



COMPARISON OF INSTITUTIONAL DIAGNOSTIC SCORES WITH PERFECT SCORES NORTHERN 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.

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Acronyms

| | |
|----------------|--|
| CDLG | Capacity Development of Local Governments |
| CLG | Commissioner of Local Government |
| EU | European Union |
| FA | Financial Assistant |
| GoSL | Government of Sri Lanka |
| GRM | Grievances Redressal Mechanism |
| LA | Local Authority |
| LDSP | Local Development Support Project |
| MC | Municipal Council |
| PERFECT | Performance Enhancement and Consolidation Tool |
| STRIDE | Strengthening Transformation, Reconciliation and Inclusive Development |
| TAF | The Asia Foundation |
| UNDP | United Nations Development Programme |
| WB | World Bank |

1. Context

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

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

Towards this end, UNDP has commissioned The Asia Foundation (TAF) to conduct a 'Diagnostic Study on Local Government Institutions and Finances, and Capacity Needs Assessment' in the four target provinces. A key component of the assignment involves a study on the institutional systems (institutional assessment) associated with service delivery, and the finance systems to understand and profile the factors constraining effectiveness and efficiency of local service delivery, the robustness and efficiency of local and regional level equalization measures and local government performance. Since this component was carried out by TAF for three provinces – North, East and Uva – as part of an assignment carried out for the World Bank in 2018, analysis will be carried out for the North-Central Province (NCP) by employing the same methodological tools. Additionally, a comparative analysis of the findings of the institutional assessments of all four provinces with the local government's self-assessment scores from the Performance Enhancement and Consolidation Tool (PERFECT), instituted by the national ministry was conducted to explore linkages and correlations between the two assessment tools.

This report focuses on the results of a comparative analysis between the institutional assessment scores obtained by 34 LAs in the Northern Province and the PERFECT scores reported by the same entities.

2. Methodology

The institutional assessment of 34 Local Authorities (LAs) in the Northern Province focused on the following functional domains:

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

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

| Functional Domain | Indicator | Datapoints |
|--|---|---|
| 1. Service Provision - Common Services | 1. Availability of key assets | 1. Availability of critical assets for delivering services: Road rollers Motor graders Excavators Fire engines Gully Emptier |
| | 2. Availability of staff for key services | 2. Availability of adequate number of staff for delivering waste management and road related services |
| | 3. Good practices in office management | 3. Availability of Road Inventory 4. Availability of Asset register 5. An online system is available for citizen to request services 6. All the services can be accessed at a single location (Front Office) by a visiting citizen |
| | 4. Service Coverage/Availability | 7. No of services delivered by the LA out of 16 common and special services |
| 2. Service Provision - Regulatory Services | 5. Regulatory Service Delivery | 8. No of regulatory services delivered (<i>Building Permits, Trade License, Environmental Protection License, Streetline Certificate, Non-vesting Certificate, Ownership Certificate, Change of Ownership & Sub-division and Amalgamation approval of land plots</i>) |
| | 6. Innovation in Regulatory Services | 9. Online/ customer friendly-regulatory services are delivered |
| | 7. Good Practice in Regulatory Service Delivery | 10. Basic good practices such as maintenance of manual register and issuing acknowledgement are practiced |
| 3. Service Provision - Social Dev Services | 8. Delivering Social Development Services | 11. Delivery of any of the following social – development services (<i>Psycho-social support programs, Livelihood support programs, Poverty-eradication programs & Support to vulnerable communities</i>) |
| | 9. Allocation for Social Development Services | 12. Clearly identified budget allocation for social development services |
| | 10. Expenditure for Social Development Services | 13. Expenditure made against allocation in actual terms for social development services |

