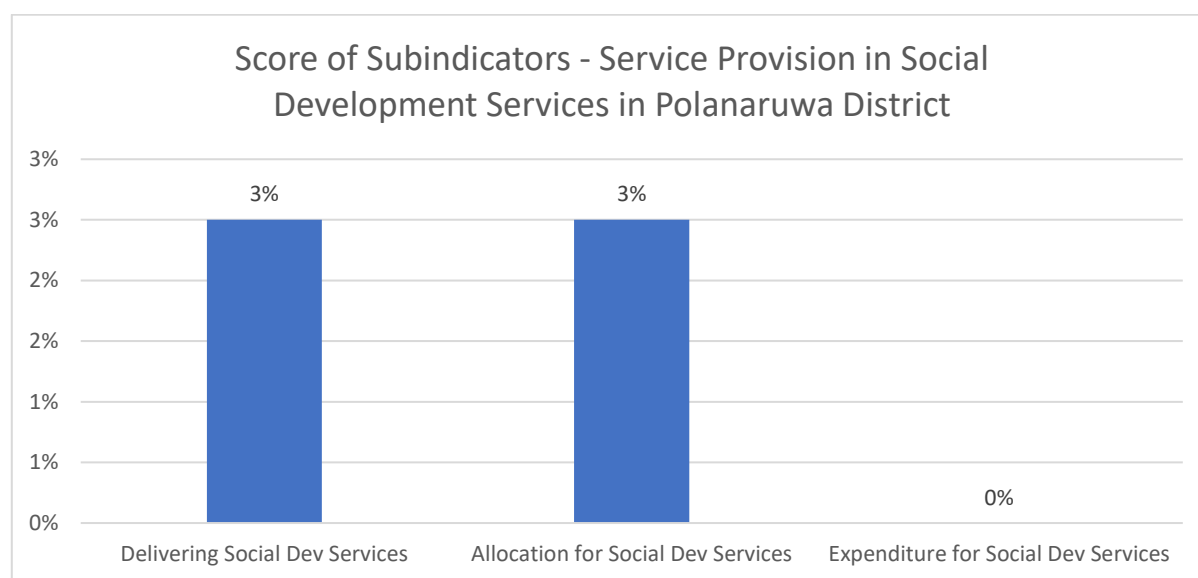


Step 2: Identify the ‘area of interest’ for the CDLG

Assume that the ‘area of interest’ for focusing in Polonnaruwa 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 Polonnaruwa 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:



The graph shows that all three sub-indicators are at the lower level, but the ‘expenditure for social development services’ is the lowest with a score of zero.

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 psycho-social 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	Prepare a bylaw to facilitate the delivery of psycho-social support programs Prepare an internal policy for budget allocation
Process	Activities that make impact on the functions mainly on the process and procedures within the LA	Establish a partnership with Department of Health of Province for providing psycho-social support Training of community volunteers
People	Activities that need engagement of critical group of people in the LA	Training of healthcare workers in the LA

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’ who will be associated in implementation of the proposed activities under Step 3 and the following table shows tentatively who are the ‘Critical Human Resources’.

Strategy	Sample Activity	Critical Human Resources		
		Elected members	Staff as per responsibilities	Staff as per assigned tasks
Policy	• Prepare a bylaw to facilitate the delivery of psycho-social support programs	Leadership	Leadership	Administration
	• Prepare an internal policy for budget allocation	Leadership	Leadership	Administration
Process	• Establish a partnership with Department of Health of Province for providing psycho-social support	Council members & Women members	Leadership	Administration Finance
	• Training of community volunteers	Council members & Women members	Mid-level	Citizen Engagement
People	• Training of healthcare workers in the LA	Leadership	Frontline	Service Delivery

Step 5: Assess the status of KAP among the ‘Critical Human Resources of LAs’ across the Polonnaruwa 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 Polonnaruwa 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	CPD	CPD							
	Public Health				CPD	CPD				
	Infrastructure Development	CPD								
	Utility Services				CPD					
	Welfare			CPD						
	Finance	CPD					CPD			
	Costing	CPD			CPD					
	Citizen Engagement				CPD					
Resources of the LA	Rates	CPD								
	Taxes		CPD		CPD					
	Rent			CPD		CPD		CPD		
	License						CPD			
	Fee for Services	CPD				CPD		CPD		
	Other Revenue	CPD			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 analysing 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
Prepare a bylaw to facilitate the delivery of psycho-social support programs	Knowledge improvement	<ul style="list-style-type: none"> Administration, Infrastructure Development, Finance and Costing under LA Process and Procedures Taxes, fee for services and other revenue sources under the revenue sources 	<ul style="list-style-type: none"> Public health, utility services, costing and citizen engagement under LA Process and Procedures 	<ul style="list-style-type: none"> Rent and Fee for services under LA resources
	Attitudinal and behavior change	<ul style="list-style-type: none"> Administration under LA Process and Procedures Taxes and License under Resources 	<ul style="list-style-type: none"> Public health under LA Process and Procedures 	
	Demonstration of practices	<ul style="list-style-type: none"> Practices on utility services and citizen engagement should be described 	<ul style="list-style-type: none"> Finance under LA Process and Procedures Rent and Fee for services 	

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. Anuradhapura District Report

5.1 Topline Findings for LAs in Anuradhapura 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	0.1128	-0.3110	-1.0526	0.4166	0.1820	0.8019	0.2647	-0.0645	-0.1254
Structure of the LA	0.0299	-0.6689	-0.5433	0.1204	-0.4747	-0.3618	0.0752	-0.5718	-0.4525
Division of labour within the LA	0.2283	1.7065	0.8700	-0.3551	0.4772	0.0568	-0.0634	1.0919	0.4634
Functions of LA	-0.2443	-0.1213	1.2348	0.0391	-0.3708	-0.6499	-0.1026	-0.2461	0.2925
LA Processes and Procedures	-0.2794	-0.4145	-0.2654	-0.4406	-0.4007	-0.1323	-0.3600	-0.4076	-0.1988
Resources	-0.3078	-0.5296	-0.4362	-0.5444	-0.9367	0.0160	-0.4261	-0.7332	-0.2101
Achievements – Outputs of the LA	-0.2575	-0.9447	0.0642	-0.5223	-0.4763	-0.5510	-0.3899	-0.7105	-0.2434
Technology and Innovations of the LA	-1.6877	-0.6545	-1.5236	-1.2402	-0.5988	-1.4797	-1.4640	-0.6267	-1.5016
Resilience Planning and Response Preparedness	2.4057	1.9380	1.6520	2.5264	2.5987	2.3000	2.4660	2.2683	1.9760

