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Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme

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Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme

IMI Analysis Report: Institutional Assessment of Community Institutions 2018

Table of Contents

Contents

Executive Summary 6
1. Introduction 8
2. The Institutional Assessment Survey 8
3. Results of the Institutional Assessment Survey 11
3.1. Background Information about the sample CIs and their Members 11
3.1.1. Community Organisations (COs) 11
3.1.2. Village Organisations (VOs) 11
3.1.3. Local Support Organisations (LSOs) 12
3.2. Participation in Assessment 12
3.2.1. CO Participation 13
3.2.2. VO Participation 13
3.2.3. LSO Participation 13
3.3. Record Keeping 13
3.3.1. CO Record-keeping 13
3.3.2. VO Record-keeping 14
3.3.3. LSO Record-Keeping 15
3.4. Leadership 16
3.4.1. CO Leadership 16
3.4.2. VO Leadership 17
3.4.3. LSO Leadership 18
3.5. Development Activities 19
3.5.1. CO Development Activities 19
3.5.2. VO Development Activities 21
3.5.3. LSO Development Activities 23
3.6. The Institutional Development Ranking 24
3.6.1. Overall Summary of the IMI results 25
3.6.2. Summary of the IMI results for the COs 26
3.6.3. Summary of the IMI results for the VOs 28
3.6.4. Summary of the IMI results for the LSOs 32
3.7. RSP Support 36
3.7.1. RSP Support for COs 36
3.7.2. RSP Support for VOs 36
3.7.3. RSP Support for LSOs 37
4. Factors Affecting Institutional Maturity Index Score 38
5. Recommendations and Next steps 40

List of Tables

Table 1: Sample community institutions for IMI (2017-18) 10
Table 2: Status of COs Record Keeping 14
Table 3 Status of VOs Record Keeping 14
Table 4: Status of LSOs Record Keeping 16
Table 5: COs Achievements in Social Sector Indicators 20
Table 6: Average Savings per CO 21
Table 7: VOs' achievements in social sector indicators 22
Table 8: LSOs achievements in social sector indicators 23
Table 9: Number of COs by IMI score bands and districts 26
Table 10: % score obtained by COs in each domain of IMI by RSP and districts 27
Table 11: Score wise number of COs on Institutional Assessment Indicators 27
Table 12: Number of VOs by IMI score bands and districts 29
Table 13: % score obtained by VOs in each domain of IMI by RSP and districts 30
Table 14: Score wise number of VOs on Institutional Assessment Indicators 31
Table 15: Number of LSO by IMI score bands and districts 32
Table 16: % score obtained by LSOs in each domain of IMI by RSP and districts 33
Table 17: Score wise number of LSOs on Institutional Assessment Indicators 34
Table 18: Quality of Discussion during the FGD for the IMI exercise 36
Table 19: Quality of Discussion during the FGD for the IMI exercise 37
Table 20: Quality of Discussion during the FGD for the IMI exercise 38
Table 21: Regression analysis 39
Table 22: Correlation Analysis 39

List of Figures

Figure 1: Organisation Assessment Model 9
Figure 2: Overall Distribution of community institutions by Institutional Assessment Score - % 25

Executive Summary

Social mobilisation comprises an intensive endeavour in the SUCCESS programme. As of January 2018 a total of 462,244 households represented by their woman members have been mobilised into 24,473 Community Organizations (COs), 2,648 village organisations (VOs) and 187 Local Support Organisations (LSOs). This report presents the results of the Institutional Maturity Index (IMI) survey that covered 239 community institutions including 30 LSOs, 68 VOs and 141 COs from the eight programme districts of the SUCCESS programme.

The aim of the IMI survey was to assess the strengths and weakness of these community institutions and thus identify areas where these institutions will need support. The assessment of the community institutions was analysed in terms of their organisational motivation, performance and capacity. In addition, the assessment also looked into the impact of external factors on the performance of community institutions. The data was collected by the M&E officers based at the district level and supervised by Monitoring & Evaluation Mangers of Rural Support Programmes (RSPs).

The results show overwhelming success of the community institutions in terms of the inclusion of the households in the lower bands of the poverty score card - below 23 as well as over 60% of one of leadership (either president or manager) are from the poor households. Over 80% of the mobilised women do unpaid domestic chores. Finding a literate woman becomes relatively easier at the LSO level as 25% of the general body members are literate. Whereas, only 6% women are literate in COs. This also means education level helps upward mobility and participation among the rural women with literate women more likely to excel by joining high tier community institutions. Low literacy among the community leaders put a challenge in keeping the CO records updated.

