Strategic Initiatives for Public Service Modernization: The Case of Key Focus Activities (KFAs) in Sarawak, Malaysia

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Abstract

Governments worldwide recognize the necessity of modernizing their public administration systems to adapt to evolving socioeconomic and technological landscapes. In Sarawak, Malaysia, the Key Focus Activities (KFA) is part of the Sarawak Civil Service initiatives to transform and optimize the civil service. The KFA initiative aims to enhance efficiency, effectiveness, and responsiveness by developing, reviewing, improving, and reengineering

policies, regulations, processes, systems, and procedures. An analysis of 67 Rakyat KFA project reports evaluated the reliability of data captured and the contribution of KFA projects to Sarawak Government objectives. Findings highlighted the need for improved data capture and user-friendliness of the KFA system. Many KFA projects focused on tactical, isolated achievements rather than broader, inter-agency solutions. To maximize the impact of KFA projects, recommendations were proposed. These include enhancing KFA project report's clarity, fostering knowledge sharing and inter-agency collaboration, and promoting public participation. The KFA initiative showcases the Sarawak Government's commitment to enhancing its civil service, in line with global trends. By addressing the identified areas for improvement, the initiative can optimize service delivery, resource utilization, and responsiveness to citizen needs. As the transformation journey continues, reevaluating and realigning the KFA initiative is essential to maintain its relevance and effectiveness in fulfilling the Sarawak Government's long-term priorities and strategic goals.

Keywords: Key Focus Activities (KFA), strategic initiatives, civil service, citizen-centric approach

1. Introduction

Since the beginning of the 21st century, governments worldwide have increasingly recognized the imperative to modernize and enhance their public administration systems in response to the evolving socioeconomic and technological landscape (Kettl, 2015). This recognition has led to ambitious reform programs aimed at improving the efficiency, effectiveness, and responsiveness of civil services. The reforms are driven by diverse factors, including the growing demand for better public services, the need for efficient resource management, and the call for increased transparency and accountability (Brown, 2009; Narayan, 2012; Sofyani et al., 2020).

A significant aspect of the civil service transformation during this period is the shift towards a citizen-centric approach (OECD/Asian Development Bank, 2019). Governments acknowledge that citizens are no longer passive recipients but active participants in governance processes. Consequently, there is an increased emphasis on citizen engagement, participation, and feedback in the design and delivery of public services (Salinas et al., 2018). This shift aims to ensure that services are tailored to meet the specific needs and preferences of the citizens they serve.

In Malaysia, the government has initiated various reform programs, such as the Government Transformation Program (GTP) and the Economic Transformation Program (ETP), with the objectives of enhancing service delivery, promoting economic growth, and improving governance (Xavier et al, 2016; Puasa et al., 2011). The Sarawak Government has embraced this transformative trend and demonstrated a strong commitment to providing a world-class civil service to its citizens. To modernize and optimize the Sarawak Civil Service (SCS), the Key Focus Activities (KFA) initiative was introduced as part of its action plan (Sarawak State Civil Service 2010-2020 Action Plan: Transformation and Innovation Initiatives, 2009). The KFA initiative was aimed to develop, review, improve, and reengineer policies, regulations, processes, systems, and procedures. The implementation of KFA within the SCS since 2010

aligns with the broader global trend of transforming civil services and reflects the Sarawak Government's commitment to enhancing service delivery, optimizing resource utilization, and aligning its operations with the evolving needs of the Rakyat. The word "rakyat" in Malay means "the people" in English. Therefore, this paper aims to provide a summary of the insights derived from the following activities conducted during the project:

1) Analysis of the reliability of the data recorded in the KFA project reports.

2) Assessment of the contribution of KFA projects towards the objectives of the Sarawak Government.

3) Key recommendations for the way forward with the KFA initiative in the next phase.