- Across different categories of functionaries and across the 19 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	-1.5016	0.0068	-1.3432
	Mission	-1.0458	0.2963	0.0638
	Shared Objectives	0.6712	-1.7479	0.8384
	Values	0.5555	1.6718	-1.2469
	Strategies and Strategic Plan	1.3746	-0.2478	1.3488
	Action Plan	-0.0538	0.0208	0.3390
2. Structure of the LA	Administration Structure	1.3722	-1.3956	0.0000
	Operational Structure	-0.3897	0.5000	-0.4107
	Infrastructure	-0.9825	0.8956	1.3773
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	-0.1170	0.8122	0.6285
	General Administration of the Organization	0.2921	-0.6265	0.2056
	Financial Management of the Organization	1.1492	-1.0720	0.1156
	Physical Planning	1.1492	1.8198	-1.6620
	Service Delivery	-0.9202	-0.6265	-0.7693
	Citizen Engagement	-1.5533	-0.3070	1.4816
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.1401	-0.1897	0.8139
	Public Health	-0.5197	1.6047	-1.3792
	Infrastructure Development	0.1401	-0.1886	0.5641
	Utility Services	0.4458	-0.4447	-0.3074
	Welfare	-1.2532	0.1070	0.5175
	Finance	-1.2532	0.5455	1.6347
	Costing	2.0736	-2.0988	-0.4843
	Citizen Engagement	0.2265	0.6646	-1.3594
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.2371	0.4159	0.3859
	Taxes	-0.4962	-1.4197	-1.2500
	Rent	-0.1105	0.5072	0.7760
	License	-0.5591	0.1707	0.5034
	Fee for Services	-1.7035	1.5748	1.5404
	Other Revenue	1.2589	0.1707	-1.2500
	Revenue Grants	1.3733	-1.4197	-0.7057
Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-1.1045	0.3521	0.7156
	Public Health	-0.5538	1.5451	-1.3982
	Infrastructure Development	-0.2730	0.9108	0.2196
	Utility Services	0.9767	-1.2174	0.2570
	Welfare	-1.7166	-0.4737	1.5309
	Finance	0.9284	-1.6727	0.7971
	Costing	1.1137	0.2779	-0.7543
	Citizen Participation	0.6291	0.2779	-1.3677
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.1672	-0.9521	-0.6673
	Automated Expenses Tracking	-0.0480	-0.9521	0.1390
	Automation of Accounting	0.8590	0.3075	-0.6673
	Paperless General Administration	-0.5771	1.4661	-0.6673
	Use of Automated Attendance marking	1.5210	-0.9521	2.6574
	Use of Energy Saving Strategies	-1.1672	1.5108	-0.3183
	Automated Front Desk	-1.1672	-0.3338	-0.0003
	Service Tracking	0.8499	0.8579	-0.6673
	Social Media Interface for Communication with Citizens	0.8966	-0.9521	0.1914
Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.7665	0.7604	-0.6956
	Climate Change Preparedness	0.5918	0.4403	0.3640
	Skill Inventory	-1.9687	-0.1082	-1.4156
	Project Proposals, Business Plans and Feasibility Studies	0.3044	-1.8915	0.2204
	Collaborations and Partnerships	0.3061	0.7990	1.5268

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	-2.1355	-1.2643	-0.8575
	Mission	0.2888	0.1325	1.1646
	Shared Objectives	0.2722	-0.1450	-0.8575
	Values	0.2722	-0.2046	-0.8575
	Strategies and Strategic Plan	1.0753	2.0103	1.5544
	Action Plan	0.2271	-0.5289	-0.1464
2. Structure of the LA	Administration Structure	0.4456	1.3513	-0.6758
	Operational Structure	-1.3852	-1.0369	1.4138
	Infrastructure	0.9396	-0.3144	-0.7380
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	-1.0421	0.5816	-0.1660
	General Administration of the Organization	-1.0985	-0.0292	-0.2326
	Financial Management of the Organization	-0.1952	1.7524	-0.5261
	Physical Planning	0.8027	-0.0292	2.1394
	Service Delivery	-0.1952	-1.1378	-0.2032
	Citizen Engagement	1.7283	-1.1378	-1.0115
5. LA Processes and Procedures	Administrative	0.4627	0.4680	-0.4627
	Public Health	-1.5719	0.1513	0.7605
	Infrastructure Development	0.4716	0.6088	-0.4095
	Utility Services	1.5798	-1.5696	-0.6222
	Welfare	-1.4508	-1.7198	2.3879
	Finance	0.5043	0.3116	-0.4627
	Costing	-0.3426	1.2862	-0.4802
	Citizen Engagement	0.3469	0.4634	-0.7111
6. Resources of the LA	Rates	0.4254	0.7294	-0.7689
	Taxes	-1.3255	-1.3823	-0.9750
	Rent	0.4313	-0.6869	0.9487
	License	0.5180	0.6642	-0.8032
	Fee for Services	1.7350	-1.2718	-0.7689
	Other Revenue	-0.9441	0.7183	1.6934
	Revenue Grants	-0.8401	1.2291	0.6739
7. Achievements – Outputs of the LA	Administration	-0.1442	-0.8535	0.8119
	Public Health	-1.4318	1.3056	0.2309
	Infrastructure Development	-0.1442	-0.8856	0.6135
	Utility Services	1.4980	-0.8331	-0.9777
	Welfare	-1.3193	-1.0198	1.6533
	Finance	-0.1442	0.2469	0.1658
	Costing	1.3338	0.3461	-1.4425
	Citizen Participation	0.3519	1.6935	-1.0553

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0000	-0.9338	-0.8301
	Automated Expenses Tracking	-0.2295	-0.9338	0.4827
	Automation of Accounting	1.2026	1.0769	-0.8301
	Paperless General Administration	-0.5923	1.5764	-0.8301
	Use of Automated Attendance marking	1.9838	-0.9338	2.3108
	Use of Energy Saving Strategies	-1.0000	1.2027	-0.2909
	Automated Front Desk	-1.0000	-0.5151	0.9149
	Service Tracking	0.2378	0.3943	-0.5288
Social Media Interface for Communication with Citizens	0.3976	-0.9338	-0.3986	

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8453	0.0936	-0.6108
	Climate Change Preparedness	0.5856	-0.7939	0.5743
	Skill Inventory	-1.9507	1.8491	-1.6543
	Project Proposals, Business Plans and Feasibility Studies	0.2924	-0.9499	1.1013
	Collaborations and Partnerships	0.2274	-0.1990	0.5895

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	-2.1355	-1.2643	-0.8575
	Mission	0.2888	0.1325	1.1646
	Shared Objectives	0.2722	-0.1450	-0.8575
	Values	0.2722	-0.2046	-0.8575
	Strategies and Strategic Plan	1.0753	2.0103	1.5544
	Action Plan	0.2271	-0.5289	-0.1464

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.4456	1.3513	-0.6758
	Operational Structure	-1.3852	-1.0369	1.4138
	Infrastructure	0.9396	-0.3144	-0.7380

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	-1.0421	0.5816	-0.1660
	General Administration of the Organization	-1.0985	-0.0292	-0.2326
	Financial Management of the Organization	-0.1952	1.7524	-0.5261
	Physical Planning	0.8027	-0.0292	2.1394
	Service Delivery	-0.1952	-1.1378	-0.2032
	Citizen Engagement	1.7283	-1.1378	-1.0115

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.4627	0.4680	-0.4627
	Public Health	-1.5719	0.1513	0.7605
	Infrastructure Development	0.4716	0.6088	-0.4095
	Utility Services	1.5798	-1.5696	-0.6222
	Welfare	-1.4508	-1.7198	2.3879
	Finance	0.5043	0.3116	-0.4627
	Costing	-0.3426	1.2862	-0.4802
	Citizen Engagement	0.3469	0.4634	-0.7111

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.4254	0.7294	-0.7689
	Taxes	-1.3255	-1.3823	-0.9750
	Rent	0.4313	-0.6869	0.9487
	License	0.5180	0.6642	-0.8032
	Fee for Services	1.7350	-1.2718	-0.7689
	Other Revenue	-0.9441	0.7183	1.6934
	Revenue Grants	-0.8401	1.2291	0.6739