| | | |
|--|--|---|
| 4. Administrative & Financial Management | 11. Human Resources | 14. Availability of Secretary / Commissioner throughout in 2019 15. Availability of Technical Officer / Engineer throughout in 2019 16. Availability of Accountant / Qualified Financial Staff as the key staff in charge for finance throughout in 2019 17. Number of vacant cadre (against approved cadre) |
| | 12. Use of ICT | 18. Application of ICT in routine functions (e.g., digitization of personnel files, correspondence management, electronic payment system, electronic financial management system and electronic grievance redress system) |
| | 13. Legal Compliance in Financial Management | 19. Monthly financial statement is done for Oct 2019 20. Monthly financial statement is done for Sept 2019 20. Final Accounts for 2018 is done 21. Obtained satisfactory remarks for the Final Accounts for 2018 22. Obtained satisfactory remarks for the Final Accounts for 2017 23. Board of Survey is completed for 2019 25. Valuation is done within last five years |
| | 14. Innovative Practices in Financial Management | 26. Computerized Financial management system is in place 26. Citizen can pay their payments through online 27. Citizen are issued computerized bills 28. K-Form is generated through computerized system 30. Revenue with arrears collection reports generated through computerized system |
| 5. Revenue Management Capacity | 15. Budgeting in 2019 | 31. Own revenue percentage 32. Allocation for capital expenses using own revenue 33. Allocation for total recurrent expenses from own revenue |
| | 16. Revenue Collection Efficiency in 2019 | 34. Collection of own revenue against budget and actual 35. Collection of own revenue from 'Rent' 36. Collection of Own Revenue from 'License' 37. Collection of own revenue from 'Fee for Services' |
| | 17. Expenditure Efficiency in 2019 | 38. Actual expenditure of total recurrent expenditure against budget 39. Actual expenditure for 'Supplies and Requisites' against budget 40. Actual expenditure for 'Repairs & Maintenance against budget 41. Actual expenditure for 'Transportation, Communication & Utility Services' against budget |
| 6. Institutional Capacity | 18. Planning Capacity | 42. Training received in planning during 2018/2019 43. Availability of trained staff in planning 44. Availability of LAPDP for 2018/2019 45. Availability of staff with additional skills like GIS, physical planning, etc. |
| | 19. Procurement | 46. Training received in procurement during 2018/2019 47. Availability of trained staff in procurement 48. Projects handled through local procurement in 2018 and 2019 |
| | 20. Social Protection | 49. Training received in social protection during 2018/2019 50. Availability of trained staff in social protection 51. Projects adopted with social protection measures |
| | 21. Environment Management | 52. Training received in environmental management during 2018/2019 53. Availability of trained staff in environmental management 54. Projects adopted with environmental management measures |

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

The PERFECT consists of 66 data points under three thematic areas – office management and administration, service delivery and good governance. (see below the full list of data points).

| | Indicator | Sub-indicator |
|----|---|---------------------------------------|
| | A. Office Management and Administration (Productive utilization of LA resources for services to the citizen) | |
| 1 | A1. Human Resources Management | Duties and Responsibilities |
| 2 | | Staff Performance Evaluation |
| 3 | | Personal Management and Welfare |
| 4 | A2. Office Management | Office Layout |
| 5 | | Meetings |
| 6 | | Files and Data Management |
| 7 | A3. Financial Management | Budget Preparation |
| 8 | | Accounting and Reporting |
| 9 | | Financial Control and Monitoring |
| 10 | | Revenue Generation |
| 11 | | Revenue Collection and Management |
| 12 | | Abiding Financial Disciplinary |
| 13 | | Internal Control |
| | B. Service Delivery (Performance of LA Responsibilities) | |
| 1 | B1. Public Health and sanitation | Enforcement of Legislations |
| 2 | | Sanitation |
| 3 | | Solid Waste Collection |
| 4 | | Waste Reduction Initiatives |
| 5 | | Waste Disposal and Service Management |
| 6 | | Prevention of Communicable Diseases |
| 7 | | Child and Mother care services |
| 8 | | Food Hygiene |