Almost all COs run a savings programme, and most of the savings are used for health emergencies through internal borrowing among members.

The results confirm that mobility of women is relatively easier for older women as per dominant social norms. Despite youth bulge in the country and more so in the rural population, the programme appears to attract relatively older women on the whole and in particular at the LSO level. Older women, between 31 to 60 years comprise three fourth of the LSO membership. However, along with age, this could be due to the difference in exposure levels of the LSO members. Among the executive members of the LSOs, 50% of the members have received some kind of training through other organisation. Younger members of the LSOs comprise might replace these older ones in the future if the LSOs conduct annual elections. Currently 17% of the sample LSOs conducting annual elections.

Interconnectivity, mutual accountability among the various tiers of community institutions and linkages with other service providers is key for sustainability of the community institutions. The IMI survey results show that 80% of the LSOs do share their progress with the respective VOs. Out of which almost half (47%) of the LSOs share their progress

informally not as a formal agenda in their monthly meetings. LSOs struggling create formal linkages with government departments. As per the results, only 2 LSOs submitted any resolution to any government department while in the same period, 18 LSOs submitted different resolutions to RSPs.

Through self-help initiatives, implementing 21 out of 24 resolutions, LSOs have been successful in addressing a number of issues of public interest such as tree plantation, issuance of CNICs, enrolment of out of school children in schools and women and children immunisation.

The survey results also provide an opportunity for mutual learning among the RSPs. TRDP is ahead of the two other RSPs. In all of the three tier community institutions formed under the SUCCESS programme; COs, VOs and LSOs, the community institutions fostered by TRDP perform better followed by SRSO and then NRSP in all indicators of the IMI index.

The IMI results of the three community institutions show a worrying picture with each of them having less than 50% maturity. On the other hand, the report also provides an opportunity for course correction for RSPs to undertake a deep introspection to take appropriate steps. For example, the report identifies district Dadu having most of the LSOs relatively scoring high on the index and district Sujawal having scoring least. Since the sample covers all the eight programme districts, the report gives a room for a dialogue with the RSP staff at each district and taluka levels how to improve the maturity scorings of these community institutions.

Overall the community institutions were categorised as : D, Below 25% score ; C, 25% to 50% score; B, 50% to 75% score ; A, over 75% score on the IMI Index.

Overall the trend shows a normal distribution with no community institution falling in the highest “A” category and very few (only 4% VOs) in the lowest category.
A high proportion of COs (almost half) as compared to VOs and LSOs fall in category “B”. This is probably due to the reason that the COs were formed earlier than VOs and LSOs thus, VOs and LSOs would need more time to move up the institutional development ladder.

The report identifies the institutional strength and weakness areas and calls for corrective action by RSPs and community institutions. The social mobilisation unit teams should be strengthened with adequate human and financial resources and then monitored closely. These teams must invest their time in quality conversations and dialogues to inspire these rural women to take charge of their lives and of the decisions that affect them. At the policy level, the government line department needs to use these community institutions as conduit to deliver their services and supplies to the poor communities. Formal linkages with government departments will also contribute in maturity and sustainability of the community institutions.

1. Introduction

Building communities' institutional capacities and social capital is the central piece of the RSPs' Social Mobilisation approach that the EU funded SUCCESS programme is built upon. The aim is to bring the poor and women in organised fold and to upgrade their managerial, productive and cooperative skills so that these organisations of women actively participate in their development process. The need to fill this institutional gap is well established in the recommendations of Independent South Asian Commission on Poverty Alleviation (ISACPA) 1991 report "*The centre-piece of a policy framework for poverty alleviation has to be the mobilisation of the poor in order to enable them to participate directly in the decisions that affect their lives and prospects*".

It is explicit in this recommendation of the commission that the poor communities face an organisational gap. To fill this institutional gap the RSPs in Pakistan have developed a three tiered social mobilisation approach and fostered a wide network of community institutions. Community Organisations (COs) form the foundation of this three tiered institutional framework of communities. Each CO is a neighbourhood level institution of 15-20 member households. In the second tier COs are federated into Village Organisations (VOs) for planning and coordination at the village level. At the third tier, representatives from all VOs in a Union Council (UC) form a Local Support Organisation (LSO). LSO is a platform to create linkages with government line department and other development organisation to facilitate service delivery to the poor people efficiently and advocate the cause of community development.