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.1442	-0.8535	0.8119
	Public Health	-1.4318	1.3056	0.2309
	Infrastructure Development	-0.1442	-0.8856	0.6135
	Utility Services	1.4980	-0.8331	-0.9777
	Welfare	-1.3193	-1.0198	1.6533
	Finance	-0.1442	0.2469	0.1658
	Costing	1.3338	0.3461	-1.4425
	Citizen Participation	0.3519	1.6935	-1.0553

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0000	-0.9338	-0.8301
	Automated Expenses Tracking	-0.2295	-0.9338	0.4827
	Automation of Accounting	1.2026	1.0769	-0.8301
	Paperless General Administration	-0.5923	1.5764	-0.8301
	Use of Automated Attendance marking	1.9838	-0.9338	2.3108
	Use of Energy Saving Strategies	-1.0000	1.2027	-0.2909
	Automated Front Desk	-1.0000	-0.5151	0.9149
	Service Tracking	0.2378	0.3943	-0.5288
	Social Media Interface for Communication with Citizens	0.3976	-0.9338	-0.3986

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8453	0.0936	-0.6108
	Climate Change Preparedness	0.5856	-0.7939	0.5743
	Skill Inventory	-1.9507	1.8491	-1.6543
	Project Proposals, Business Plans and Feasibility Studies	0.2924	-0.9499	1.1013
	Collaborations and Partnerships	0.2274	-0.1990	0.5895

Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.5725	-1.4990	-0.7041
	Mission	2.2324	-1.2720	1.2483
	Shared Objectives	-0.4150	0.6349	-0.7041
	Values	-0.4150	0.4646	-0.7041
	Strategies and Strategic Plan	-0.4150	0.5917	1.5680
	Action Plan	-0.4150	1.0798	-0.7041

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.7071	1.1221	-0.7071
	Operational Structure	1.4142	-1.3065	1.4142
	Infrastructure	-0.7071	0.1844	-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	-1.0375	-0.3399	0.6569
	General Administration of the Organization	-1.0375	-0.3399	0.5648
	Financial Management of the Organization	-0.9207	2.2208	0.3346
	Physical Planning	0.9479	-0.3399	0.4911
	Service Delivery	0.9771	-0.6006	-2.2070
	Citizen Engagement	1.0706	-0.6006	0.1596

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6404	-0.2811	-0.4050
	Public Health	-1.7282	2.6205	-0.2104
	Infrastructure Development	0.6742	-0.2811	-0.4050
	Utility Services	0.5727	-0.6075	-0.4050
	Welfare	-1.7282	-0.6075	2.6404
	Finance	0.5592	-0.2811	-0.4050
	Costing	0.4306	-0.2811	-0.4050
	Citizen Engagement	0.5795	-0.2811	-0.4050

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.8289	-0.3179	-0.4694
	Taxes	-1.1543	-0.4959	-0.4694
	Rent	0.8573	-0.4959	-0.2818
	License	0.8573	-0.3179	-0.4694
	Fee for Services	0.9196	-0.4959	-0.4694
	Other Revenue	-1.1543	-0.3179	2.4413
	Revenue Grants	-1.1543	2.4412	-0.2818

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	1.1045	-0.4201	-0.6884
	Public Health	-1.0580	2.6322	-0.6884
	Infrastructure Development	-0.9378	-0.4201	1.1566
	Utility Services	0.9844	-0.4201	-0.8281
	Welfare	-1.0580	-0.4201	1.3592
	Finance	-0.9378	-0.4201	1.3453
	Costing	0.9123	-0.4201	-0.8281
	Citizen Participation	0.9904	-0.1115	-0.8281

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-1.0910	-0.5921	-0.5525
	Automated Expenses Tracking	0.4350	-0.5921	0.7985
	Automation of Accounting	1.0348	-0.3821	-0.5525
	Paperless General Administration	-1.0910	1.7636	-0.5525
	Use of Automated Attendance marking	1.2478	-0.5921	-0.0388
	Use of Energy Saving Strategies	-1.0910	1.9609	-0.5525
	Automated Front Desk	-1.0910	-0.5921	2.5553
	Service Tracking	0.6412	-0.3821	-0.5525
	Social Media Interface for Communication with Citizens	1.0052	-0.5921	-0.5525

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.7202	-0.9583	-0.2718
	Climate Change Preparedness	0.4625	-1.3317	0.3931
	Skill Inventory	-1.9845	0.2240	-1.8097
	Project Proposals, Business Plans and Feasibility Studies	0.4625	0.7841	1.0331
	Collaborations and Partnerships	0.3393	1.2819	0.6554

Women Council Members

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.6752	0.6441	-0.9890
	Mission	0.0701	-1.4428	0.8348
	Shared Objectives	-0.4722	0.5739	-0.9890
	Values	-0.4722	0.6725	-0.9890
	Strategies and Strategic Plan	2.1699	0.9211	1.2849
	Action Plan	-0.6204	-1.3688	0.8473

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.5816	-0.5693	1.1545
	Operational Structure	-1.4072	1.4058	0.1301
	Infrastructure	0.8256	-0.8364	-1.2846

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	0.0091	0.4906	-0.4864
	General Administration of the Organization	0.0645	-1.4026	-0.3570
	Financial Management of the Organization	-1.2661	0.9321	-0.1610
	Physical Planning	1.6734	-1.4026	2.1752
	Service Delivery	-1.0998	0.6913	-0.8960
	Citizen Engagement	0.6189	0.6913	-0.2747
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.8562	-0.9692	0.7967
	Public Health	0.0547	1.4645	-1.7344
	Infrastructure Development	0.7926	-0.9692	1.0268
	Utility Services	-1.3596	0.6343	0.1064
	Welfare	0.1183	0.6500	-1.4353
	Finance	0.8562	-0.9692	0.7967
	Costing	-1.9184	1.1281	0.7208
	Citizen Engagement	0.6000	-0.9692	-0.2778
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.5456	-0.4805	0.6300
	Taxes	-2.2998	-0.8379	0.0472
	Rent	0.4920	1.4104	-1.5070
	License	0.5733	-0.4805	0.5329
	Fee for Services	0.8985	-0.8379	0.6300
	Other Revenue	-0.1861	-0.4805	1.1739
	Revenue Grants	-0.0235	1.7070	-1.5070
	Organizational Domains	Sub-Domains	K	A
7. Achievements – Outputs of the LA	Administration	-0.7316	-0.4654	1.0644
	Public Health	1.0330	0.2128	-0.9430
	Infrastructure Development	-1.1095	-0.2097	1.7010
	Utility Services	-0.3538	-0.4332	0.5864
	Welfare	1.0953	-0.4210	-0.6944
	Finance	-1.1095	1.5738	-0.6562
	Costing	-0.3916	1.4237	-1.3253
	Citizen Participation	1.5676	-1.6809	0.2672
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9508	-0.7598	-0.9059
	Automated Expenses Tracking	-0.7580	-0.7598	0.1082
	Automation of Accounting	0.6068	2.1801	-0.9059
	Paperless General Administration	0.1380	1.1651	-0.9059
	Use of Automated Attendance marking	2.2653	-0.7598	2.4879
	Use of Energy Saving Strategies	-0.9508	-0.2855	0.4310
	Automated Front Desk	-0.9508	0.4892	-0.3144
	Service Tracking	0.2161	-0.5095	-0.1589
	Social Media Interface for Communication with Citizens	0.3843	-0.7598	0.1639
Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8551	-0.0174	-0.5302
	Climate Change Preparedness	0.6696	0.1657	0.8423
	Skill Inventory	-1.9279	1.7438	-1.7267
	Project Proposals, Business Plans and Feasibility Studies	0.0954	-1.2120	0.8241
	Collaborations and Partnerships	0.3077	-0.6801	0.5905

