

Institutional Capacity Assessment Report - Vanuatu Public Service

Comparative Analysis Across Ministries

Vanuatu Public Service Commission

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1. List of Abbreviations

Table 1.1: List of Abbreviations

Abbreviation	Definition
CSO	Civil Society Organization
FBO	Faith-Based Organization
HRM	Human Resource Management
ICA	Institutional Capacity Assessment
ICAG	Institutional Capacity Assessment Grid
IT	Information Technology
M&E	Monitoring and Evaluation
MALFB	Ministry of Agriculture, Livestock, Forestry and Biosecurity
MOCCA	Ministry of Climate Change and Adaptation
MoET	Ministry of Education and Training
MFEM	Ministry of Finance and Economic Management
MFOMA	Ministry of Fisheries, Ocean and Maritime Affairs
MFAICET	Ministry of Foreign Affairs, International Cooperation and External Trade
MoH	Ministry of Health
MIPU	Ministry of Infrastructure and Public Utilities
MoIA	Ministry of Internal Affairs
MJCS	Ministry of Justice and Community Services
MoLNR	Ministry of Lands and Natural Resources
PMO	Ministry of Prime Minister
NGO	Non-Governmental Organization
NSDP	National Sustainable Development Plan
OECD	Organisation for Economic Co-operation and Development
OPSC	Office of the Public Service Commission
PSC	Public Service Commission
UNDP	United Nations Development Programme

2. Acknowledgments

We express our gratitude to all staff across the Vanuatu Public Service for participating in the Institutional Capacity Assessment (ICA) survey conducted in August 2025. Their insights have been crucial for comparing institutional capacities across ministries. We thank the PSC for supporting this initiative and the Vanuatu Bureau of Statistics (VBoS) for digitizing the 2025 ICA report, enabling automated data processing and analysis. This effort supports our commitment to strengthening public institutions in alignment with the NSDP.

2.1 Ministries with Low Response Rates

The following departments had four or fewer responses to the Institutional Capacity Assessment (ICA) survey conducted in August 2025 and, therefore, have not been taken into consideration or have been filtered out from this report to ensure the reliability and representativeness of the analysis:

Table 2.1: Departments with Four or Fewer Responses

Ministry	Department	Number of Responses
MALFB	Corporate Service Unit	2
MFAICET	Corporate Service Unit	3
MFAICET	Department of External Trade	3
MFAICET	Department of Foreign Affairs	3
MFEM	Vanuatu National Audit Office	4
MFOMA	Corporate Service Unit	2
MFOMA	Department of Fisheries	4
MIPU	Corporate Service Unit	4
MIPU	Department of Ports and Marine	4
MJCS	Customary land Management Office	4
MJCS	Department of Correctional Services	1
MJCS	Department of Womans Affairs	1
MJCS	Department of Youth and Sports	1
MOCCA	Department of Climate Change	3
MOCCA	Department of Energy	2
MOCCA	Department of Environment Protection and Conservation	1
MOCCA	National Disaster Management Office	4
MTC	Department of Cooperative	1
MoIA	Department of Immigration	4
MoIA	Department of Internal Affairs	1
MoIA	Department of Labour	2
MoIA	Department of Urban Affairs	3
PMO	Citizenship Office	1
PMO	Department of Strategic Policy, Planning and Aid Coordination	4
PMO	Office of Government Chief Information Officer	3

These departments were excluded from the comparative analysis and visualizations (e.g., heatmap, department rankings) to avoid skewed results due to insufficient data. Future assessments should aim to increase participation from these departments to ensure a comprehensive evaluation of institutional capacities across the Vanuatu Public Service.

3. Introduction

The NSDP's society pillar goal 6 aims for “strong and effective institutions for ensuring a dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu.” The OPSC's capacity assessment program is guided by this goal.

This report compares institutional capacities across all ministries in the Vanuatu Public Service, based on the ICA conducted in August 2025 with 416 staff responses. It identifies variations in capacity, highlights strongest and weakest areas by ministry, and provides recommendations to address gaps, ensuring alignment with the NSDP.

4. Institutional Capacity Assessment Grid

4.1 How Ministries' Institutional Capacities Were Assessed

The OPSC's Framework (Appendix A) focuses on organizational design, HRM, systems, leadership, and infrastructure. The ICAG aims to:

- Compare capacity areas across ministries.
- Track changes over time.
- Highlight differing views for discussion.

In August 2025, 416 staff across all ministries evaluated 31 capacity elements, scoring from 1 (Clear Need) to 4 (High). The ICAG provides an indicative measure to guide improvement.

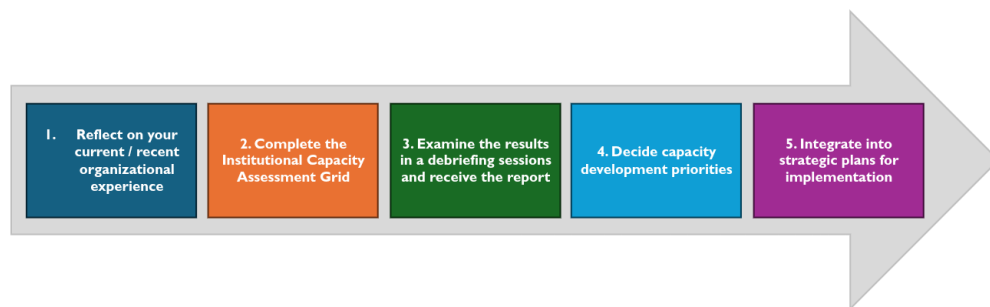


Figure 4.1: Five-Step Process for Assessing and Planning Capacity Development Using the ICAG

This report supports Step 3, comparing ministries to prioritize development.

4.2 Methodology

4.2.1 Data Collection

The ICAG, digitized by VBoS using Microsoft Office 365 Forms, assessed 31 capacity categories. Staff scored from 1 (Clear Need) to 4 (High) based on descriptive statements. Responses were collected in a spreadsheet.