The EU funded SUCCESS programme is exclusively working with rural women of Sindh to foster this three trier social mobilisation structure in eight districts of Sindh. The programme aims to mobilise 770,000 women into 32,000 COs, 3200 VOs and 316 LSOs during five year of the project (2016-2021). As of Jan 2018 a total of 462,244 households represented by their woman members have been mobilised into 24,473 COs, 2,648 VOs and 187 LSO.

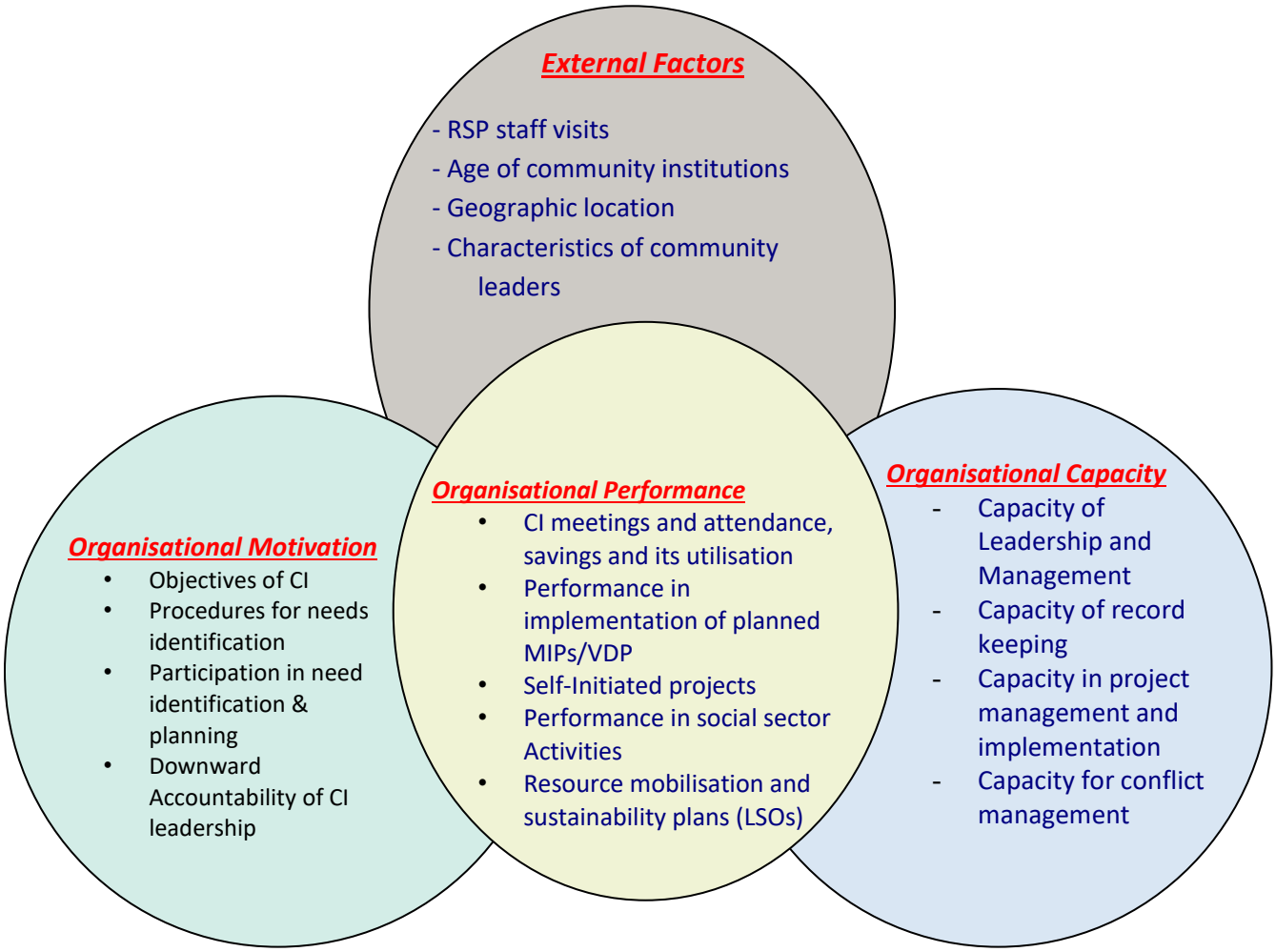
It is only useful if these network of community institutions are active, functional and working effectively for the purpose these are formed. The monitoring and evaluation framework of SUCCESS thus envisages an annual Institutional Maturity Survey of these community institutions. The purpose of this survey to assess the strengths and weakness of these community institutions and identify capacity areas where these institutions will need capacity building. The RSPs can then devise their institutional development activities to fill these gaps. A sample based annual survey of the COs/VOs/LSOs to continually inform the community institutions, implementing staff and other key stakeholders about the institutional development status of community institutions. This report presents the first annual survey of community institutions formed as of Jan 2018. Section 2 presents the survey approach and methodology and section presents the results of the survey.