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	0.4300	-0.3883	-0.4024
Mission	-0.0331	0.5779	-1.0221
Shared Objectives	-0.0331	-1.5427	0.5913
Values	-0.5313	0.0737	-0.8871
Strategies and Strategic Plan	1.7445	1.7148	1.9035
Action Plan	-1.5771	-0.4354	-0.1831

Sub Indicators - LA Structure	K	A	P
Administration Structure	-1.3428	-1.4036	-0.9666
Operational Structure	1.0556	0.5517	-0.4107
Infrastructure	0.2872	0.8519	1.3773

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	-0.1058	0.7991	0.6540
General Administration	0.2351	-0.6127	0.2269
Financial Management	1.1643	-1.1045	0.1359
Physical Planning	1.1643	1.8187	-1.6599
Service Delivery	-0.9114	-0.6127	-0.8055
Citizen Engagement	-1.5465	-0.2878	1.4486

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	0.1075	-0.1674	0.8223
Public Health	-0.5556	1.6451	-1.3592
Infrastructure Development	0.1075	-0.1663	0.5739
Utility Services	0.4651	-0.4250	-0.3455
Welfare	-1.2300	0.0677	0.5275
Finance	-1.2300	0.5049	1.6389
Costing	2.0893	-2.0958	-0.5184
Citizen Participation	0.2463	0.6368	-1.3396

Sub Indicators -Resources of LA	K	A	P
Rates	0.2172	0.4293	0.3943
Taxes	-0.4828	-1.4296	-1.2406
Rent	-0.1365	0.5217	0.7842
License	-0.5461	0.1810	0.4790
Fee for Services	-1.6991	1.5462	1.5482
Other Revenue	1.2466	0.1810	-1.2406
Revenue Grants	1.4007	-1.4296	-0.7244

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.0721	0.3115	0.7416
Public Health	-0.6171	1.5908	-1.3919
Infrastructure Development	-0.3315	0.9545	0.2410
Utility Services	0.9889	-1.1805	0.1965
Welfare	-1.6783	-0.5209	1.5646
Finance	0.9410	-1.6372	0.7513
Costing	1.1245	0.2409	-0.7420
Citizen Participation	0.6446	0.2409	-1.3612

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.1699	-0.9522	-0.6651
Automated Expenses Tracking	-0.0447	-0.9522	0.1379
Automation of Accounting	0.8671	0.2977	-0.6651
Paperless General Administration	-0.5767	1.4693	-0.6651
Use of Automated Attendance marking	1.5010	-0.9522	2.6608
Use of Energy Saving Strategies	-1.1699	1.5122	-0.3145
Automated Front Desk	-1.1699	-0.3264	-0.0056
Service Tracking	0.8580	0.8559	-0.6651
Social Media Interface for Communication with Citizens	0.9049	-0.9522	0.1818

Sub Indicators -Resilience and Responsiveness of LA	K	A	P
Disaster Management	0.8472	1.1509	-0.7053
Climate Changers	0.5867	-1.5584	0.4897
Skill Inventory	-1.9504	0.9394	-1.6035
Project Management	0.2721	0.0678	0.7736
Collaborations	0.2444	-0.5997	1.0455

Mid-Level Staff

Sub Indicators - Shared vision	K	A	P
Vision	-1.8906	-1.1076	-1.1911
Mission	-0.4324	-0.2739	0.2866
Shared Objectives	0.5534	-0.2297	-0.2618
Values	0.5534	-0.3344	-0.4061
Strategies and Strategic Plan	1.2739	2.1219	2.0169
Action Plan	-0.0576	-0.1764	-0.4446

Sub Indicators - LA Structure	K	A	P
Administration Structure	1.7380	1.8678	0.1755
Operational Structure	0.8667	0.1165	-1.5927
Infrastructure	-1.2791	-0.2478	-0.1391

Sub Indicators - Division of Labour	K	A	P
Roles and Responsibilities	-0.3727	-0.7071	0.8695

Sub Indicators -Functions of LA	K	A	P
Decision Making at Policy Level	0.0000	0.0000	0.0000
General Administration	0.0000	0.0000	0.0000
Financial Management	0.0000	0.0000	0.0000
Physical Planning	0.0000	0.0000	0.0000
Service Delivery	0.0000	0.0000	0.0000
Citizen Engagement	0.0000	0.0000	0.0000

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	1.4183	1.0940	-2.2021
Public Health	-0.9788	0.4093	0.1701
Infrastructure Development	-0.9788	-0.0080	0.4745
Utility Services	0.9310	0.3618	0.3354
Welfare	-0.9471	0.2504	0.4745
Finance	0.5554	-2.1076	0.7476
Costing	0.0000	0.0000	0.0000
Citizen Participarion	0.0000	0.0000	0.0000

Sub Indicators -Resources of LA	K	A	P
Rates	0.6380	0.4243	0.7000
Taxes	1.2820	-0.0292	1.7514
Rent	1.0686	1.2207	0.5853
License	0.9567	1.4316	0.3829
Fee for Services	-0.9957	-1.1824	-1.1543
Other Revenue	-0.9708	0.4495	0.0239
Revenue Grants	-0.9832	-1.1320	-1.1350

Sub Indicators -Outputs of LA	K	A	P
Administration	0.6543	0.1651	-0.2213
Public Health	-0.6769	-1.2815	-1.4964
Infrastructure Development	-0.0297	-1.2894	-0.9992
Utility Services	-1.9223	0.1728	1.5101
Welfare	-0.2030	-0.3755	0.9222
Finance	1.0392	1.0866	-0.3783
Costing	1.1385	1.5220	0.6629
Citizen Participation	0.0000	0.0000	0.0000

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-0.4075	1.2723	0.0000
Automated Expenses Tracking	-0.2745	0.8293	0.0000
Automation of Accounting	1.2704	-0.3067	0.0000
Paperless General Administration	1.1374	-0.0643	0.0000
Use of Automated Attendance marking	-1.3893	-1.0682	0.0000
Use of Energy Saving Strategies	0.9937	-1.0682	0.0000
Automated Front Desk	0.0591	1.4738	0.0000
Service Tracking	-1.3893	-1.0682	0.0000
Social Media Interface for Communication with Citizens	0.0000	0.0000	0.0000

Sub Indicators -Resilience Planning and Responsiveness Preparedness	K	A	P
Disaster Management	0.0796	-1.3592	0.0000
Climate Changers	-1.3854	-0.2989	0.0000
Skill Inventory	0.1586	-0.5516	0.0000
Project Management	-0.1518	-1.3592	0.0000
Collaborations	-1.3854	-0.6574	0.0000

Frontline Staff

Sub Indicators - Shared vision	K	A	P
Vision	-1.9981	-1.1423	-0.5164
Mission	0.9291	1.0276	-1.3403
Shared Objectives	-0.4879	0.0475	0.5054
Values	0.7706	0.0303	-0.4834
Strategies and Strategic Plan	0.4350	-1.3298	-0.0220
Action Plan	0.3511	1.3666	1.8567

Sub Indicators - LA Structure	K	A	P
Administration Structure	0.3922	0.7562	-0.2414
Operational Structure	0.9806	0.6568	-1.0861
Infrastructure	-1.3728	-1.4130	1.3275

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	0.0000	0.0000	0.0000
General Administration	0.0000	0.0000	0.0000
Financial Management	0.0000	0.0000	0.0000
Physical Planning	0.0000	0.0000	0.0000
Service Delivery	0.0000	0.0000	0.0000
Citizen Engagement	0.0000	0.0000	0.0000