4.2.2 Data Processing

VBoS performed:

1. **Data Extraction:** Exported responses to a spreadsheet.
2. **Data Cleaning:** Converted text responses to numeric scores (A = 1, B = 2, C = 3, D = 4). Missing responses were marked as missing.

4.2.3 Data Analysis

VBoS used R to analyze data:

- 1. **Calculating Mean Scores:** Computed averages by ministry for each category using R¹.
- 2. **Ranking Ministries:** Calculated overall capacity scores.
- 3. **Identifying Extremes:** Found strongest and weakest ministries and categories.
- 4. **Visualization:** Created heatmaps and bar plots to compare ministries.

4.2.4 How the ICAG Scale and Analysis Methods Were Chosen

The ICAG scale (1–4) reflects Vanuatu’s public sector context. Mean scores were calculated from 416 responses. A threshold of ≤ 2 identifies urgent gaps, aligning with NSDP goals.

4.3 Overview of Results

The Vanuatu Public Service faces resource constraints but is shifting toward collaboration with NGOs, CSOs, and FBOs. The August 2025 ICAG assessment compared ministries to identify capacity variations.

4.3.1 Ministry Rankings

The following table ranks ministries by overall capacity score (average across all categories), based on 416 responses from 13 ministries.

Table 4.1: Overall Capacity Scores by Ministry

Ministry	Overall Capacity Score
MFEM	3.03
MOCCA	2.97
MIPU	2.90
MoIA	2.86
MTC	2.82
PMO	2.81
MALFB	2.76
MFAICET	2.76
MFOMA	2.74
MoLNR	2.70
MoET	2.64
MJCS	2.62
MoH	2.45

4.3.2 Comparative Capacity Across Ministries

The heatmap below compares the distribution of mean capacity scores across ministries, focusing on the top 5 strongest and top 5 weakest capacity categories based on overall performance in the August 2025 ICAG assessment. Each cell represents a ministry’s mean score for a category, with colors indicating Clear Need (≤ 1.5 , dark red), Basic ($>1.5\text{--}2.5$, red), Moderate ($>2.5\text{--}3.5$, orange), and High (>3.5 , green). Categories are ordered by their average score across ministries.

¹R is a free, open-source software used for statistical analysis, data processing, creating visualizations like graphs and tables, and automating this report’s generation.



Figure 4.2: Mean Capacity Scores Across Ministries for Top 5 Strongest and Weakest Categories

The heatmap illustrates mean capacity scores across the top 5 weakest and top 5 strongest categories, identifying significant disparities among ministries. MJCS excels in “Strategic plan” (3.57, green), indicating robust planning processes, while MoET struggles with “Human resource development and training” (1.85, dark red), signaling a critical need for improvement. Overall, categories like “Access to suitable Administrative/Office support staff” and “Staff retention” frequently fall in the red-to-orange range (e.g., 2.0–2.76), suggesting widespread challenges in human resource support. Conversely, “Mission and Purpose” and “Strategic planning process” often score in the orange-to-green range (e.g., 3.07–3.44), reflecting relative strengths. PMO and MFAICET demonstrate consistent

orange scores (2.33–3.22), indicating moderate to strong capacity, while MoH shows red scores (1.94–2.65), highlighting areas requiring urgent attention. This visualization, supported by detailed data in Appendix B (Table 6.1 : Mean Capacity Scores by Ministry), underscores the need for targeted interventions, particularly in human resource development and infrastructure, to align with the NSDP’s goal of effective public institutions.

4.3.3 Strongest Ministries and Capacities

The top-performing ministries are:

Table 4.2: Top-Performing Ministries

Ministry	Overall Capacity Score
MFEM	3.03
MOCCA	2.97

Ministries excelling in specific capacities include:

Table 4.3: Strongest Capacity Categories by Ministry

Capacity Category	Ministry	Mean Score
Access to suitable Administrative/ Office support staff	MFAICET	2.78
Access to suitable technical/ professional staff	MFAICET	2.78
Budget and financial management	MFEM	3.28
Change management and project implementation	MOCCA	3.18
Clarity of Vision	MFEM	3.46
Decision making	MOCCA	2.96
Human resource development and training	MFEM	2.82
Individual job design	PMO	3.08
Internal coordination	MFEM	3.00
Managing workplace and out-of-work responsibilities	MFEM	3.10
Mission and Purpose	MFAICET	3.44
Operational procedures (e.g. staff manual/ workplace procedures)	MOCCA	2.93
Organisational Performance monitoring (M&E)	MoIA	3.12
Physical infrastructure	MTC	2.80
Plan review processes	MFEM	3.30
Policy and Legal framework	MFEM	3.20
Program and service relevance and integration	MALFB	3.07
Responsiveness to changes in the operating environment	MTC	3.15
Service as a shared value	MFEM	3.24
Service delivery standards	MFEM	2.94
Staff Performance and feedback	MoIA	2.94
Staff engagement and communication	MFEM	3.00
Staff retention	MIPU	2.88
Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	MFOMA	3.33
Strategic plan (Corporate or business plan)	MJCS	3.57
Strategic planning process	MJCS	3.36
Structure and function	MFAICET	3.56

Teamwork and the interpersonal environment	MoIA	3.29
Technological infrastructure	MFOMA	3.67
Workplace learning	MOCCA	3.21
Workplace meetings (e.g. management, staff, team)	MOCCA	3.14

4.3.4 Weakest Ministries and Capacities

Ministries requiring urgent attention (overall score ≤ 2) include:

Table 4.4: Ministries Requiring Urgent Capacity Development

Ministry	Overall Capacity Score
NA	NA
:---	-----:

Capacities with mean scores ≤ 2 by ministry include:

Table 4.5: Weakest Capacity Categories by Ministry

Capacity Category	Ministry	Mean Score
Access to suitable technical/ professional staff	MoH	1.94
Human resource development and training	MoET	1.85
Physical infrastructure	MoLNR	1.86

4.3.5 Top 10 Development Priorities and Recommendations

The following priorities focus on ministries and categories with mean scores ≤ 2.5 .