2. Literature Review

The literature on strategic initiatives in public service delivery highlights the various approaches and practices adopted by governments to enhance service quality, citizen engagement, and overall organizational effectiveness. A key focus is the shift towards citizen-centric approaches (Lindquist et al, 2013), acknowledging that citizens are no longer passive recipients but active participants in governance processes (Linders, 2012). This shift has led to the implementation of initiatives aimed at engaging citizens in the design and delivery of public services such as participatory budgeting (O' Hagan et al, 2020), co-production (Li et al., 2023), and citizen feedback mechanisms (Minelli & Ruffini, 2018).

In addition, governmental bodies have implemented strategic initiatives aimed at optimizing resource allocation and enhancing service delivery processes. For instance, Cohen et al. (2006) explored the use of dynamic asset deployment strategies to bolster service efficiency, cost reduction, and citizen satisfaction. They contend that employing dynamic asset deployment approaches enables organizations to efficiently match the availability of assets with demand, thereby resulting in reduced wait times for citizens, streamlined organizational costs, and heightened levels of citizen satisfaction.

Furthermore, other notable initiatives encompass business process reengineering, recognized as a potent tool for reconfiguring business processes to enhance efficiency, effectiveness, and customer contentment (Proctor & Gray, 2006). Additionally, organizations including SCS have adopted performance management systems like the Balanced Scorecard to assist the Sarawak Government in managing its strategies by linking objectives, taking initiatives, and measuring the performance of organizations (Heromi et al, 2017). The Balanced Scorecard serves as a valuable instrument for enhancing strategic alignment and comprehensively measuring performance (Kaplan, 2009). Such strategic initiatives yield positive outcomes, leading to improved service efficiency, cost reduction, and heightened citizen satisfaction.

Governments often establish national or regional development plans that outline specific goals and targets. Aligning strategic initiatives with the government's goals or objectives is essential for the success of the initiatives to ensure coherence and maximize impact (Alcaide Muñoz et al, 2022). This alignment helps in achieving objectives such as social well-being, economic value creation, community participation, and ease of doing business. For example,

Salem (2016) argues that strategic initiative such as "Smart Dubai" introduced by the United Arab Emirates in 2014 has been successful in using digital technology to improve public value.

Overall, the literature review reveals a growing body of research and best practices on strategic initiatives in public service delivery. It underscores the importance of citizen-centric approaches, resource optimization, alignment with government objectives, and effective implementation strategies. By synthesizing and building upon existing knowledge, this study aims to contribute to the understanding and advancement of strategic initiatives in public service delivery.

3. Method

3.1 The Implementation of KFA

The scope of the KFA initiative involved various government departments and agencies. The participating agencies included state ministries, units in the Chief Minister's Department (now Department of the Premier of Sarawak), state departments, resident offices, local authorities, state statutory bodies, and government-linked companies (GLCs). The criteria for KFA included the submission of at least one KFA per year by each agency, with a focus on initiatives that could address pressing issues, reduce costs for citizens accessing government services, streamline service delivery processes, align with the agency's annual strategic planning, and have realistic and achievable Key Performance Indicators (KPIs). Collaboration between state organizations was recommended for hybrid KFA that required multiple organizations' involvement.

The KFA working group consisted of several roles. The KFA Owner was the head of the agency and was responsible for planning and monitoring the implementation of KFA. The KFA Group Facilitator was knowledgeable in KFA and provided advice, acted as the focal person for KFA-related matters, and reported the KFA status in the KFA portal. The KFA Group Leader ensured that all KFA activities were implemented according to the plan and reported the KFA status to the KFA Owner. The KFA Group Members were responsible for implementing the KFA activities and reporting the implementation status to the KFA Group Leader.

Each KFA project had to be completed within one year. The implementation progress was divided into four quarters. The first quarter involved planning, including the submission of the proposal. The second quarter focused on implementation, with progress report submissions. The third quarter focused on the outcome, with another progress report submission. The fourth quarter involved reporting, including the final report submission.

The proposal for KFA had to be submitted annually by the participating agency to the KFA secretariat and submission had to be completed using the KFA submission form. A KFA focal person had to be appointed by the head of the department to liaise with the KFA secretariat for the continuous implementation of the proposed project.