Sub Indicators -Process and Procedures of LA	K	A	P
Administrative	-0.8126	-0.9444	1.0524
Public Health	-1.0337	1.9617	-1.6755
Infrastructure Development	-0.9805	0.2831	0.9206
Utility Services	0.6460	-0.2537	-0.0941
Welfare	0.8140	-1.5028	1.2897
Finance	1.3403	-0.0767	-0.9540
Costing	1.1163	-0.3290	-0.7744
Citizen Participarion	-1.0897	0.8617	0.2354

Sub Indicators -Resources of LA	K	A	P
Rates	-0.4175	-0.7858	1.1109
Taxes	-1.5363	0.5573	-0.8533
Rent	1.6008	1.5030	0.0956
License	0.3523	-1.2413	-1.8971
Fee for Services	-0.5760	0.5753	0.2379
Other Revenue	-0.5119	0.6328	1.1631
Revenue Grants	1.0886	-1.2413	0.1430

Sub Indicators -Outputs of LA	K	A	P
Administration	-1.1013	0.2506	0.6477
Public Health	-0.9467	1.2580	-0.4409
Infrastructure Development	0.4057	0.0951	-0.3538
Utility Services	0.2125	-0.6953	0.6042
Welfare	0.3284	-1.7967	1.5187
Finance	2.1446	-0.7886	-1.3989
Costing	-0.0580	1.3889	-1.3989
Citizen Participation	-0.9853	0.2881	0.8219

Sub Indicators -Technology & Innovations	K	A	P
Automation of Revenue Collection	-1.2111	-1.3117	-1.0013
Automated Expenses Tracking	-0.2132	0.1593	0.2253
Automation of Accounting	0.1706	0.7483	-1.0013
Paperless General Administration	0.0554	1.4749	-1.0013
Use of Automated Attendance marking	1.1300	-1.3117	1.8524
Use of Energy Saving Strategies	-1.2111	0.7652	0.2503
Automated Front Desk	-1.2111	0.0916	0.7009
Service Tracking	1.5138	0.6957	-1.0013
Social Media Interface for Communication with Citizens	0.9765	-1.3117	0.9763

Sub Indicators -Resilience Planning & Reponse Preparedness	K	A	P
Disaster Management	1.1342	0.6912	-0.6485
Climate Changers	0.7536	-0.6018	1.0475
Skill Inventory	-1.7685	1.6218	-1.4328
Project Management	-0.1342	-0.6743	-0.1521
Collaborations	0.0149	-1.0369	1.1859

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	0.0889	-0.2500	-1.0516
	Mission	-0.5849	0.9629	-0.9373
	Shared Objectives	-0.5987	-0.4045	0.6104
	Values	0.2958	-1.1656	1.0888
	Strategies and Strategic Plan	0.9478	0.4008	0.5428
	Action Plan	-0.1489	0.4564	-0.2532

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	0.3243	-0.2759	-0.2581
	Operational Structure	0.7924	-0.9406	-0.2126
	Infrastructure	-1.1167	1.2165	0.4707

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	-0.3672	-0.5407	1.4624
	General Administration of the Organization	-0.1315	0.9456	-0.7709
	Financial Management of the Organization	0.9899	0.1376	-0.9190
	Physical Planning	0.3329	0.1079	-0.1474
	Service Delivery	-0.3746	-0.7468	0.6158
	Citizen Engagement	-0.4494	0.0965	-0.2409

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.7164	0.6517	0.0262
	Public Health	-0.7376	0.7968	0.2782
	Infrastructure Development	-0.7164	0.6521	0.1607
	Utility Services	0.7460	-0.0858	-0.7762
	Welfare	-0.1031	-0.6752	0.5177
	Finance	-0.2137	0.0803	0.2984
	Costing	1.4156	-0.7553	-0.6753
	Citizen Engagement	0.3256	-0.6646	0.1703

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.6634	0.7582	0.1242
	Taxes	-0.8084	0.3924	-0.6158
	Rent	-0.4347	-0.2821	1.0034
	License	0.6984	-0.2408	-0.6526
	Fee for Services	-0.6210	0.4939	0.0582
	Other Revenue	1.0301	-0.1680	0.1738
	Revenue Grants	0.7991	-0.9536	-0.0912

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.2265	0.0459	0.0676
	Public Health	-0.7693	1.2181	-0.0412
	Infrastructure Development	-0.6205	0.0872	0.9131
	Utility Services	0.6774	-0.0998	-0.7323
	Welfare	0.0735	-0.6520	0.5410
	Finance	-0.0652	-0.0866	-0.1095
	Costing	0.5163	0.1237	-0.7650
	Citizen Participation	0.4144	-0.6365	0.1263

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7531	-0.7698	-0.6205
	Automated Expenses Tracking	0.2947	-0.6753	-0.0207
	Automation of Accounting	-0.0052	0.6935	-0.6205
	Paperless General Administration	0.3292	0.8284	-0.6205
	Use of Automated Attendance marking	0.0907	-0.7698	1.9872
	Use of Energy Saving Strategies	-0.7531	0.8986	-0.0026
	Automated Front Desk	-0.7531	-0.0896	-0.0427
	Service Tracking	0.6458	0.6537	-0.6205
	Social Media Interface for Communication with Citizens	0.9039	-0.7698	0.5608

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	1.0009	-0.0504	-0.3208
	Climate Change Preparedness	0.4395	-0.9581	0.0493
	Skill Inventory	-1.8051	0.6246	-1.3269
	Project Proposals, Business Plans and Feasibility Studies	0.1251	0.7915	0.1787
	Collaborations and Partnerships	0.2396	-0.4076	1.4198

Finance Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-1.1727	0.4432	0.0349
	Mission	0.2696	-0.2059	-0.0077
	Shared Objectives	0.2415	-0.0600	-0.6355
	Values	0.9767	-0.9705	-0.7228
	Strategies and Strategic Plan	0.2696	0.4043	0.6524
	Action Plan	-0.5846	0.3888	0.6787

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.4830	-0.2357	0.1518
	Operational Structure	0.2475	1.1785	-0.6619
	Infrastructure	0.2355	-0.9428	0.5102

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	0.4742	0.0379	-0.5953
	General Administration of the Organization	0.4793	0.2983	-0.7652
	Financial Management of the Organization	-0.9125	0.0648	0.6129
	Physical Planning	-0.2231	0.8384	-0.1523
	Service Delivery	-0.2861	-0.6421	0.7444
	Citizen Engagement	0.4683	-0.5973	0.1555

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.4216	-0.5626	0.2827
	Public Health	-0.2931	0.3778	-0.2530
	Infrastructure Development	-0.9652	0.1443	0.6807
	Utility Services	-0.2285	0.9085	-0.6796
	Welfare	0.3949	-0.6133	0.2035
	Finance	0.4350	-0.6133	0.2957
	Costing	0.4645	-0.2174	-0.2650
	Citizen Engagement	-0.2291	0.5761	-0.2650

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.3781	0.0530	0.6113
	Taxes	-0.5956	-0.4039	-0.4863
	Rent	0.1088	0.5153	0.2178
	License	-0.4933	0.3126	-0.4863
	Fee for Services	-0.5956	-0.3947	1.0645
	Other Revenue	0.1666	0.3519	-0.4346
	Revenue Grants	1.0310	-0.4340	-0.4863