Table 4.6: Top 10 Development Priorities and Recommendations

Capacity Category	Ministry	Mean Score	Recommended Action
MoET	Human resource development and training	1.85	General capacity-building initiatives
MoLNR	Physical infrastructure	1.86	General capacity-building initiatives
MFAICET	Human resource development and training	1.89	General capacity-building initiatives
MoH	Access to suitable technical/ professional staff	1.94	General capacity-building initiatives
MFOMA	Human resource development and training	2.00	General capacity-building initiatives
MoH	Access to suitable Administrative/ Office support staff	2.05	General capacity-building initiatives
MJCS	Physical infrastructure	2.07	General capacity-building initiatives
MFAICET	Technological infrastructure	2.11	General capacity-building initiatives
MJCS	Individual job design	2.14	Revise job descriptions
MJCS	Access to suitable Administrative/ Office support staff	2.14	General capacity-building initiatives

5. Appendix A: Descriptive Statistics by Ministry

Descriptive statistics for each capacity category by ministry are provided below, ordered by highest to lowest mean score.

Table 5.1: Descriptive Statistics by Ministry and Category (Ordered by Mean Score)

Ministry	Category	Mean	SD	Min	Max	Median
MFOMA	Technological infrastructure	3.67	0.82	2	4	4.0
MJCS	Strategic plan (Corporate or business plan)	3.57	0.65	2	4	4.0
MFAICET	Structure and function	3.56	0.53	3	4	4.0
MFEM	Clarity of Vision	3.46	0.58	2	4	3.5
MFAICET	Mission and Purpose	3.44	0.88	2	4	4.0
MFEM	Mission and Purpose	3.42	0.61	2	4	3.0
MOCCA	Mission and Purpose	3.39	0.57	2	4	3.0
MJCS	Strategic planning process	3.36	0.74	2	4	3.5
MTC	Clarity of Vision	3.35	0.67	2	4	3.0
MTC	Mission and Purpose	3.35	0.67	2	4	3.0
MFOMA	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	3.33	0.82	2	4	3.5
PMO	Structure and function	3.33	0.77	2	4	4.0
MFEM	Strategic plan (Corporate or business plan)	3.32	0.59	2	4	3.0
MFEM	Plan review processes	3.30	0.65	2	4	3.0
MJCS	Plan review processes	3.29	0.61	2	4	3.0
MoIA	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	3.29	0.69	2	4	3.0
MoIA	Teamwork and the interpersonal environment	3.29	0.69	2	4	3.0
MFEM	Budget and financial management	3.28	0.61	2	4	3.0
MFEM	Teamwork and the interpersonal environment	3.28	0.61	2	4	3.0
MOCCA	Plan review processes	3.25	0.59	2	4	3.0
MOCCA	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	3.25	0.59	2	4	3.0
MOCCA	Teamwork and the interpersonal environment	3.25	0.75	1	4	3.0
MFEM	Service as a shared value	3.24	0.74	1	4	3.0
PMO	Strategic planning process	3.22	0.71	1	4	3.0
MIPU	Service as a shared value	3.21	0.81	2	4	3.0
MOCCA	Service as a shared value	3.21	0.63	2	4	3.0
MOCCA	Workplace learning	3.21	0.63	2	4	3.0
MALFB	Strategic planning process	3.20	0.76	2	4	3.0

MFEM	Policy and Legal framework	3.20	0.70	1	4	3.0
MFEM	Strategic planning process	3.20	0.61	2	4	3.0
MFEM	Workplace learning	3.20	0.78	1	4	3.0
MTC	Plan review processes	3.20	0.70	1	4	3.0
MFEM	Structure and function	3.18	0.72	2	4	3.0
MIPU	Clarity of Vision	3.18	0.87	1	4	3.0
MIPU	Mission and Purpose	3.18	0.80	1	4	3.0
MIPU	Budget and financial management	3.18	0.72	1	4	3.0
MOCCA	Change management and project implementation	3.18	0.72	1	4	3.0
MoIA	Clarity of Vision	3.18	0.88	1	4	3.0
MoIA	Budget and financial management	3.18	0.64	2	4	3.0
MoIA	Workplace learning	3.18	0.53	2	4	3.0
MoIA	Technological infrastructure	3.18	0.73	2	4	3.0
PMO	Mission and Purpose	3.18	0.67	2	4	3.0
MFOMA	Plan review processes	3.17	1.17	1	4	3.5
MFOMA	Teamwork and the interpersonal environment	3.17	1.17	1	4	3.5
MIPU	Teamwork and the interpersonal environment	3.15	0.82	1	4	3.0
MTC	Responsiveness to changes in the operating environment	3.15	0.49	2	4	3.0
MTC	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	3.15	0.67	1	4	3.0
MOCCA	Strategic planning process	3.14	0.59	2	4	3.0
MOCCA	Workplace meetings (e.g. management, staff, team)	3.14	0.71	2	4	3.0
PMO	Teamwork and the interpersonal environment	3.14	0.79	1	4	3.0
MFEM	Responsiveness to changes in the operating environment	3.12	0.66	2	4	3.0
MIPU	Strategic planning process	3.12	0.98	1	4	3.0
MIPU	Structure and function	3.12	0.73	2	4	3.0
MoIA	Strategic planning process	3.12	0.86	1	4	3.0
MoIA	Organisational Performance monitoring (M&E)	3.12	0.70	2	4	3.0
PMO	Plan review processes	3.12	0.86	1	4	3.0
MFAICET	Strategic plan (Corporate or business plan)	3.11	0.78	2	4	3.0
MFAICET	Strategic planning process	3.11	0.93	2	4	3.0
MFAICET	Change management and project implementation	3.11	0.93	2	4	3.0
MOCCA	Clarity of Vision	3.11	0.63	1	4	3.0
MOCCA	Strategic plan (Corporate or business plan)	3.11	0.69	2	4	3.0
MoET	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	3.11	0.88	1	4	3.0
MoET	Teamwork and the interpersonal environment	3.11	0.82	1	4	3.0
MALFB	Plan review processes	3.10	0.88	1	4	3.0
MALFB	Workplace learning	3.10	0.96	1	4	3.0