Progress reports for KFA were uploaded quarterly to the KFA Portal. The KFA portal is an

interactive platform that enables monitoring of the progress of KFA implementation for each agency, updating of progress reports by the secretariat, and facilitating communication and accessibility between the focal person and the KFA. The progress was then aligned with the specified percentages of completion based on the execution month and quarter. The final report, indicating the completion of all planned activities, was then uploaded to the KFA portal upon endorsement by the head of the agency.

3.2 Analysis of KFA Reports

The first analysis conducted aimed to ensure sufficient data collection during the implementation of the KFA project, to provide a comprehensive representation of the initiative. To assess the adequacy of available data in each KFA project report, information in the form of data fields were extracted. A total of 27 data fields were extracted from each KFA project report, representing the operationalization of the KFA system in tracking project performance (Appendix 1). The quality of these data fields was assessed based on various criteria to evaluate how effectively the KFA system operationalizes its intent. Additionally, 10 meta-data fields were created for each KFA project report to further facilitate analysis (Appendix 2).

3.3 Contribution to the Sarawak Government's Objectives

Given that the KFA was implemented as a strategic initiative within the SCS Transformation plan, it is important for the KFA projects to align with the strategic objectives of the Sarawak Government. To assess impact and contribution of each KFA project to the Sarawak Government's objectives, we identified 4 key objectives to measure the KFA projects against. The objectives identified were:

1) Contribution to Social Well-being of the Rakyat

2) Contribution to Economic Value

3) Contribution to Promoting Community Participation of the Rakyat

4) Contribution to Ease of Doing Business

These objectives are also in line with the Sarawak Civil Service's ambitions to improve service delivery and accessibility, stimulate economic growth, reduce wealth gaps, and enhance rural development (SCS, 2017). The extent of the KFA projects' potential contributions to each objective will be measured against a set of minimum outcomes as assigned by the research team (Table 1).

Table 1. Sarawak Government's Objective

Sarawak Government's Objectives	Objective's Outcomes	Minimum outcomes to be achieved
1. Contribution to Social Well-being	1. Targets a group of Rakyat who have the potential to generate further uplifting to the greater community.	5 out of 8

of the Rakyat	2. Addresses a large proportion of Rakyat in need. 3. Targets the group of Rakyat at the right time. 4. Significantly uplifts the livelihoods of clearly identified Rakyat. 5. Addresses real behaviour changes (e.g. not just awareness building). Behaviours have potential to be 'sticky' / enduring. 6. Resourcing: The level of resources applied/invested is appropriate. 7. Whole-of-government: the right stakeholders involved / co-opted. 8. Demonstrates innovation in how the final solution or process was enacted.	
2. Contribution to Economic Value	1. New markets are opened because of this endeavour. 2. Achieves higher levels of quality/standards or value of the economic product(s). 3. Able to generate further products 'downstream'. 4. Facilitates more effective movement of goods / proliferation of services to consumers. 5. Raises the 'know-how' of producers/ service providers to help them generate great er revenue. 6. Raises the 'profile' of Sarawak in the global economy (puts Sarawak on the world map). 7. Reduces the cost of production, marketing, or delivery of goods and services. 8. Leverages on the appropriate use of technology. 9. Contributes to the overall technology strategy of Sarawak Government (e.g. skill level of workforce are raised as a result; introduced needed technology as a result). 10. Demonstrates innovation in how the final solution or process was enacted.	7 out of 10
3. Contribution to Promoting Community Participation of the Rakyat	Criteria Description No - No involvement Little - Specific/ Small group (around 10 or less) Moderate - One area/ kampung (village) Significant - District	Not applicable

	Outstanding - City/ Division/ Public as a whole	
4. Contribution to Ease of Doing Business	1. Generate or increase revenue. 2. Simplify business process. 3. Garner participation from community (Rakyat). 4. Attract businesses to come in. 5. Attract participation from various government agencies.	4 out of 5