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	0.5161	-0.1258	-0.5574
	Public Health	-0.9035	0.9256	0.4740
	Infrastructure Development	-0.2341	-0.1046	0.2630
	Utility Services	-0.1357	-0.1258	0.4607
	Welfare	0.5248	-0.8028	0.3032
	Finance	-0.1225	-0.1482	0.1311
	Costing	-0.1613	0.5074	-0.5574
	Citizen Participation	0.5161	-0.1258	-0.5172

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.9720	-0.7874	-0.4696
	Automated Expenses Tracking	0.4238	-0.1009	0.0059
	Automation of Accounting	0.3800	-0.0775	-0.4696
	Paperless General Administration	-0.3829	0.8080	-0.4696
	Use of Automated Attendance marking	0.5058	-0.7874	1.6739
	Use of Energy Saving Strategies	-0.9720	0.8125	-0.1102
	Automated Front Desk	-0.9720	-0.1009	0.7348
	Service Tracking	0.7273	1.0209	-0.4696
	Social Media Interface for Communication with Citizens	1.2621	-0.7874	-0.4258

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8885	0.3596	-0.6241
	Climate Change Preparedness	0.7532	0.3017	0.7480
	Skill Inventory	-1.8710	-0.1082	-1.4017
	Project Proposals, Business Plans and Feasibility Studies	0.0703	0.3042	0.0542
	Collaborations and Partnerships	0.1590	-0.8573	1.2235

Planning Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	0.8718	-1.1319	-0.7046
	Mission	0.0208	0.4535	-0.7046
	Shared Objectives	-0.8320	-0.3709	1.9023
	Values	-0.6863	1.1161	-0.6424
	Strategies and Strategic Plan	0.6468	0.2671	0.0280
	Action Plan	-0.0212	-0.3339	0.1213

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.4913	0.0000	-0.1818
	Operational Structure	0.2562	-0.7071	0.4130
	Infrastructure	0.2351	0.7071	-0.2312

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	-0.7812	1.3143	-0.3851
	General Administration of the Organization	-0.1145	-0.1169	0.1846
	Financial Management of the Organization	0.4802	-0.7659	0.1674
	Physical Planning	-0.1510	0.5778	-0.5361
	Service Delivery	0.5142	-0.8633	0.2633
	Citizen Engagement	0.0522	-0.1460	0.3058

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.6736	-0.6733	0.0432
	Public Health	0.1965	0.3552	-0.1211
	Infrastructure Development	0.6427	-0.6733	-0.1031
	Utility Services	-0.1169	-0.0118	0.1100
	Welfare	-0.6945	-0.1898	0.8213
	Finance	-0.0708	0.0065	0.1439
	Costing	0.0261	0.6224	-0.6885
	Citizen Engagement	-0.6566	0.5639	-0.2056

Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	0.9323	-0.3276	0.3925
	Taxes	0.1374	-0.4186	-0.6201
	Rent	0.2147	1.0788	-0.5458
	License	-0.4534	-0.4722	0.1971
	Fee for Services	-0.5801	1.0221	-0.4258
	Other Revenue	0.1735	-0.4103	0.1561
	Revenue Grants	-0.4244	-0.4722	0.8460

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.6201	0.6250	-0.0400
	Public Health	0.0450	0.1503	-0.2575
	Infrastructure Development	0.0450	0.1317	-0.1199
	Utility Services	0.0577	0.0352	-0.0273
	Welfare	-0.6016	-0.1499	0.8324
	Finance	0.8215	-0.7111	-0.0764
	Costing	0.8109	-0.7111	-0.1495
	Citizen Participation	-0.5584	0.6297	-0.1617

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.6494	-1.1038	-0.6629
	Automated Expenses Tracking	0.8886	-0.6453	-0.1388
	Automation of Accounting	-0.2044	1.0203	-0.6629
	Paperless General Administration	0.1875	0.8816	-0.6629
	Use of Automated Attendance marking	0.2977	-1.1038	1.7146
	Use of Energy Saving Strategies	-0.6494	0.9825	0.0918
	Automated Front Desk	-0.6494	-0.0675	0.2523
	Service Tracking	0.1304	1.1399	-0.6629
	Social Media Interface for Communication with Citizens	0.6484	-1.1038	0.7318

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.6819	-0.1727	-0.4740
	Climate Change Preparedness	0.8015	-0.4799	0.8164
	Skill Inventory	-1.9225	0.7721	-1.5345
	Project Proposals, Business Plans and Feasibility Studies	0.1635	0.4797	0.1288
	Collaborations and Partnerships	0.2756	-0.5992	1.0633

Service Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.0619	-0.9880	0.0469
	Mission	0.7702	-0.3643	-0.6151
	Shared Objectives	-0.1242	0.5121	-0.6151
	Values	-0.8723	1.3825	-0.6151
	Strategies and Strategic Plan	0.3668	-0.1946	0.8567
	Action Plan	-0.0787	-0.3477	0.9415

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.4714	-0.2188	0.0112
	Operational Structure	-0.4714	0.4541	-0.0124
	Infrastructure	0.9428	-0.2353	0.0013

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	0.8091	0.1524	-0.9811
	General Administration of the Organization	0.2301	0.0973	-0.2270
	Financial Management of the Organization	-0.6051	-0.5864	1.2568
	Physical Planning	0.0853	0.0973	-0.3588
	Service Delivery	-0.6051	0.8257	-0.2501
	Citizen Engagement	0.0858	-0.5864	0.5601

Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	0.0186	-0.5851	-0.0868
	Public Health	0.8165	0.3099	-0.8707
	Infrastructure Development	0.1262	0.1765	-0.0868
	Utility Services	0.0650	-0.5851	0.4686
	Welfare	-0.6898	0.0741	0.4771
	Finance	0.1165	0.2939	-0.1322
	Costing	-0.6163	0.1229	0.4693
	Citizen Engagement	0.1633	0.1929	-0.2387

Organizational Domains	Sub-Domains	K	A	P
7. Achievements – Outputs of the LA	Administration	-0.7380	-0.0405	0.6114
	Public Health	0.7663	0.1598	-0.7165
	Infrastructure Development	0.0287	0.8167	-0.7165
	Utility Services	0.0228	-0.7152	0.8041
	Welfare	-0.7380	-0.1530	0.7421
	Finance	0.5340	-0.0281	-0.7165
	Costing	0.0228	-0.0207	0.0857
	Citizen Participation	0.1014	-0.0190	-0.0939

Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.7180	-0.6774	-0.5319
	Automated Expenses Tracking	0.1043	-0.6774	0.2936
	Automation of Accounting	0.5237	0.0404	-0.5319
	Paperless General Administration	-0.7180	1.6133	-0.5319
	Use of Automated Attendance marking	0.8523	-0.6774	0.7362
	Use of Energy Saving Strategies	-0.7180	0.9079	0.3958
	Automated Front Desk	-0.7180	0.1782	0.5626
	Service Tracking	0.6215	-0.0300	-0.5319
	Social Media Interface for Communication with Citizens	0.7704	-0.6774	0.1393

Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.9694	0.6245	-0.5462
	Climate Change Preparedness	0.6680	0.3077	0.9366
	Skill Inventory	-1.8029	-0.2850	-1.4344
	Project Proposals, Business Plans and Feasibility Studies	0.0428	-1.0134	0.1227
	Collaborations and Partnerships	0.1228	0.3662	0.9213

Community Engagement Division

Organizational Domains	Sub-Domains	K	A	P
1. Strategic position of the LA	Vision	-0.9605	0.6026	-0.5906
	Mission	-0.2672	-0.1393	0.0344
	Shared Objectives	0.4399	-0.8037	0.1079
	Values	1.3099	-0.7381	-0.5906
	Strategies and Strategic Plan	-0.2127	0.5212	0.8132
	Action Plan	-0.3093	0.5573	0.2257