MFEM	Managing workplace and out-of-work responsibilities	3.10	0.76	1	4	3.0
MTC	Teamwork and the interpersonal environment	3.10	0.79	2	4	3.0
MoET	Strategic plan (Corporate or business plan)	3.09	0.59	2	4	3.0
MoLNR	Clarity of Vision	3.09	0.78	1	4	3.0
MoLNR	Mission and Purpose	3.09	0.68	2	4	3.0
MoLNR	Teamwork and the interpersonal environment	3.09	0.78	1	4	3.0
PMO	Individual job design	3.08	0.73	2	4	3.0
MALFB	Strategic plan (Corporate or business plan)	3.07	0.87	1	4	3.0
MALFB	Program and service relevance and integration	3.07	0.94	1	4	3.0
MALFB	Teamwork and the interpersonal environment	3.07	0.91	1	4	3.0
MJCS	Mission and Purpose	3.07	0.83	1	4	3.0
MJCS	Teamwork and the interpersonal environment	3.07	0.73	2	4	3.0
MOCCA	Program and service relevance and integration	3.07	0.66	1	4	3.0
MoET	Plan review processes	3.07	0.72	2	4	3.0
MIPU	Plan review processes	3.06	1.07	1	4	3.0
MTC	Policy and Legal framework	3.05	0.69	2	4	3.0
MTC	Strategic planning process	3.05	0.76	2	4	3.0
MTC	Service as a shared value	3.05	0.69	2	4	3.0
MoLNR	Workplace learning	3.05	0.92	1	4	3.0
MFEM	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	3.04	0.75	1	4	3.0
MOCCA	Budget and financial management	3.04	0.84	1	4	3.0
PMO	Strategic plan (Corporate or business plan)	3.04	0.91	1	4	3.0
MoLNR	Policy and Legal framework	3.02	0.77	1	4	3.0
PMO	Policy and Legal framework	3.02	0.83	1	4	3.0
MALFB	Service as a shared value	3.00	0.79	1	4	3.0
MFAICET	Clarity of Vision	3.00	1.12	1	4	3.0
MFAICET	Policy and Legal framework	3.00	0.50	2	4	3.0
MFAICET	Teamwork and the interpersonal environment	3.00	0.87	2	4	3.0
MFAICET	Workplace learning	3.00	0.87	2	4	3.0
MFEM	Internal coordination	3.00	0.78	1	4	3.0
MFEM	Staff engagement and communication	3.00	0.78	1	4	3.0
MFEM	Technological infrastructure	3.00	0.81	1	4	3.0
MFOMA	Clarity of Vision	3.00	1.10	2	4	3.0
MFOMA	Budget and financial management	3.00	0.00	3	3	3.0
MFOMA	Change management and project implementation	3.00	1.10	1	4	3.0
MFOMA	Workplace learning	3.00	1.10	1	4	3.0
MIPU	Workplace meetings (e.g. management, staff, team)	3.00	0.92	1	4	3.0

MJCS	Program and service relevance and integration	3.00	1.11	1	4	3.0
MOCCA	Structure and function	3.00	0.82	1	4	3.0
MOCCA	Staff engagement and communication	3.00	0.54	2	4	3.0
MOCCA	Managing workplace and out-of-work responsibilities	3.00	0.90	1	4	3.0
MTC	Strategic plan (Corporate or business plan)	3.00	0.79	1	4	3.0
MoIA	Service as a shared value	3.00	0.71	2	4	3.0
MoLNR	Service as a shared value	3.00	0.95	1	4	3.0
MFEM	Program and service relevance and integration	2.98	0.68	2	4	3.0
MFEM	Change management and project implementation	2.98	0.80	1	4	3.0
MoH	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	2.98	0.76	1	4	3.0
MoLNR	Plan review processes	2.98	0.80	1	4	3.0
MIPU	Strategic plan (Corporate or business plan)	2.97	0.94	1	4	3.0
MIPU	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	2.97	1.03	1	4	3.0
MIPU	Technological infrastructure	2.97	0.83	1	4	3.0
MFEM	Workplace meetings (e.g. management, staff, team)	2.96	0.88	1	4	3.0
MOCCA	Internal coordination	2.96	0.51	2	4	3.0
MOCCA	Decision making	2.96	0.84	1	4	3.0
MOCCA	Technological infrastructure	2.96	0.58	2	4	3.0
MoET	Clarity of Vision	2.96	0.85	1	4	3.0
MoET	Mission and Purpose	2.96	0.85	1	4	3.0
MTC	Structure and function	2.95	0.69	2	4	3.0
MTC	Technological infrastructure	2.95	0.83	1	4	3.0
MoH	Teamwork and the interpersonal environment	2.95	0.97	1	4	3.0
MFEM	Service delivery standards	2.94	0.77	1	4	3.0
MIPU	Workplace learning	2.94	0.85	1	4	3.0
MoIA	Mission and Purpose	2.94	0.75	1	4	3.0
MoIA	Staff Performance and feedback	2.94	0.56	2	4	3.0
MoIA	Change management and project implementation	2.94	0.83	1	4	3.0
MoIA	Managing workplace and out-of-work responsibilities	2.94	0.56	2	4	3.0
PMO	Workplace learning	2.94	0.85	1	4	3.0
PMO	Managing workplace and out-of-work responsibilities	2.94	0.77	1	4	3.0
MJCS	Clarity of Vision	2.93	0.83	1	4	3.0
MJCS	Workplace learning	2.93	0.92	1	4	3.0
MOCCA	Operational procedures (e.g. staff manual/ workplace procedures)	2.93	0.66	2	4	3.0
MOCCA	Service delivery standards	2.93	0.72	1	4	3.0
MoET	Strategic planning process	2.93	0.72	1	4	3.0
MoET	Service as a shared value	2.93	0.72	1	4	3.0
MoLNR	Strategic plan (Corporate or business plan)	2.93	0.70	1	4	3.0