4. Results and Discussion

A total of 979 KFA projects have been identified and published in the KFA Portal and out of these 979 KFA projects, 217 were identified as specifically targeted to benefit the public and are labelled as "Rakyat KFAs". Out of 217 Rakyat KFA project reports, only 67 (31%) contained sufficient data for further analysis, while the remaining 150 (69%) lacked sufficient data. The 67 KFA projects that contain adequate data consisted of submissions from different types of public organizations at various levels. The breakdown of the 67 KFA projects by the type of organization is shown in Figure 1.
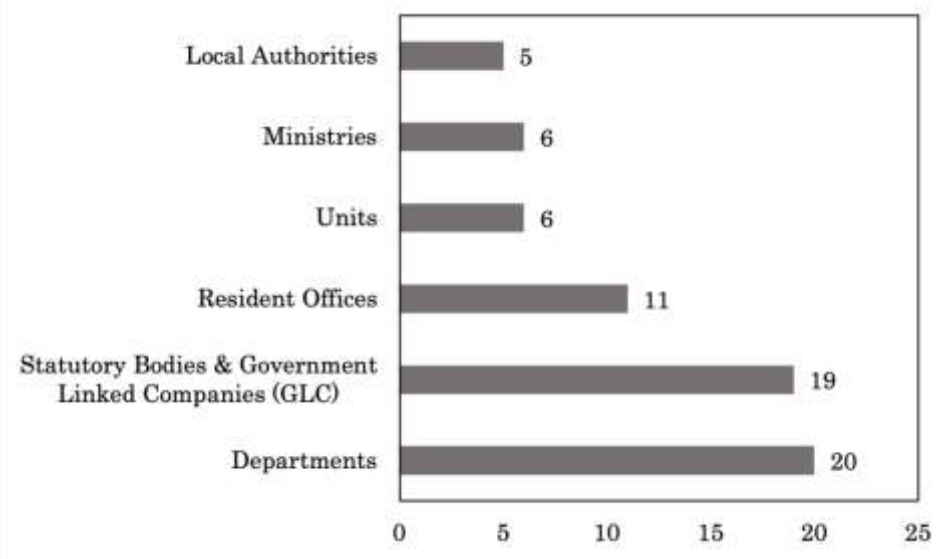

Figure 1. Breakdown of Rakyat KFAs based on Type of Organisation (n = 67)

Most of the analyzed reports were completed projects, indicating a higher likelihood of sufficient data capture compared to in-progress or terminated projects. The lack of data submission for the KFA projects suggests a potential lack of understanding of the KFA system's purpose among end users. Changes are needed in the system and its implementation process to fulfill its intended function. Additional performance data may exist outside the KFA system, such as in project reports and budget reports, which were not recorded. This raises the question of whether the KFA system should serve as a live system for capturing knowledge rather than merely archiving completed work.

Some KFA project reports included attachments that were not easily transferable to the system, highlighting the need for clearer understanding and internalization of the KFA's

purpose by end users. Conducting studies on the actual impact of KFA projects and incorporating the results into the system would also be beneficial. The presence of multiple performance tracking systems may compete for end users' attention, potentially leading to suboptimal data input into the KFA system. Improving the user-friendliness of the KFA reporting system and aligning it with end users' needs is crucial. Surveying end users to identify gaps and issues can inform necessary improvements. Additionally, exploring the integration of multiple tracking systems into a central platform could streamline data management and reporting.

The selected 67 Rakyat KFA project reports still require greater clarity, precision, and rigor in measuring key performance indicators. To enhance KFA data going forward, providing training at the start and middle of the KFA cycle, introducing refresher sessions, and promoting a Community of Practice (COP) for learning and collaboration among organizations are recommended. Addressing the lack of data, improving the user-friendliness of the KFA system, and fostering knowledge sharing and collaboration are key areas for enhancing the effectiveness and impact of KFA projects.

It was observed that the KFA projects submitted by agencies can be categorized into four (4) types of KFA projects namely Prospective, Proactive, Responsive, and Reactive (Table 2).