2. The Institutional Assessment Survey

The institutional assessment survey uses the Institutional Maturity Index (IMI) tools developed and used by RSPs and RSPN in the past with some refinement using **the Universalia**

Institutional and Organisational Assessment Model (IOA Model – 1995). This includes 15 - 18 institutional maturity indicators in three key institutional domains: Organisational motivation, Organisational performance and Organisational capacity. For each indicator responses are ranked between zero and three. All of these indicators are focused on the community institutions strength and weakness, however in addition to this some external variables (e.g. age of community institution, RSPs support, Characteristics of community leaders) were added to see what is the effect of these external variables on the community institutions' maturity score. A graphic presentation of the model is presented in Figure 1:

Figure 1: Organisation Assessment Model



The Institutional Assessment Survey of Community institutions covered a sample of 239 Community Institutions with 113 from NRSP, 70 from SRSO and 56 from TRDP: 30 LSOs, 68 VOs and 141 COs. The sample includes all the 8 programme districts of SUCCESS. The sample community institutions were selected using the following process:

Stage 1: Selection of LSOs in each District: 3-5 LSOs randomly selected from each SUCCESS programme district with a total sample of 30 LSOs

Stage 2: Selection of VOs: Within each selected LSOs at the first step, at least two VOs selected at random.

Stage 3: Selection of COs: Within each selected VO at the second step, at least two COs selected at random.

In district Tando Allahyar RSPN is working in two union councils for a research component. A separate IMI was launched at these two UC by the research team we have included that sample in the report for the purpose of analysis. Thus in Tando Allayar the sample is larger (additional 8 VOs and 20 COs) than other districts.

The sample community institutions are presented in Table 1.

Table 1: Sample community institutions for IMI (2017-18)

RSP	District	LSOs	VOs	COs	Total CIs
NRSP	Matiari	3	6	12	21
	Sujawal	3	6	12	21
	Tando Allahyar	3	14	32	49
	Tando Muhammad Khan	3	6	13	22
SRSO	Kamber Shahdadkot	5	10	20	35
	Larkana	5	10	20	35
TRDP	Dadu	5	10	20	35
	Jamshoro	3	6	12	21
Grand Total		30	68	141	239

Data was collected using a detailed questionnaire on an android application, which was completed in discussion with a focus group of community institution members, and cross-checked wherever possible against the community institution's written records. The data was collected by the M&E officers based at the district level and supervised by M&E Mangers of RSPs.

After identification data, the first section of the questionnaire recorded factual details about the community institution and its activities. In the second section, the response of the participants ranked the community institution's institutional development against 15-18 indicators on a four-point scale (0-3). Section 3 recorded data on RSP support to the community institutions, and community institution member opinions about that support. M&E officers were also asked to give, confidentially, their personal assessment of the quality of the focus group discussion. The IMI tool and guidelines were developed by RSPN in consultation with RSP team and are available at https://success.org.pk/wp-content/uploads/2018/07/Tools-to-Conduct-the-IMI-Survey.pdf .

3. Results of the Institutional Assessment Survey

The results of the survey are presented separately for each type of community institutions starting with Community Organisations (COs) followed by Village Organisations (VOs) and then Local Support Organisations (LSOs) under the following headings.

- Background Information about the sample CIs and their Members
- Participation in Assessment
- Record Keeping
- Leadership
- Development Activities
- The Institutional Development Ranking
- RSP Support

3.1. Background Information about the sample CIs and their Members

3.1.1. Community Organisations (COs)

Age: The average age of the COs in the sample is 15 months with the earliest seven COs in the sample were formed 20 months ago in SRSO districts and one in NRSP district, and the youngest CO formed 4 months ago in SRSO district Larkana.

Membership: Overall the 141 sample COs have 2,695 members. There are on average 19 members per CO. RSP-wise, in NRSP the average number of members per CO is 20, while for SRSO and TRDP the average number of members per CO is 17.