| | | |
|--|---|---|
| 9 | B2. Roads and Storm Water Drainage Management | Road and Drainage Information |
| 10 | | Storm Water Drainage |
| 11 | | Repair and maintenance |
| 12 | | Roundabouts and Pavements |
| 13 | | Naming Roads |
| 14 | | Private Roads |
| 15 | B3. Common Amenity Services | Markets / Public Market |
| 16 | | Weekly Fair |
| 17 | | Street lighting |
| 18 | | Potable Water Supply |
| 19 | | Bathing Places |
| 20 | | Fire Hazard Prevention Service |
| 21 | B4. Welfare Services | Management of Libraries and Reading Rooms |
| 22 | | Coverage of Services of Libraries and Reading Rooms |
| 23 | | Quality of Services of Libraries and Reading Rooms |
| 24 | | Playgrounds and Pavilions |
| 25 | | Preschools and Day Care Centers |
| 26 | | Crematorium and Cemeteries |
| 27 | B5. Regulatory Services | Legislative Capacity in Environmental Management and Conservation |
| 28 | | Environmental Management and Conservation Initiatives |
| 29 | | Environmental Protection License |
| 30 | | Fleet / Equipment Maintenance |
| 31 | | Fixed Asset Maintenance |
| 32 | | Construction / Building Regulation |
| C. Good Governance (Local Authority Operates based on Good Governance Principles) | | |
| 1 | C1. Community Participation | Community Involvement at Decision Making Level with duly delegated powers |
| 2 | | Community Involvement in LA Activities |
| 3 | | Community Based / Volunteer Organizations |
| 4 | C2. Abide by Statutory Provisions | By Laws and Other Laws |
| 5 | | Implementation of Reform Circulars |
| 6 | C3. Transparency | Council Meetings |
| 7 | | Public Communication |
| 8 | | Tender and Contracts |
| 9 | | Citizen Charter |
| 10 | C4. Responsiveness | Public Complaints and Redress |
| 11 | | Response to Written Correspondences |
| 12 | | Reaching the Public |
| 13 | C5. Equality | Gender Equity |
| 14 | | Service for All |
| 15 | | Conflict Resolution |
| 16 | C6. Responsibility and Accountability | Leadership |
| 17 | | Accountability |
| 18 | C7. Planning Capacity | Strategic Plan / Medium Term Plan |
| 19 | | Annual Plan |
| 20 | | Implementation of Annual Plan |
| 21 | | Specific Project Plans |

Data sets used: For the ‘Institutional Assessment’, scores obtained by the 34 LAs in the 2018 assessment carried out by TAF were used. For ‘PERFECT’ the latest available scores were for 2017 and the same have been employed for the analysis.

3. Findings

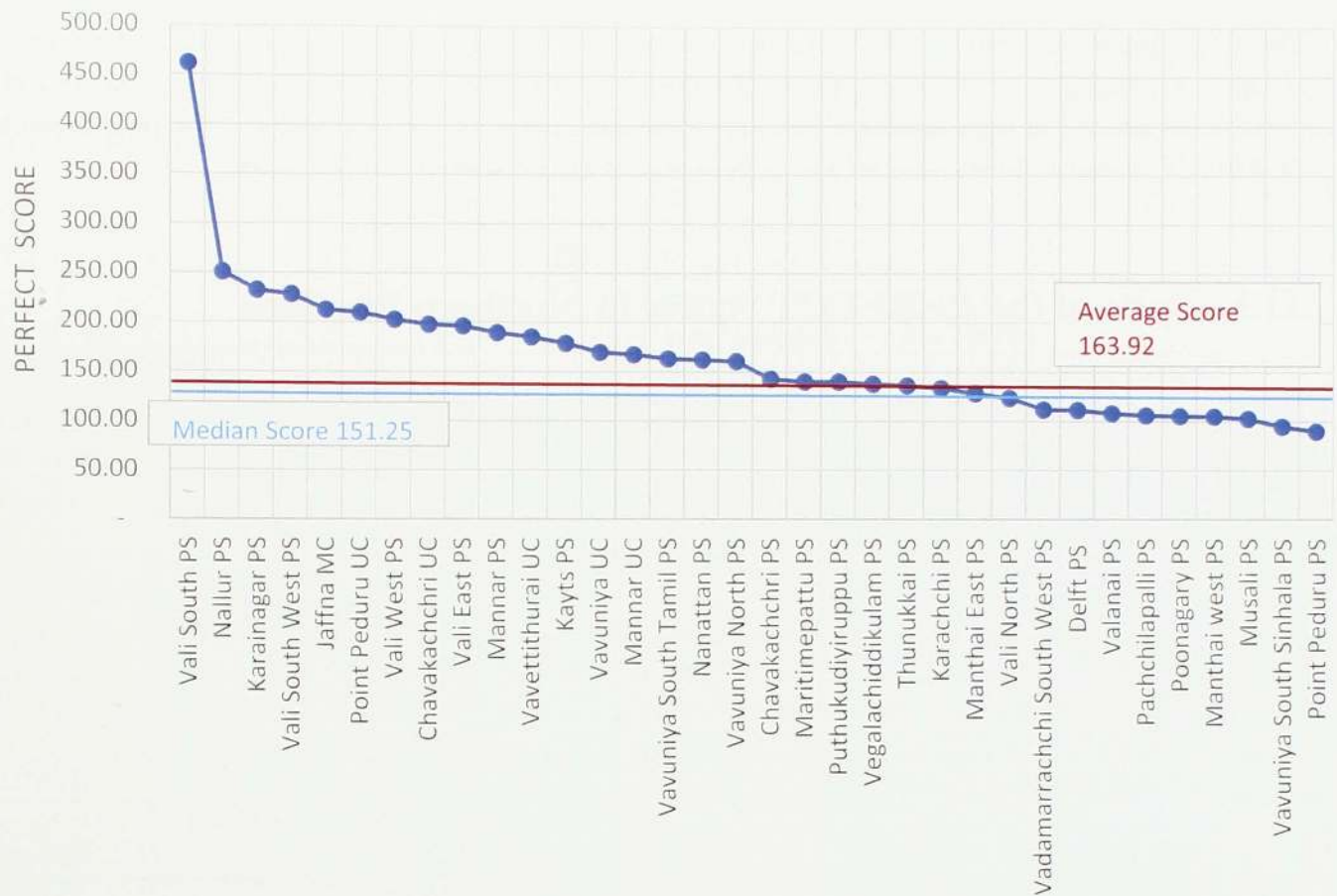
The findings are presented and discussed at two levels. Firstly, the scores for PERFECT are analysed across LAs, and districts. To normalize variations, 'z scores' were derived to cluster LAs, based on the normalized scores, to high, medium and low score categories. In the next stage, a comparative analysis of PERFECT scores and institutional assessment scores are presented and discussed.