MFEM	Operational procedures (e.g. staff manual/ workplace procedures)	2.92	0.88	1	4	3.0
MIPU	Responsiveness to changes in the operating environment	2.91	0.83	2	4	3.0
MIPU	Individual job design	2.91	0.87	1	4	3.0
MoLNR	Strategic planning process	2.91	0.75	1	4	3.0
MALFB	Budget and financial management	2.90	0.88	1	4	3.0
MALFB	Structure and function	2.90	0.92	1	4	3.0
MALFB	Staff engagement and communication	2.90	0.92	1	4	3.0
MALFB	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	2.90	0.92	1	4	3.0
MALFB	Managing workplace and out-of-work responsibilities	2.90	1.06	1	4	3.0
MFEM	Staff Performance and feedback	2.90	0.84	1	4	3.0
MTC	Budget and financial management	2.90	0.79	1	4	3.0
MTC	Workplace meetings (e.g. management, staff, team)	2.90	0.85	1	4	3.0
MFAICET	Plan review processes	2.89	0.78	2	4	3.0
MFAICET	Service as a shared value	2.89	0.78	2	4	3.0
MOCCA	Individual job design	2.89	0.74	1	4	3.0
MIPU	Internal coordination	2.88	0.77	2	4	3.0
MIPU	Staff retention	2.88	0.88	1	4	3.0
MIPU	Staff engagement and communication	2.88	0.77	1	4	3.0
MoIA	Plan review processes	2.88	0.78	1	4	3.0
MoIA	Decision making	2.88	0.86	2	4	3.0
MoIA	Staff engagement and communication	2.88	0.60	2	4	3.0
PMO	Service as a shared value	2.88	0.90	1	4	3.0
MALFB	Mission and Purpose	2.87	0.82	1	4	3.0
MJCS	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	2.86	0.86	1	4	3.0
MOCCA	Organisational Performance monitoring (M&E)	2.86	0.80	1	4	3.0
MIPU	Policy and Legal framework	2.85	0.96	1	4	3.0
MTC	Program and service relevance and integration	2.85	0.99	1	4	3.0
MFEM	Organisational Performance monitoring (M&E)	2.84	0.98	1	4	3.0
PMO	Internal coordination	2.84	0.72	2	4	3.0
PMO	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	2.84	0.87	1	4	3.0
MFOMA	Policy and Legal framework	2.83	1.33	1	4	3.0
MFOMA	Strategic planning process	2.83	1.17	1	4	3.0
MFOMA	Individual job design	2.83	0.98	1	4	3.0
MFOMA	Staff retention	2.83	0.75	2	4	3.0
MFOMA	Organisational Performance monitoring (M&E)	2.83	1.17	1	4	3.0
MFOMA	Service as a shared value	2.83	0.75	2	4	3.0
MFOMA	Managing workplace and out-of-work responsibilities	2.83	1.17	1	4	3.0

MoET	Program and service relevance and integration	2.83	0.84	1	4	3.0
MFEM	Human resource development and training	2.82	0.77	2	4	3.0
MIPU	Change management and project implementation	2.82	0.90	1	4	3.0
MOCCA	Policy and Legal framework	2.82	0.77	1	4	3.0
MOCCA	Staff Performance and feedback	2.82	0.72	1	4	3.0
MoIA	Responsiveness to changes in the operating environment	2.82	0.64	2	4	3.0
MoIA	Strategic plan (Corporate or business plan)	2.82	0.81	1	4	3.0
MoIA	Human resource development and training	2.82	0.73	2	4	3.0
MoIA	Workplace meetings (e.g. management, staff, team)	2.82	0.88	1	4	3.0
PMO	Program and service relevance and integration	2.82	0.81	1	4	3.0
PMO	Staff Performance and feedback	2.82	0.73	1	4	3.0
PMO	Staff engagement and communication	2.82	0.83	1	4	3.0
MALFB	Policy and Legal framework	2.80	0.92	1	4	3.0
MALFB	Decision making	2.80	1.06	1	4	3.0
MFEM	Individual job design	2.80	0.78	1	4	3.0
MTC	Individual job design	2.80	0.83	1	4	3.0
MTC	Managing workplace and out-of-work responsibilities	2.80	0.83	1	4	3.0
MTC	Physical infrastructure	2.80	0.95	1	4	3.0
PMO	Clarity of Vision	2.80	0.98	1	4	3.0
MIPU	Managing workplace and out-of-work responsibilities	2.79	0.98	1	4	3.0
MIPU	Physical infrastructure	2.79	0.95	1	4	3.0
MJCS	Organisational Performance monitoring (M&E)	2.79	0.58	2	4	3.0
MJCS	Service as a shared value	2.79	0.70	2	4	3.0
MOCCA	Responsiveness to changes in the operating environment	2.79	0.63	1	4	3.0
MoLNR	Program and service relevance and integration	2.79	0.86	1	4	3.0
MFAICET	Responsiveness to changes in the operating environment	2.78	0.67	2	4	3.0
MFAICET	Individual job design	2.78	0.67	2	4	3.0
MFAICET	Access to suitable Administrative/ Office support staff	2.78	1.09	1	4	3.0
MFAICET	Access to suitable technical/ professional staff	2.78	0.83	2	4	3.0
MFAICET	Staff retention	2.78	0.83	1	4	3.0
MFAICET	Staff engagement and communication	2.78	0.67	2	4	3.0
MFAICET	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	2.78	0.44	2	3	3.0
MFAICET	Organisational Performance monitoring (M&E)	2.78	0.67	2	4	3.0
MFEM	Decision making	2.78	0.93	1	4	3.0