Table 2. Categories of KFA projects

Project Type	Description	Key Characteristics
1. Prospective	Involves researching and investing in potential opportunities for future growth.	• Forward-thinking perspective. • Focus on future potential. • Requires exploration and analysis of new possibilities.
2. Proactive	Targets known areas that need attention and interventions.	• Identifies existing issues. • Requires collaboration among multiple agencies. • Follows systematic approaches to address the identified needs.
3. Responsive	Focuses on immediate areas of need.	• Swift response to current needs. • Executed by individual agencies. • Relies on good execution and environmental scanning.
4. Reactive	Addresses unresolved issues contributing to a worsening situation.	• Deals with existing problems. • Requires courage and effective execution. • Aims to resolve underlying issues causing the situation.

Each type of KFA project has its own unique characteristics and requirements. Further analyses of the selected 67 Rakyat KFA projects revealed that (Figure 2):

I. The majority of the KFA projects (75%) fell into the Responsive and Reactive classifications, with 29 projects classified as Responsive and 21 as Reactive.

II. 17 KFA projects (25%) fell into the Proactive and Prospective categories, with only 4 projects categorized as Prospective and 13 as Proactive.
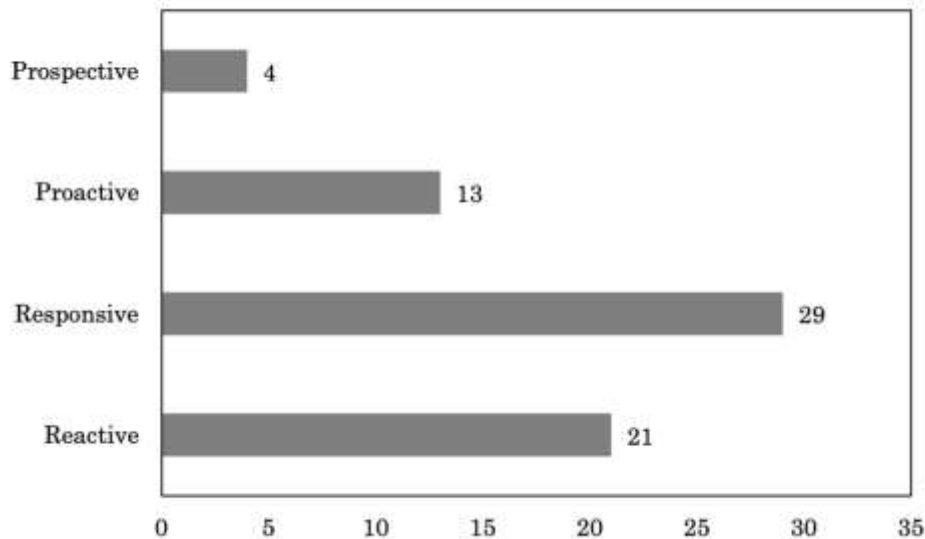

Figure 2. Types of KFA projects (n = 67)

The analysis of the stated outcomes of the selected KFA projects reveals that most of them primarily emphasize tactical wins for individual agencies and organizations. Specifically, out of the KFA projects analyzed:

I. 44 projects (66%) had narrower and more tactical stated outcomes, focusing on improving service delivery and quality, enhancing efficiency, and increasing reliability.

II. 18 projects (27%) had broader stated outcomes, targeting the delivery of new capabilities, infrastructure improvements, social well-being, and policy enhancements.

III. 1 project had a stated outcome centered around cost reduction.

IV. 4 projects did not provide clear information regarding their stated outcomes.

Given that the selected KFA projects tend to emphasize tactical, siloed, quick wins, there are opportunities for the KFA system to encourage agencies and organizations to identify and adopt more systematic, inter-agency, or whole-of-government (WOG) solutions that address commonly shared desired outcomes for the Rakyat. To broaden the scope of KFA projects, the following suggestions are put forth it is recommended to organize hackathon events at the onset of the KFA cycle, bringing together agencies and organizations to identify issues that necessitate inter-agency or whole-of-government (WOG) solutions. These events can establish a shared platform, fostering coordination and collaboration among government organizations. Secondly, sponsoring specialized training on diverse modes of thinking, such as design thinking, systems thinking, and critical thinking, is proposed. This will enable organizations to enhance their cognitive skills and make informed decisions when selecting KFA projects that offer wider and longer-term outcomes. Lastly, there is a need to improve

the KFA system, not only for better performance tracking but also to facilitate more informed decision-making in project selection. The enhancement of the KFA system should be prioritized in the subsequent phase of this initiative.