3.1 Analysis of the PERFECT Scores in Northern Province

| Rank | Local Authority | 2017 Scores (Max: 500) | Rank | Local Authority | 2017 Scores (Max: 500) |
|--|-------------------------|------------------------|------|------------------------------|------------------------|
| 1 | Vali South PS | 461.50 | 18 | Chavakachchri PS | 142.25 |
| 2 | Nallur PS | 250.25 | 19 | Maritim Pattu PS | 139.75 |
| 3 | Karainagar PS | 232.25 | 20 | Puthukudiyiruppu PS | 139.50 |
| 4 | Vali South West PS | 227.75 | 21 | Vegalachiddikulam PS | 137.50 |
| 5 | Jaffna MC | 212.25 | 22 | Thunukkai PS | 135.75 |
| 6 | Point Peduru UC | 209.50 | 23 | Karachchi PS | 133.00 |
| 7 | Vali West PS | 202.25 | 24 | Manthai East PS | 128.00 |
| 8 | Chavakachchri UC | 197.50 | 25 | Vali North PS | 123.25 |
| 9 | Vali East PS | 196.00 | 26 | Vadamarrachchi South West PS | 111.50 |
| 10 | Mannar PS | 189.00 | 27 | Delft PS | 111.25 |
| 11 | Vavettithurai UC | 184.75 | 28 | Valanai PS | 107.75 |
| 12 | Kayts PS | 178.25 | 29 | Pachchilapalli PS | 105.75 |
| 13 | Vavuniya UC | 169.25 | 30 | Poonagary PS | 105.00 |
| 14 | Mannar UC | 167.00 | 31 | Manthai west PS | 104.50 |
| 15 | Vavuniya South Tamil PS | 162.75 | 32 | Musali PS | 102.25 |
| 16 | Nanattan PS | 161.75 | 33 | Vavuniya South Sinhala PS | 94.50 |
| 17 | Vavuniya North PS | 160.25 | 34 | Point Peduru PS | 89.50 |
| Average | | | | | 163.92 |
| Median | | | | | 151.25 |
| % Difference Between Average and Median | | | | | 8.38 |

| District | Average Score | Median Score | % Difference Ave. and Median |
|--------------|---------------|--------------|------------------------------|
| Jaffna | 196.77 | 196.00 | 0.39% |
| Vavunia | 144.85 | 160.25 | -9.61% |
| Killinochchi | 114.58 | 105.75 | 8.35% |
| Mannar | 144.90 | 161.75 | -10.42% |
| Mulaithivu | 135.75 | 137.63 | -1.36% |
| Province | 163.92 | 151.25 | 8.38% |

How LAs in Northern Province Stack Up on PERFECT Scores



Key inferences:

- For Jaffna and Kilinochchi districts and for the province as a whole, the mean score is higher than the median, implying that there are outliers in the higher end of the distribution. The median score is higher than the mean for Vavuniya, Mannar and Mulaithivu, indicating a long tail of low scores.
- Jaffna district records an average score higher than the other four districts.
- Also, Vavuniya, Mannar and Mulaithivu reports low inequity among the LAs within its jurisdiction (the difference between mean and median - greater the difference, higher the inequity).