PMO	Responsiveness to changes in the operating environment	2.78	0.77	2	4	3.0
MoLNR	Workplace meetings (e.g. management, staff, team)	2.77	0.97	1	4	3.0
MFEM	Staff retention	2.76	0.98	1	4	3.0
MIPU	Operational procedures (e.g. staff manual/ workplace procedures)	2.76	0.85	1	4	3.0
MIPU	Service delivery standards	2.76	0.85	1	4	3.0
MoET	Workplace learning	2.76	0.87	1	4	3.0
MoIA	Internal coordination	2.76	0.66	2	4	3.0
MoIA	Physical infrastructure	2.76	0.83	1	4	3.0
PMO	Budget and financial management	2.76	0.90	1	4	3.0
PMO	Decision making	2.76	0.83	1	4	3.0
PMO	Service delivery standards	2.76	0.80	1	4	3.0
MTC	Change management and project implementation	2.75	0.72	2	4	3.0
MTC	Service delivery standards	2.75	0.79	1	4	3.0
MTC	Workplace learning	2.75	0.79	1	4	3.0
MFEM	Access to suitable Administrative/ Office support staff	2.74	0.94	1	4	3.0
MIPU	Program and service relevance and integration	2.74	0.86	1	4	3.0
MoLNR	Responsiveness to changes in the operating environment	2.74	0.76	1	4	3.0
MoLNR	Stakeholder partnerships (e.g. NGO, CSOs, FBOs)	2.74	1.05	1	4	3.0
MALFB	Change management and project implementation	2.73	0.87	1	4	3.0
MoLNR	Structure and function	2.72	0.85	1	4	3.0
MoLNR	Internal coordination	2.72	0.73	1	4	3.0
MIPU	Access to suitable Administrative/ Office support staff	2.71	0.91	1	4	3.0
MIPU	Staff Performance and feedback	2.71	0.97	1	4	3.0
MJCS	Technological infrastructure	2.71	0.61	2	4	3.0
MoIA	Individual job design	2.71	0.47	2	3	3.0
MALFB	Clarity of Vision	2.70	0.99	1	4	3.0
MALFB	Internal coordination	2.70	0.84	1	4	3.0
MALFB	Organisational Performance monitoring (M&E)	2.70	0.88	1	4	3.0
MFEM	Access to suitable technical/ professional staff	2.70	0.84	1	4	3.0
MoET	Service delivery standards	2.70	0.66	2	4	3.0
MoET	Technological infrastructure	2.70	0.86	1	4	3.0
MoLNR	Staff engagement and communication	2.70	0.94	1	4	3.0
MoLNR	Service delivery standards	2.70	0.77	1	4	3.0
MoLNR	Managing workplace and out-of-work responsibilities	2.70	0.89	1	4	3.0
PMO	Staff retention	2.69	0.74	1	4	3.0
PMO	Organisational Performance monitoring (M&E)	2.69	0.94	1	4	3.0
MFAICET	Workplace meetings (e.g. management, staff, team)	2.67	1.12	1	4	2.0

MFAICET	Managing workplace and out-of-work responsibilities	2.67	0.71	2	4	3.0
MFOMA	Strategic plan (Corporate or business plan)	2.67	1.21	1	4	2.5
MFOMA	Program and service relevance and integration	2.67	1.21	1	4	2.5
MFOMA	Structure and function	2.67	1.03	1	4	3.0
MFOMA	Access to suitable technical/ professional staff	2.67	0.82	2	4	2.5
MFOMA	Staff engagement and communication	2.67	1.03	1	4	3.0
MFOMA	Workplace meetings (e.g. management, staff, team)	2.67	1.03	1	4	3.0
MFOMA	Service delivery standards	2.67	1.21	1	4	2.5
PMO	Operational procedures (e.g. staff manual/ workplace procedures)	2.67	0.94	1	4	3.0
MIPU	Human resource development and training	2.65	0.92	1	4	3.0
MTC	Staff engagement and communication	2.65	0.93	1	4	3.0
MoET	Budget and financial management	2.65	0.78	1	4	3.0
MoET	Managing workplace and out-of-work responsibilities	2.65	0.87	1	4	3.0
MoH	Mission and Purpose	2.65	0.89	1	4	3.0
MoH	Strategic plan (Corporate or business plan)	2.65	0.77	1	4	3.0
MoIA	Structure and function	2.65	0.49	2	3	3.0
MoIA	Operational procedures (e.g. staff manual/ workplace procedures)	2.65	0.70	1	4	3.0
MoIA	Staff retention	2.65	0.86	1	4	3.0
MJCS	Responsiveness to changes in the operating environment	2.64	0.93	1	4	2.5
MJCS	Internal coordination	2.64	0.84	1	4	3.0
MALFB	Responsiveness to changes in the operating environment	2.63	0.76	1	4	3.0
MALFB	Technological infrastructure	2.63	0.85	1	4	3.0
MoH	Workplace meetings (e.g. management, staff, team)	2.63	0.89	1	4	3.0
MoH	Service as a shared value	2.63	0.85	1	4	3.0
MoLNR	Operational procedures (e.g. staff manual/ workplace procedures)	2.63	0.79	1	4	3.0
MIPU	Decision making	2.62	0.95	1	4	2.0
MIPU	Organisational Performance monitoring (M&E)	2.62	1.02	1	4	3.0
MOCCA	Access to suitable Administrative/ Office support staff	2.61	0.96	1	4	3.0
MoET	Responsiveness to changes in the operating environment	2.61	0.79	1	4	3.0
MoET	Internal coordination	2.61	0.74	1	4	3.0
MoET	Change management and project implementation	2.61	0.76	1	4	3.0
MoH	Strategic planning process	2.61	0.80	1	4	3.0
MALFB	Individual job design	2.60	1.13	1	4	3.0
MALFB	Staff retention	2.60	1.07	1	4	2.5