4.1 Contributions Towards the Objectives of the Sarawak Government

An assessment of 67 selected Rakyat KFAs was conducted to evaluate their contributions to the objectives of the Sarawak Government, including social well-being, economic value, community participation, and ease of doing business. In terms of social well-being, approximately 48% of the evaluated KFA projects (32 out of 67) outlined 3-5 potential contributions in this domain (Figure 3a).
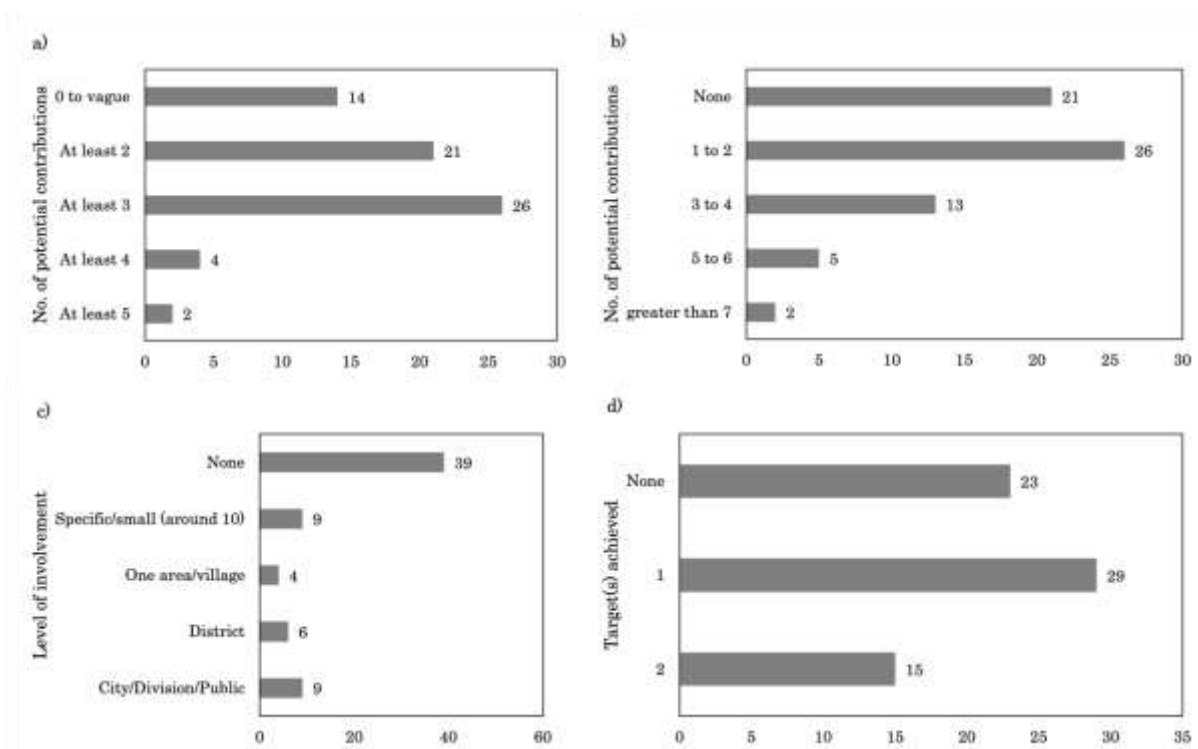

Figure 3. Potential Contributions of KFA projects to Sarawak Government Objectives: a) Potential Contribution to Social Well-Being, b) Potential Contribution to Economic Value, c) Potential Contribution to Community Participation, and d) Contribution to Ease of Doing Business