Tiering the LAs based on 'z' score

Given the fact LAs differ within and among provinces in terms of their capacities, resources, and status (MC, UC or PS), taking the average score or mean for purposes of comparison will not lead to correct interpretations. To 'normalize' these variations, an z score is calculated for comparison purposes. The Z-score is calculated by subtracting the score of a particular LA by the mean provincial score, and then dividing by the standard deviation of the scores. z scores range from -3 to +3. For the purpose of creating three performance levels, we designate all LAs with scores in the range of 0 to -3 as low performers, those with scores between 0 and 1 as medium performers and those in the range of 1 to 3 as high performers.

| Rank | Local Authority | 2017 Scores (Max: 500) | z Scores | Rank | Local Authority | 2017 Scores (Max: 500) | z Scores |
|------|-------------------------|------------------------|----------|------|------------------------------|------------------------|----------|
| 1 | Vali South PS | 461.50 | 4.416192 | 18 | Chavakachchri PS | 142.25 | -0.32158 |
| 2 | Nallur PS | 250.25 | 1.281177 | 19 | Maritimepattu PS | 139.75 | -0.35868 |
| 3 | Karainagar PS | 232.25 | 1.014051 | 20 | Puthukudiyiruppu PS | 139.50 | -0.36239 |
| 4 | Vali South West PS | 227.75 | 0.94727 | 21 | Vegalachiddikulam PS | 137.50 | -0.39207 |
| 5 | Jaffna MC | 212.25 | 0.717245 | 22 | Thunukkai PS | 135.75 | -0.41804 |
| 6 | Point Peduru UC | 209.50 | 0.676434 | 23 | Karachchi PS | 133.00 | -0.45885 |
| 7 | Vali West PS | 202.25 | 0.568842 | 24 | Manthai East PS | 128.00 | -0.53305 |
| 8 | Chavakachchri UC | 197.50 | 0.498351 | 25 | Vali North PS | 123.25 | -0.60354 |
| 9 | Vali East PS | 196.00 | 0.47609 | 26 | Vadamarrachchi South West PS | 111.50 | -0.77792 |
| 10 | Mannar PS | 189.00 | 0.372208 | 27 | Delft PS | 111.25 | -0.78163 |
| 11 | Vavettithurai UC | 184.75 | 0.309137 | 28 | Valanai PS | 107.75 | -0.83357 |
| 12 | Kayts PS | 178.25 | 0.212675 | 29 | Pachchilapalli PS | 105.75 | -0.86325 |
| 13 | Vavuniya UC | 169.25 | 0.079112 | 30 | Poonagary PS | 105.00 | -0.87438 |
| 14 | Mannar UC | 167.00 | 0.045721 | 31 | Manthai west PS | 104.50 | -0.8818 |
| 15 | Vavuniya South Tamil PS | 162.75 | -0.01735 | 32 | Musali PS | 102.25 | -0.91519 |
| 16 | Nanattan PS | 161.75 | -0.03219 | 33 | Vavuniya South Sinhala PS | 94.50 | -1.0302 |
| 17 | Vavuniya North PS | 160.25 | -0.05445 | 34 | Point Peduru PS | 89.50 | -1.1044 |

| District wise categorization | | | | |
|------------------------------|-----------------|-----------------|---------------|-----------|
| Districts | No of LAs | | | Total |
| | Low | Medium | High | |
| Jaffna | 8 (47%) | 8 (47%) | 1 (6%) | 17 |
| Vavuniya | 2 (40%) | 3 (60%) | | 5 |
| Kilinochchi | 2 (66%) | | 1 (33%) | 3 |
| Mannar | 2 (40%) | 2 (40%) | 1 (20%) | 5 |
| Mulaithivu | 1 (25%) | 3 (75%) | | 4 |
| Total | 15 (44%) | 16 (47%) | 3 (9%) | 34 |

Key inferences:

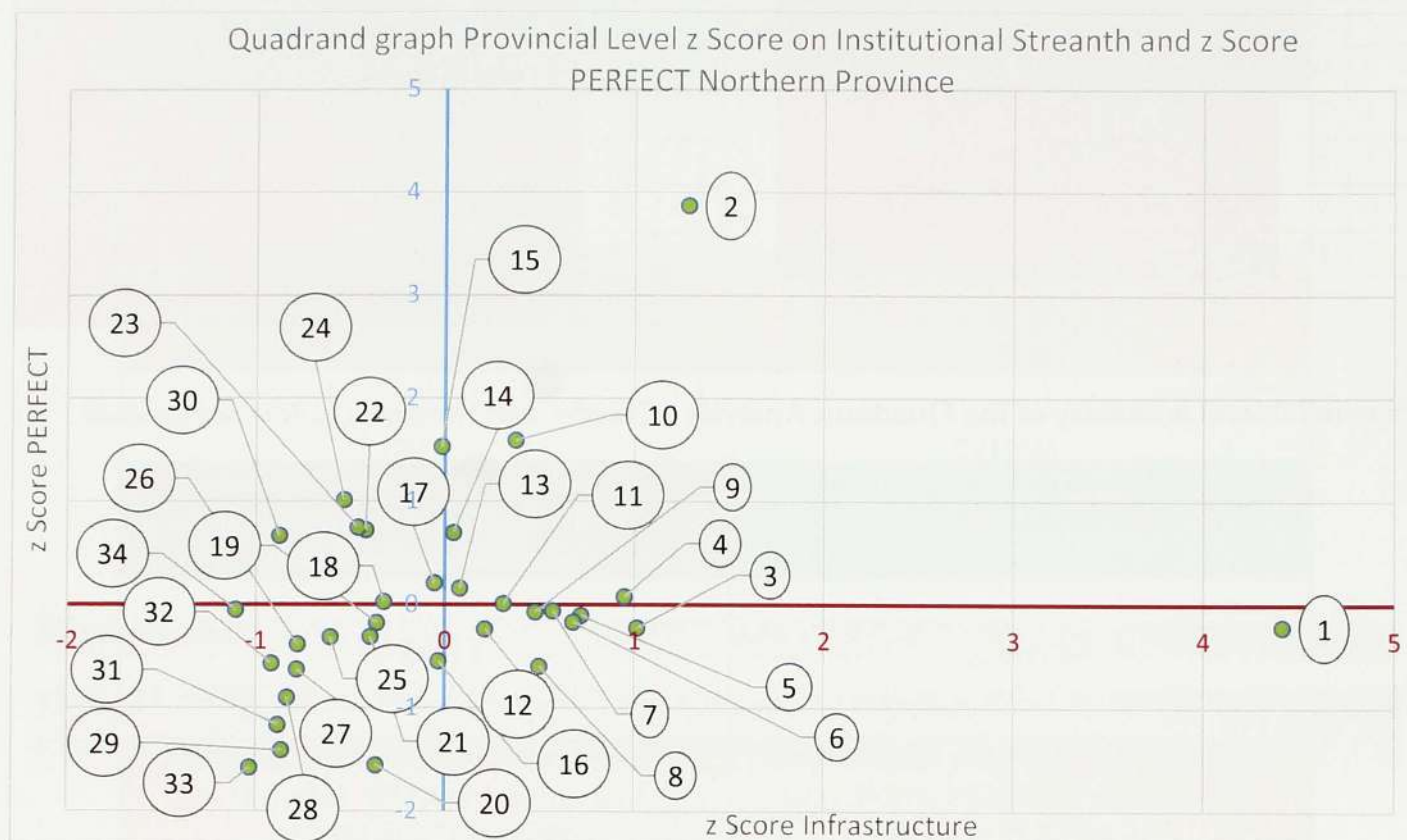
- Across all the five districts, majority of LAs fall under the 'low' and 'medium' performance tiers. Just 3 LAs made it to the top tier of performance.

3.2 Comparing the Institutional Assessment and PERFECT Scores in Northern Province

An attempt is made in this section to compare the institutional assessment and PERFECT scores and plot the same on a quadrant matrix to classify LAs into different performance typologies.