Organizational Domains	Sub-Domains	K	A	P
2. Structure of the LA	Administration Structure	-0.2357	0.2016	-0.4714
	Operational Structure	0.4714	0.2716	-0.4714
	Infrastructure	-0.2357	-0.4731	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	0.1634	-0.1612	-0.1118
	General Administration of the Organization	0.2480	-0.7917	0.2849
	Financial Management of the Organization	-0.0203	0.4698	-0.4671
	Physical Planning	0.0795	-0.0953	0.0015
	Service Delivery	0.1198	-0.1250	0.0236
	Citizen Engagement	-0.5904	0.7035	0.2689
Organizational Domains	Sub-Domains	K	A	P
5. LA Processes and Procedures	Administrative	-0.5249	0.5990	0.0194
	Public Health	-0.4804	1.0161	0.3002
	Infrastructure Development	-0.5249	0.6591	-0.1364
	Utility Services	0.1862	-0.0792	-0.7077
	Welfare	0.8748	-0.7459	-0.0217
	Finance	0.1637	-0.7459	0.8184
	Costing	0.8303	-0.7459	-0.7077
	Citizen Engagement	-0.5249	0.0426	0.4354
Organizational Domains	Sub-Domains	K	A	P
6. Resources of the LA	Rates	-0.2217	0.2457	0.1738
	Taxes	-0.2144	-0.4357	-0.0472
	Rent	0.6228	-0.4922	0.8763
	License	-0.1683	-0.4922	0.1680
	Fee for Services	-0.2424	1.1983	-0.5996
	Other Revenue	-0.2217	0.4682	-0.5996
	Revenue Grants	0.4457	-0.4922	0.0284
	Organizational Domains	Sub-Domains	K	A
7. Achievements – Outputs of the LA	Administration	-0.8045	0.5117	0.2856
	Public Health	0.0494	-0.1351	0.4662
	Infrastructure Development	1.3359	-0.8389	-0.5417
	Utility Services	-0.1388	-0.2393	0.3030
	Welfare	0.5497	-0.1667	-0.5417
	Finance	0.5497	-0.8389	0.2037
	Costing	-0.8045	1.2291	-0.4423
	Citizen Participation	-0.7368	0.4782	0.2671
Organizational Domains	Sub-Domains	K	A	P
8. Technology and Innovations of the LA	Automation of Revenue Collection	-0.5043	-0.7971	-0.6571
	Automated Expenses Tracking	-0.5043	-0.1262	-0.0735
	Automation of Accounting	-0.5043	0.5188	-0.6571
	Paperless General Administration	0.2028	0.5909	-0.6571
	Use of Automated Attendance marking	1.3724	-0.7971	1.0403
	Use of Energy Saving Strategies	-0.5043	0.5917	0.1447
	Automated Front Desk	-0.5043	0.3042	0.5364
	Service Tracking	0.2925	0.5117	-0.6571
	Social Media Interface for Communication with Citizens	0.6537	-0.7971	0.9803
Organizational Domains	Sub-Domains	K	A	P
9. Resilience Planning and Response Preparedness	Disaster Management	0.8987	0.1816	-0.9391
	Climate Change Preparedness	0.2602	-0.4512	0.7627
	Skill Inventory	-1.8920	0.1999	-1.2829
	Project Proposals, Business Plans and Feasibility Studies	0.2602	0.1174	0.4156
	Collaborations and Partnerships	0.4730	-0.0477	1.0436

5.3 Pathways to Identify Capacity Building Interventions

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									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				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		
	Rent									CPD
	License									
	Fee for Services		CPD							
	Other Revenue				CPD					
	Revenue Grants				CPD					CPD
Achievements – Outputs of the LA	Administration									
	Public Health	CPD			CPD					
	Infrastructure Development							CPD		
	Utility Services									
	Welfare	CPD	CPD		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									
	Paperless General Administration				CPD					
	Use of Automated Attendance marking									
	Use of Energy Saving Strategies	CPD			CPD					
	Automated Front Desk	CPD			CPD					
	Service Tracking									
	Social Media Interface for Communication with Citizens									

Resilience Planning and Response Preparedness	Disaster Management									
	Climate Change Preparedness					CPD				
	Skill Inventory	CPD		CPD	CPD		CPD	CPD		CPD
	Project Proposals, Business Plans and Feasibility Studies								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 on resources of the LA,
- Public Health and Welfare under achievements of LAs,
- Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk as Technology and Innovations of the LA and
- Skill inventory

Behavioral inputs to influence attitude change should be focused 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 LE resources
- Welfare related achievements of the LA

Practice changes should be introduced on

- Citizen engagement related functions
- Costing and citizen engagement related achievements of LA
- 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
- Utility services and costing related LA processes and procedures
- Taxes as the resources of LAs
- Finance and infrastructure development related achievements of LA
- Skill inventory related to LAs

Attitude change required for;

- Mission and Action Plan for setting the strategic position of the LA
- General Administration of the Organization and Physical Planning related to functions of the LAs
- Citizen participation related achievements of LAs
- Project proposals, business plans and feasibility studies for building resilience

Introducing practices for changes should be focused on;

- Infrastructure as part of the structure of the LA
- 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
- Skill inventory 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, 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

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

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

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

Attitude change should be required on;

- Shared objectives for setting the strategic position of LAs
- Administration related to structure in the LAs
- Financial management related function of 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
- Climate change preparedness for building resilience

Introducing practices for changes should focus on:

- Mission for strategic position of the LAs
- 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 and citizen participation related functions of LAs
- 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
- Infrastructure of the LA structure

Attitude change required on:

- Vision for setting the strategic position of LAs
- Roles and Responsibilities of Workers

Introducing practices for changes should focus on:

- Vision for strategic position of the 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 and Shared objectives for setting strategic direction of LAs
- Administration related structure in the LAs

- Administrative, Infrastructure development and citizen engagement related to process and procedures of LAs
- Taxes as LA revenue sources
- Administration and citizen engagement related to achievements in the LAs
- Use of Energy Saving Strategies and Automated Front Desk for technical and innovations in LAs
- Skill inventory related to 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
- License as LA revenue sources
- Finance and costing in achievements of the LAs
- Automation of Revenue Collection, Automation of Accounting, Paperless General Administration and Service Tracking for technical and innovations in LAs
- Operational structure in the LAs as a function of the LAs
- Collaborations and Partnerships 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 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				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							CPD								
	General Administration of the Organization															
	Financial Management of the Organization				CPD											
	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				CPD											
	Infrastructure Development															
	Utility Services															
	Welfare					CPD										
	Finance															CPD
	Costing															
	Citizen Participation															
Technology and Innovations of the LA	Automation of Revenue Collection				CPD				CPD							
	Automated Expenses Tracking															
	Automation of Accounting															
	Paperless General Administration															
	Use of Automated Attendance marking									CPD						
	Use of Energy Saving Strategies					CPD										
	Automated Front Desk					CPD										
	Service Tracking															
Resilience Planning and Response Preparedness	Disaster Management															
	Climate Change Preparedness															
	Skill Inventory	CPD		CPD	CPD		CPD	CPD		CPD	CPD		CPD	CPD		CPD
	Project Proposals, Business Plans and Feasibility Studies									CPD			CPD			
	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 infrastructure of the LA structure and skills inventory in the LAs
- Attitude change should be focused on Values for setting strategic direction of LAs
- Introducing practices to formulate vision for setting strategic position of the LAs, and skills inventory 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; Skill inventory for resilience planning in LAs