However, it is noteworthy that 31% of the projects exhibited minimal contributions, while an additional 21% lacked clear descriptions altogether. These results suggest that there is room for improvement in documenting the social well-being impacts of future KFA projects. Regarding economic value, 69% of the KFA projects under review identified potential contributions in this area, whereas the remaining 31% failed to record any contributions pertaining to economic value (Figure 3b). This indicates that a considerable portion of the projects may not have adequately accounted for the economic benefits they aim to generate. Furthermore, with respect to community participation, Figure 3c showed a mere 13% of the KFA projects indicated outstanding involvement from the Rakyat at the city, division, or

public level. An additional 28% mentioned community participation at varying levels, ranging from the district to a specific area. However, it is concerning that the majority of the KFA projects (58%) did not make any mention of community involvement in their documentation, thereby highlighting the need for greater attention to fostering and recording such participation. In terms of enhancing the ease of doing business, 66% of the KFA projects documented their contributions toward this objective, whereas the remaining 34% failed to specify any outcome targets in relation to improving the ease of doing business (Figure 3d). This implies that a significant proportion of the KFA projects may not have set clear objectives in this regard, potentially hindering the effectiveness of these initiatives.

Considering the intended benefits of these KFA projects for the Rakyat, it is crucial to recognize the potential opportunities for future projects to enhance the documentation of their contributions to social well-being. Moreover, as Rakyat KFAs, organizations should explore strategies to increase Rakyat participation or improve their methods of recording and reporting such involvement. It is important to emphasize that the insights derived from the assessment of these 67 selected Rakyat KFAs are preliminary in nature and should be interpreted with caution. Nonetheless, they offer valuable indications and directions for future KFA projects to improve the documentation of their contributions to social well-being, economic value, community participation, and ease of doing business.

5. Conclusions

Out of the 979 KFA projects registered in the KFA system, 217 Rakyat KFAs were selected for the data assessment process. Among them, only 67 KFA projects had sufficient data captured by the KFA system for further analysis, indicating a discrepancy between the recorded data and the actual data available. The analysis of the 217 Rakyat KFA project reports revealed areas where improvements could be made in terms of the data captured. Enhancing the clarity and content of the KFA project reports would contribute to better performance tracking of KFA projects.

Guidelines and suggestions were developed based on an exploratory analysis of the 67 Rakyat KFA project reports. These recommendations aimed to improve the types of data captured, enhance the KFA project report format and system, and promote learning and acceptance of the KFA system throughout the KFA cycle. Opportunities for improvement were identified in quantifying KFA outcomes, aligning them with the Sarawak Government's objectives, and measuring the actual contributions of KFA projects. Strengthening the process of selecting focal issues for KFA projects at the beginning of the cycle and promoting collaboration between government agencies were also highlighted.

The KFA initiative is a valuable investment by the Sarawak Government, signifying their commitment to reviewing the effectiveness and impact of Rakyat KFAs. As the previous transformation journey concluded in 2020, it is crucial and timely to reset, reposition, refine, and reignite the relevance and impact of KFA projects in alignment with Sarawak's long-term priorities and strategic goals.

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Appendix A

KFA project report with 27 data fields extracted

KFA Details	
Name of Agency	Miri City Council
KFA Title	Driving Social Engagement and Collaboration in Strengthening the Digital Community in Bario.
Year	2018
Completed(%)	100
Objective	To enhance the digital knowledge of the local community.
Summary/KFA Background	MCC corporate social responsibility is to provide the community resource centre for the local community of Bario to achieve the digital inclusivity and aligning with the State digital economy initiatives.
KFA Relation/Contribution to SCS Vision, Mission and State Government direction	Digital inclusivity
Expected Outcomes	1. Upskilling and reskilling of community to get ready for the digital economy. 2. Increase agriculture production and participate in the global market. 3. Boost income derived from tourism activities in Bario 3. Strengthening the digital inclusion within the local community in Bario
Key Performance Indicator(KPI)	1. To complete Community Resource Centre by 1st Quarter 2019 . 2. To organize digital knowledge programme once a month. 3. 85% response satisfy with the programmes. 4.15% return of investment for 1st year.
Impact	Growth in socio economy for Bario
Target Audience	Public