MTC	Organisational Performance monitoring (M&E)	2.60	0.88	1	4	3.0
MoH	Plan review processes	2.60	0.91	1	4	3.0
MoH	Workplace learning	2.60	0.90	1	4	3.0
MoLNR	Budget and financial management	2.60	0.88	1	4	3.0
MoLNR	Access to suitable technical/professional staff	2.60	0.88	1	4	2.0
MoLNR	Change management and project implementation	2.60	0.98	1	4	3.0
MoLNR	Technological infrastructure	2.60	0.69	1	4	3.0
MoET	Policy and Legal framework	2.59	0.94	1	4	2.5
MoET	Operational procedures (e.g. staff manual/ workplace procedures)	2.59	0.81	1	4	3.0
MoIA	Program and service relevance and integration	2.59	0.62	2	4	3.0
MoIA	Service delivery standards	2.59	0.71	1	4	3.0
PMO	Change management and project implementation	2.59	0.93	1	4	3.0
MoH	Clarity of Vision	2.58	0.90	1	4	3.0
MoH	Budget and financial management	2.58	0.88	1	4	3.0
MoLNR	Staff Performance and feedback	2.58	0.79	1	4	3.0
MALFB	Workplace meetings (e.g. management, staff, team)	2.57	1.10	1	4	2.5
MALFB	Physical infrastructure	2.57	1.04	1	4	3.0
MJCS	Policy and Legal framework	2.57	0.76	1	4	3.0
MJCS	Budget and financial management	2.57	0.85	1	4	3.0
MOCCA	Staff retention	2.57	0.96	1	4	3.0
MOCCA	Physical infrastructure	2.57	0.69	1	4	3.0
PMO	Access to suitable Administrative/Office support staff	2.57	0.82	1	4	2.0
PMO	Workplace meetings (e.g. management, staff, team)	2.57	1.02	1	4	3.0
PMO	Technological infrastructure	2.57	0.82	1	4	3.0
MFAICET	Budget and financial management	2.56	0.73	1	3	3.0
MFAICET	Program and service relevance and integration	2.56	0.73	2	4	2.0
MFAICET	Internal coordination	2.56	0.73	2	4	2.0
MFAICET	Service delivery standards	2.56	0.73	2	4	2.0
MoET	Structure and function	2.56	0.79	1	4	3.0
MoH	Policy and Legal framework	2.56	0.86	1	4	3.0
MoH	Service delivery standards	2.56	0.80	1	4	2.0
MoLNR	Individual job design	2.56	0.98	1	4	3.0
MoLNR	Decision making	2.56	0.91	1	4	3.0
MTC	Access to suitable Administrative/Office support staff	2.55	0.76	1	4	3.0
MoET	Individual job design	2.54	0.95	1	4	3.0
MIPU	Access to suitable technical/professional staff	2.53	0.96	1	4	2.5
MoH	Managing workplace and out-of-work responsibilities	2.53	0.88	1	4	3.0

MoET	Workplace meetings (e.g. management, staff, team)	2.52	1.02	1	4	2.5
MoET	Organisational Performance monitoring (M&E)	2.52	0.77	1	4	2.0
PMO	Human resource development and training	2.51	0.87	1	4	3.0
MALFB	Service delivery standards	2.50	0.86	1	4	2.0
MFEM	Physical infrastructure	2.50	0.95	1	4	3.0
MFOMA	Operational procedures (e.g. staff manual/ workplace procedures)	2.50	1.05	1	4	2.5
MFOMA	Internal coordination	2.50	0.84	1	3	3.0
MFOMA	Staff Performance and feedback	2.50	1.22	1	4	3.0
MFOMA	Decision making	2.50	0.84	1	3	3.0
MJCS	Structure and function	2.50	0.76	1	4	2.5
MJCS	Operational procedures (e.g. staff manual/ workplace procedures)	2.50	0.85	1	4	3.0
MJCS	Staff Performance and feedback	2.50	1.02	1	4	3.0
MJCS	Human resource development and training	2.50	1.02	1	4	3.0
MJCS	Change management and project implementation	2.50	0.85	1	4	2.0
MOCCA	Access to suitable technical/ professional staff	2.50	1.00	1	4	2.5
MTC	Internal coordination	2.50	0.69	1	4	2.5
MTC	Access to suitable technical/ professional staff	2.50	1.00	1	4	3.0
MoET	Staff Performance and feedback	2.50	0.80	1	4	3.0
MoET	Physical infrastructure	2.48	0.86	1	4	2.0
MoH	Program and service relevance and integration	2.47	0.82	1	4	2.0
MoIA	Policy and Legal framework	2.47	0.62	2	4	2.0
MoIA	Access to suitable Administrative/ Office support staff	2.47	0.80	2	4	2.0
MoLNR	Access to suitable Administrative/ Office support staff	2.47	0.93	1	4	2.0
MOCCA	Human resource development and training	2.46	0.69	1	4	2.5
MoET	Staff engagement and communication	2.46	0.91	1	4	2.0
MTC	Staff Performance and feedback	2.45	1.00	1	4	2.5
MTC	Human resource development and training	2.45	0.83	1	4	2.0
MoH	Individual job design	2.45	0.86	1	4	2.0
MoH	Operational procedures (e.g. staff manual/ workplace procedures)	2.45	0.97	1	4	2.0
MoH	Internal coordination	2.45	0.80	1	4	2.0
MFAICET	Operational procedures (e.g. staff manual/ workplace procedures)	2.44	1.13	1	4	2.0
MFAICET	Staff Performance and feedback	2.44	1.01	1	4	3.0
MFAICET	Decision making	2.44	0.73	2	4	2.0
MoLNR	Organisational Performance monitoring (M&E)	2.44	0.96	1	4	3.0
MALFB	Operational procedures (e.g. staff manual/ workplace procedures)	2.43	0.86	1	4	2.0