Intervention areas for staff assigned to planning functions in LAs

Knowledge enhancement should be focused on skills inventory in the LAs

Attitude change should be required on;

- Vision for setting the strategic position 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

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
- 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 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

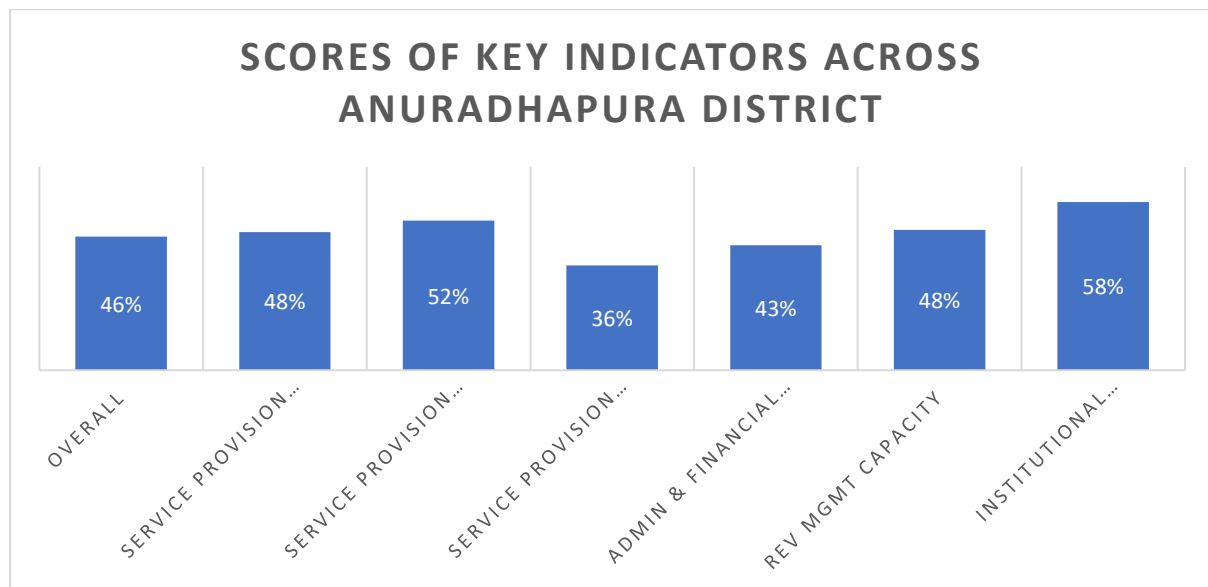
The results of the ‘institutional capacity assessment’ carried out separately to assess the strength of the LAs by focusing the operational aspects using 6 institutional domains can be integrated with the findings of the ‘capacity needs assessment’ which focused on the ‘human resources’ in the LAs for 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 the Polonnaruma 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 Polonnaruwa 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 Anuradhapura district

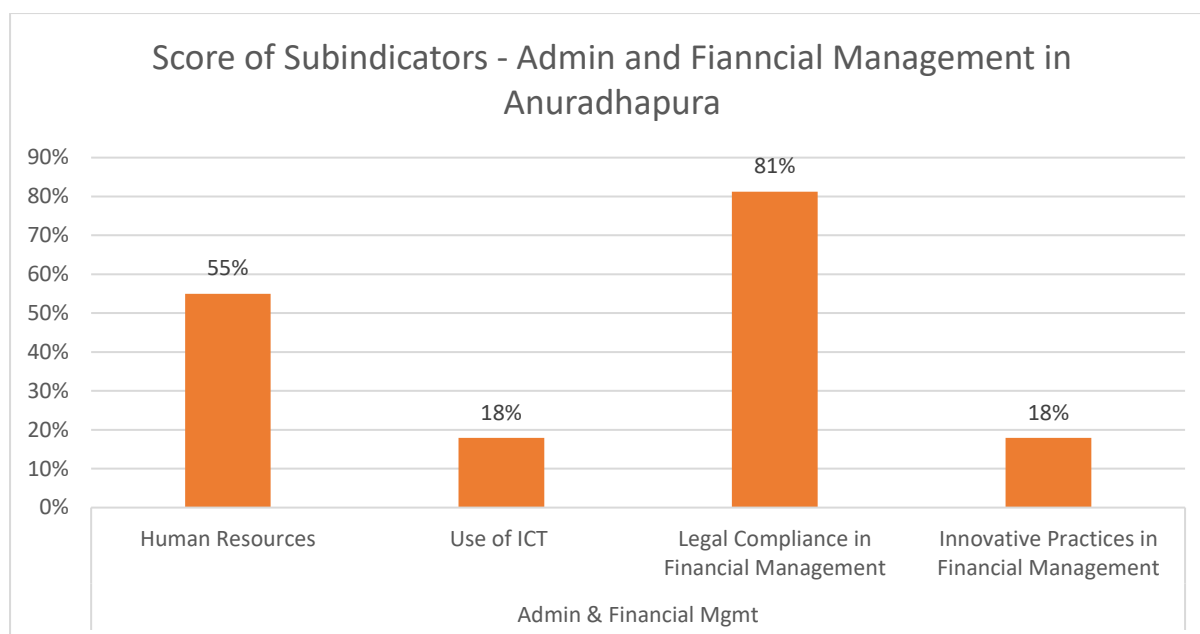


Step 2: Identify the 'area of interest' for the CDLG

Assume that the 'area of interest' for focusing in Anuradhapura is 'Admin and Financial Management Services' 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 'Administration and Financial Management' in the Anuradhapura District, specific area(s) for improvement can be identified. Following graph shows the score of sub indicators;



Since the ‘use of ICT’ and ‘innovative practices in financial management’ are the lowest sub indicators in Anuradhapura district, assume that the ‘innovative practices in financial management’ for financial management is selected sub indicator 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	Stable tenure of leadership, Availability of key technical staff
Use of ICT	Application of ICT in routine functions
Legal Compliance in Financial Management	Satisfactorily fulfilling of legal requirements in financial management
Innovative Practices in Financial Management	Computerized systems, Online facility to pay taxes

3c. Assume that ‘Computerized systems for financial management’ is the selected priority intervention for strengthen 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	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	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	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’ who will be associated in implementation of the proposed activities under Step 3 and the following table shows tentatively who are 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 Polonnaruwa district as per the ‘Capacity Needs Assessment’

5a. Consider for 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 the Anuradhapura 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	CPD			
	Rent									
	License									
	Fee for Services		CPD		CPD					
	Other Revenue						CPD			
	Revenue Grants					CPD				
Technology and Innovations of the LA	Automation of Revenue Collection	CPD			CPD					
	Automated Expenses Tracking									
	Automation of Accounting									
	Paperless General Administration									
	Use of Automated Attendance marking									
	Use of Energy Saving Strategies	CPD			CPD					
	Automated Front Desk	CPD			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 analysing 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 under the revenue sources • Automation of Revenue Collection, Use of Energy Saving Strategies and Automated Front Desk under technology and innovations 	<ul style="list-style-type: none"> • Fee for services under the revenue sources • 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"> • Administration under LA Process and Procedures • Taxes and Fee for Services under resources 	<ul style="list-style-type: none"> • Taxes and Revenue Grants under resources 	<ul style="list-style-type: none"> • No CPD is identified
	Demonstration of practices	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Finance under LA Process and Procedures • Rent and Fee for services 	<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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