Working Group Report	
Category	✔ Process Improvement
Sub Category	✔ Increase in Work Effectiveness and Efficiency (in Various Field)
	✔ Increase in Revenue
	✔ Environmental Conservation

KFA Working Group members comprise the following:	
KFA Owner: Head of Department	Morshidi Fredrick
KFA Focal Person	Habsah bt Johor
KFA Group Facilitator	Siti Suhana Rosli
KFA Group Leader	Mohd Rizal b Zakaria
KFA Group Members	Thomas Ajun
	Dayang Hairoondzuriani bt Abg Bolhassan
	Madau Rarak
	Mohd Nurhisham b Ismail
	Jurailla bt Jon
	Abdul Hafiz b Abdul Rahman

Sample KFA project report with 27 data fields extracted (continued)

Final Report			
KFA SUCCESS FACTORS			
Full commitment from the community			
TARGET AND ACTUAL OUTCOME,KEY PERFORMANCE INDICATORS AND IMPACT			
Note	The statement of Output and Outcome must be clear, specific and quantifiable/comparable of its achievements before and after the implementation of KFA.		
11	Output		
	a	Time Saving (Reduce time)	Not relevant
	b	Cost Saving	Not relevant
	c	Increase in Output	Not relevant
	d	Reduce Number of Work Processes	Not relevant
	e	Man-hours	Not relevant
12	Outcome		
	a	Increase in Revenue	Not relevant
	b	Increase in Productivity	Not relevant
	c	Beneficiaries(Number of People Benefiting)	7,000
	d	Increase in Quality(Reduce in Defect/Rework)	Not relevant
13	Impact		
	a	Impact on Stakeholders	100%
	b	Impact on Organization	100%
	c	Impact on Society	100%
	d	Sustainability	100%
	e	Value Creation	100%
14	Top Management Commitment		
	a	Personal Involvement by Head of Department	100%
15	Creativity and Innovativeness		
	a	Creative Optimization of Resources	100%
	b	Significant Change Observed	80%
FEEDBACK FROM THE RAKYAT			
Satisfaction and require more information on IT			

Appendix B

Details of the 10 Meta Data Fields

1. Completeness of KFA project:

Code 99=missing information/cannot determine, 1=terminated, 2=in progress, 3=completed

2. Objective:

Decide if the "Objective" is clear and understandable even if a lay person is to read it, potentially quantifiable, and of high value to Sarawak Economy.

• Clarity: 5=very clear and understandable, 1= not clear at all, 99=missing info/cannot determine

• Quantifiable: 5= potentially quantifiable, 1= not quantifiable at all, 99=missing info/cannot determine

3. Type of KFA: KFA is Prospective, Proactive, Responsive or Reactive

Code 1=Prospective, 2=Proactive, 3=Responsive, 4=Reactive, 99=missing info/cannot determine

4. Type of Outcome:

Code 1=enhancing efficiency, 2=greater reliability, 3=cost reduction, 4=service delivery/ service quality improvement, 5=infrastructural improvements, 6=policy improvement, 7=New Capability delivery, 8=Others (to be discussed), 99=missing info/cannot determine

5. Count of Outcomes:

Count number of outcomes stated.

6. Key Performance Indicator:

Code 1 = KPI easy to observe, e.g. utilizing existing measures, or on quantifiable/ measurable indicators, 2=KPI relies on subjective indicators, 3= KPI requires indicators that need to be further defined, 99=missing info/ cannot determine

7 & 8. Impact: Decide if the impact is internally consistent and logical, i.e. if the KFA outcomes are achieved, it should lead to the desired impact

• Logical: 5=high connection between KFA outcomes and stated impact; 1=no connection at all,99=missing info/cannot determine

• Code Nature of Impact: 1= is short-lived, requires continued investments, 2=is long-lived, requires occasional investments of effort, 3= is self-generating, does not require much further intervention.

9. Working Group Analysis:

Size: Count the size of working group members

10. Type of Organization:

Code 1= 'Departments', 2= 'Units', 3= 'Ministries', 4= 'Statutory Bodies & GLCs', 5= 'Local Authorities', 6= 'Resident Offices'

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