| No | Local Authority | PERFECT z Scores | IA z Scores | No | Local Authority | PERFECT z Scores | IA z Scores |
|----|-------------------------|------------------|-------------|----|------------------------------|------------------|-------------|
| 1 | Vali South PS | 4.4161922 | -0.216064 | 18 | Chavakachchri PS | -0.321576 | 0.0254441 |
| 2 | Nallur PS | 1.2811769 | 3.868516 | 19 | Maritimepattu PS | -0.358677 | -0.179434 |
| 3 | Karainagar PS | 1.0140514 | -0.226005 | 20 | Puthukudiyiruppu PS | -0.362387 | -1.555668 |
| 4 | Vali South West PS | 0.94727 | 0.0763511 | 21 | Vegalachiddikulam PS | -0.392068 | -0.312367 |
| 5 | Jaffna MC | 0.7172452 | -0.104994 | 22 | Thunukkai PS | -0.418038 | 0.7219308 |
| 6 | Point Peduru UC | 0.6764344 | -0.169785 | 23 | Karachchi PS | -0.458849 | 0.7475746 |
| 7 | Vali West PS | 0.5688421 | -0.061458 | 24 | Manthai East PS | -0.533051 | 1.0131712 |
| 8 | Chavakachchri UC | 0.4983507 | -0.600327 | 25 | Vali North PS | -0.603542 | -0.315797 |
| 9 | Vali East PS | 0.4760902 | -0.074288 | 26 | Vadamarrachchi South West PS | -0.777916 | -0.385558 |
| 10 | Mannar PS | 0.372208 | 1.5894744 | 27 | Delft PS | -0.781626 | -0.630151 |
| 11 | Vavettithurai UC | 0.3091367 | 0.0093566 | 28 | Valanai PS | -0.833567 | -0.902512 |
| 12 | Kayts PS | 0.2126747 | -0.240893 | 29 | Pachchilapalli PS | -0.863248 | -1.413426 |
| 13 | Vavuniya UC | 0.0791119 | 0.1565362 | 30 | Poonagary PS | -0.874378 | 0.6658517 |
| 14 | Mannar UC | 0.0457212 | 0.697055 | 31 | Manthai west PS | -0.881798 | -1.16605 |
| 15 | Vavuniya South Tamil PS | -0.01735 | 1.5296833 | 32 | Musali PS | -0.915189 | -0.571991 |
| 16 | Nanattan PS | -0.03219 | -0.548488 | 33 | Vavuniya South Sinhala PS | -1.030201 | -1.579747 |
| 17 | Vavuniya North PS | -0.054451 | 0.2058945 | 34 | Point Peduru PS | -1.104403 | -0.051835 |

3.3 Quadrant Analysis of PERFECT and Institutional Assessment z Scores in Northern Province



Based on the quadrant analysis, four scenarios are mapped to locate LAs:

1. Quadrant where the z scores for both PERFECT and Institutional Assessment are **high**
2. Quadrant where the z score for Institutional Assessment is **high** and that of PERFECT is **low**
3. Quadrant where the z score for Institutional Assessment is **low** and that of PERFECT is **high**
4. Quadrant where the z scores for both PERFECT and Institutional Assessment are **low**

| Quadrant 1: z scores for both PERFECT and Institutional Assessment are HIGH | | |
|---|----|--------------------|
| 1 | 2 | Nallur PS |
| 2 | 4 | Vali South West PS |
| 3 | 10 | Mannar PS |
| 4 | 11 | Vavettithurai UC |
| 5 | 13 | Vavuniya UC |
| 6 | 14 | Mannar UC |

| Quadrant 4: z scores for both PERFECT and Institutional Assessment are LOW | | |
|--|----|------------------------------|
| 1 | 16 | Nanattan PS |
| 2 | 19 | Maritimepattu PS |
| 3 | 20 | Puthukudiyiruppu PS |
| 4 | 21 | Vegalachiddikulam PS |
| 5 | 25 | Vali North PS |
| 6 | 26 | Vadamarrachchi South West PS |
| 7 | 27 | Delft PS |
| 8 | 28 | Valanai PS |
| 9 | 29 | Pachchilapalli PS |
| 10 | 31 | Manthai west PS |
| 11 | 32 | Musali PS |
| 12 | 33 | Vavuniya South Sinhala PS |
| 13 | 34 | Point Peduru PS |

| Quadrant 2: z score for Institutional Assessment is HIGH and that of PERFECT is LOW | | |
|---|----|------------------|
| 1 | 3 | Karainagar PS |
| 2 | 5 | Jaffna MC |
| 3 | 6 | Point Peduru UC |
| 4 | 7 | Vali West PS |
| 5 | 8 | Chavakachchri UC |
| 6 | 9 | Vali East PS |
| 7 | 12 | Kayts PS |

| Quadrant 3: z score for Institutional Assessment is LOW and that of PERFECT is HIGH | | |
|---|----|-------------------------|
| 1 | 1 | Vali South PS |
| 2 | 15 | Vavuniya South Tamil PS |
| 3 | 17 | Vavuniya North PS |
| 4 | 18 | Chavakachchri PS |
| 5 | 22 | Thunukkai PS |
| 6 | 23 | Karachchi PS |
| 7 | 24 | Manthai East PS |
| 8 | 30 | Poonagary PS |