MALFB	Human resource development and training	2.43	0.94	1	4	2.0
MJCS	Service delivery standards	2.43	0.65	1	3	2.5
MoH	Structure and function	2.42	0.86	1	4	2.0
MALFB	Access to suitable Administrative/ Office support staff	2.40	1.00	1	4	2.0
MTC	Operational procedures (e.g. staff manual/ workplace procedures)	2.40	1.05	1	4	2.5
MoH	Responsiveness to changes in the operating environment	2.40	0.71	1	4	2.0
MoH	Staff engagement and communication	2.39	0.84	1	4	2.0
MALFB	Access to suitable technical/ professional staff	2.37	1.03	1	4	2.0
MJCS	Managing workplace and out-of-work responsibilities	2.36	1.01	1	4	2.0
MoET	Decision making	2.35	0.89	1	4	2.0
MoLNR	Staff retention	2.35	0.95	1	4	2.0
MFOMA	Mission and Purpose	2.33	0.52	2	3	2.0
MFOMA	Access to suitable Administrative/ Office support staff	2.33	0.82	2	4	2.0
MoET	Staff retention	2.33	1.03	1	4	2.0
PMO	Access to suitable technical/ professional staff	2.33	0.88	1	4	2.0
MALFB	Staff Performance and feedback	2.30	1.02	1	4	2.0
MTC	Staff retention	2.30	0.92	1	4	2.0
MTC	Decision making	2.30	1.03	1	4	2.0
MoH	Organisational Performance monitoring (M&E)	2.29	0.95	1	4	2.0
MoH	Technological infrastructure	2.29	0.84	1	4	2.0
MoIA	Access to suitable technical/ professional staff	2.29	0.77	1	4	2.0
MoH	Staff Performance and feedback	2.26	0.83	1	4	2.0
MoH	Staff retention	2.23	0.93	1	4	2.0
MoH	Physical infrastructure	2.23	0.84	1	4	2.0
MFAICET	Physical infrastructure	2.22	0.97	1	4	2.0
MJCS	Workplace meetings (e.g. management, staff, team)	2.21	1.12	1	4	2.0
MoH	Change management and project implementation	2.21	0.99	1	4	2.0
MoET	Access to suitable Administrative/ Office support staff	2.20	0.79	1	4	2.0
MoET	Access to suitable technical/ professional staff	2.19	0.83	1	4	2.0
MoH	Decision making	2.19	0.96	1	4	2.0
MFOMA	Responsiveness to changes in the operating environment	2.17	0.98	1	3	2.5
MFOMA	Physical infrastructure	2.17	1.33	1	4	2.0
MoLNR	Human resource development and training	2.16	0.95	1	4	2.0
MoH	Human resource development and training	2.15	0.76	1	4	2.0
MJCS	Individual job design	2.14	0.95	1	4	2.0
MJCS	Access to suitable Administrative/ Office support staff	2.14	0.95	1	4	2.0

MJCS	Access to suitable technical/ professional staff	2.14	0.66	1	3	2.0
MJCS	Staff retention	2.14	0.95	1	4	2.0
MJCS	Decision making	2.14	0.86	1	3	2.0
MJCS	Staff engagement and communication	2.14	0.77	1	3	2.0
PMO	Physical infrastructure	2.14	1.04	1	4	2.0
MFAICET	Technological infrastructure	2.11	0.78	1	3	2.0
MJCS	Physical infrastructure	2.07	1.00	1	4	2.0
MoH	Access to suitable Administrative/ Office support staff	2.05	0.78	1	4	2.0
MFOMA	Human resource development and training	2.00	1.10	1	4	2.0
MoH	Access to suitable technical/ professional staff	1.94	0.72	1	4	2.0
MFAICET	Human resource development and training	1.89	0.78	1	3	2.0
MoLNR	Physical infrastructure	1.86	0.86	1	3	2.0
MoET	Human resource development and training	1.85	0.68	1	3	2.0

6. Appendix B: Detailed Data

6.1 Mean Capacity Scores by Ministry

Below is the table of mean capacity scores used to generate the heatmap, presented for reference.

Table 6.1: Mean Capacity Scores by Ministry

Ministry	Mission and Purpose	Strategic plan (Corporate or business plan)	Strategic planning process	Plan review processes	Access to suitable Administrative/ Office support staff	Access to suitable technical/ professional staff	Human resource development and training	Staff retention	Teamwork and the interpersonal environment	Physical infrastructure
MALFB	2.87	3.07	3.20	3.10	2.40	2.37	2.43	2.60	3.07	2.57
MFAICET	3.44	3.11	3.11	2.89	2.78	2.78	1.89	2.78	3.00	2.22
MFEM	3.42	3.32	3.20	3.30	2.74	2.70	2.82	2.76	3.28	2.50
MFOMA	2.33	2.67	2.83	3.17	2.33	2.67	2.00	2.83	3.17	2.17
MIPU	3.18	2.97	3.12	3.06	2.71	2.53	2.65	2.88	3.15	2.79
MJCS	3.07	3.57	3.36	3.29	2.14	2.14	2.50	2.14	3.07	2.07
MOCCA	3.39	3.11	3.14	3.25	2.61	2.50	2.46	2.57	3.25	2.57
MTC	3.35	3.00	3.05	3.20	2.55	2.50	2.45	2.30	3.10	2.80
MoET	2.96	3.09	2.93	3.07	2.20	2.19	1.85	2.33	3.11	2.48
MoH	2.65	2.65	2.61	2.60	2.05	1.94	2.15	2.23	2.95	2.23
MoIA	2.94	2.82	3.12	2.88	2.47	2.29	2.82	2.65	3.29	2.76
MoLNR	3.09	2.93	2.91	2.98	2.47	2.60	2.16	2.35	3.09	1.86
PMO	3.18	3.04	3.22	3.12	2.57	2.33	2.51	2.69	3.14	2.14