Provincial level summary of the Quadrant Analysis – *Number and Percentage of LAs in each quadrant*

| Quadrant 1: z scores for both PERFECT and Institutional Assessment are HIGH | Quadrant 4: z scores for both PERFECT and Institutional Assessment are LOW |
|---|---|
| 6 (18%) | 13 (38%) |
| Quadrant 2: z score for Institutional Assessment is HIGH and that of PERFECT is LOW | Quadrant 3: z score for Institutional Assessment is LOW and that of PERFECT is HIGH |
| 7 (21%) | 8 (23%) |

Key Inference:

56% (18% +38%) of LAs shows Proportionate Correlation between z scores of PERFECT and institutional assessments in the Northern Province.

District wise summaries of the Quadrant Analysis – *Number and Percentage of LAs in each quadrant*

Jaffna

| | |
|--|--|
| Quadrant 1: z scores for both PERFECT and Institutional Assessment are HIGH | Quadrant 4: z scores for both PERFECT and Institutional Assessment are LOW |
| 3 (18%) | 7 (41%) |
| Quadrant 2: z score for Institutional Assessment is HIGH and that of PERFECT is LOW | Quadrant 3: z score for Institutional Assessment is LOW and that of PERFECT is HIGH |
| 5 (29%) | 2 (12%) |

Key Inference:

59% (18% +41%) of LAs shows Proportionate Correlation between z scores of PERFECT and institutional scores in the Jaffna District.

Vavuniya

| | |
|--|--|
| Quadrant 1: z scores for both PERFECT and Institutional Assessment are HIGH | Quadrant 4: z scores for both PERFECT and Institutional Assessment are LOW |
| 3 (60%) | 2 (40%) |
| Quadrant 2: z score for Institutional Assessment is HIGH and that of PERFECT is LOW | Quadrant 3: z score for Institutional Assessment is LOW and that of PERFECT is HIGH |
| 0 (0%) | 0 (0%) |

Key Inference:

100% (60% +40%) of LAs shows Proportionate Correlation between z scores of PERFECT and institutional scores in the Vavuniya District.

Kilinochchi

| | |
|--|--|
| Quadrant 1: z scores for both PERFECT and Institutional Assessment are HIGH | Quadrant 4: z scores for both PERFECT and Institutional Assessment are LOW |
| 1 (33%) | 1 (33%) |
| Quadrant 2: z score for Institutional Assessment is HIGH and that of PERFECT is LOW | Quadrant 3: z score for Institutional Assessment is LOW and that of PERFECT is HIGH |
| 0 (11%) | 1 (33%) |

Key Inference:

66% (33% +33%) of LAs shows Proportionate Correlation between z scores of PERFECT and institutional scores in the Kilinochchi District.

Mannar

| | |
|--|--|
| Quadrant 1: z scores for both PERFECT and Institutional Assessment are HIGH | Quadrant 4: z scores for both PERFECT and Institutional Assessment are LOW |
| 1 (25%) | 2 (50%) |
| Quadrant 2: z score for Institutional Assessment is HIGH and that of PERFECT is LOW | Quadrant 3: z score for Institutional Assessment is LOW and that of PERFECT is HIGH |
| 1 (25%) | 0 (0%) |

Key Inference:

75% (25% +50%) of LAs shows Proportionate Correlation between z scores of PERFECT and institutional scores in the Mannar District.

Mulaithivu

| | |
|--|--|
| Quadrant 1: z scores for both PERFECT and Institutional Assessment are HIGH | Quadrant 4: z scores for both PERFECT and Institutional Assessment are LOW |
| 1 (25%) | 0 (0%) |
| Quadrant 2: z score for Institutional Assessment is HIGH and that of PERFECT is LOW | Quadrant 3: z score for Institutional Assessment is LOW and that of PERFECT is HIGH |
| 2 (50%) | 1 (25%) |

Key Inference:

25% of LAs shows Proportionate Correlation between z scores of PERFECT and institutional scores in the Mulaithivu District.

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Capacity Development of Local Governments (CDLG) project
United Nations Development Programme
Room No. 34 & 35, Block 2,
BMICH, Bauddhaloka Mawatha, Colombo 07

T: +94 11 2056 858 | E: socialmedia.lk@undp.org