Members' profile:

- 63% of the members of the sample CO fall in the age bracket of 31 to 60 years followed by 32% in the age of 18 to 30 years and 5% above 60 years.
- 68.6% of the CO members fall in the poverty score of 0-23.
- 87.7% of the members do household work (housewives) and 1.1% are labour, five members either do government or private jobs, 8.5% work as off-farm skilled/un-skilled workers, while the rest are not working, and only two members are looking for work.
- 93.7% members are not literate, while 5% have received education less than 10^{th} grade, and only 30 members from the CO sample have received education till 10^{th} grade or above.
- 91% of the members are married, 6% are widows, 2% single and the rest 1% are either divorced or separated.

3.1.2. Village Organisations (VOs)

Age: The average age of VOs in the sample is 13 months with the earliest four VO in the sample was formed 17 months ago in NRSP districts and the latest four formed 7 months ago in SRSO districts.

Membership: Overall the 68 sample VOs have 1,056 members representing 533 COs. Each of the sample VO has on average 15 members. However, there are significant differences between the different RSPs. In NRSP and TRDP, VO has on average 18 members, while in SRSO the average number of members per sample VO is 10.

Members' profile:

- About 80% of the members of the sample VOs fall in the age bracket of 31 to 60 years followed by 17% in the age of 18 to 30 years and 3% above 60 years.
- Around two-third of the VO members fall in the poverty score of 0-23.
- 85% of the members do household work, while 1% are farm labour, and around 12% are off-farm skilled/unskilled workers. Out of the rest of the 2%, one member has her own business, five are doing government job, 13 are not working, and one member is a student.
- Majority of the members of the sample VOs, around 88%, are not literate, while around 8% have received education less than 10th grade and 3% have received education grade 10th and above.
- 90% of the members of the sample VOs are married, 7% are widows, 2% single and only 3 members are divorced.

Status of registration/notification and bank accounts: Less than half (30) VOs do not have a bank account.

3.1.3. Local Support Organisations (LSOs)

Age: The average age of LSOs in the sample is 8 months with the earliest 4 LSOs in the sample were formed 15 months ago in NRSP districts and latest LSO was formed 6 months ago in SRSO districts.

Membership: Overall the 30 sample LSOs have 767 general body members representing 286 VOs and 2,296 COs. Each of the sample LSO has on average 26 general body members, and 8 executive committee members. However, there are significant differences between the different RSPs. In NRSP, LSO has on average 27 general body members and 11 executive committee members. In SRSO the average LSO has 20 general body members and 6 executive committee members. In TRDP the on average an LSO has 29 general body members and 7 executive committee members.

Members' profile:

- Three fourth of the general body members of the sample LSOs fall in the age bracket of 31 to 60 years followed by 22% in the age of 18 to 30 years and 3% above 60 years.
- Two third of the LSO general body members fall in the poverty score of 0-23. 84% of the members do household work and 10% are labour, around 1% government or private jobs.
- Three fourth of the general body members are not literate, around 15% got education less than 10th grade and 10% have got education grade 10th and above.
- 87% of the general body members are married, 7% are widows, 4% single and 3 percent are divorced.

Status of registration/notification and bank accounts: Except one rest of the sample LSOs have been notified by the deputy commissioner and except 6 rest of the LSOs have bank accounts.

3.2. Participation in Assessment

The survey team were asked to try to get as many members as possible to attend the Focus Group Discussion (FGD) to do assessment of their respective community institutions.

3.2.1. CO Participation

On average 14 women attended FGDs. District Dadu, Jamshoro and Larkana had the lowest attendance from the CO members who participated in the IMI assessment. However, out of the RSPs, TRDP had the lowest participation from the members at 11 members on average from 32 sample COs, while NRSP had the highest participation of 20 members on average from 69 sample COs.

3.2.2. VO Participation

On average 13 women attended the FGDs. District Jamshoro, Larkana and Suajwal had the lowest participation (6 members), while Dadu had the highest participation (24 members). However, out of the RSPs, SRSO had the lowest participation from the members at 11 members on average from 20 sample VOs, while NRSP had the highest participation of 15 members on average from 32 sample VOs.

3.2.3. LSO Participation

On average 16 women attended the FGD, which is 96% of the average general body members. Attendance was lowest as a proportion of the membership at LSO from Dadu (TRDP) with 55%.

3.3. Record Keeping

The community institutions records were reviewed against the list recommended in the Programme Implementation Manual (PIM) of the SUCCESS programme. The results were as follows:

3.3.1. CO Record-keeping

- 140 out of 141 sample COs were able to show the attendance record, and all of the COs had the proceeding (karwai) records. However, through the comments of the surveyor it is gauged that a number of COs need to improve their record-keeping, and there is at least one CO in TRDP district Jamshoro that is not maintaining the record-keeping as per instructions in the PIM. 62 out of 141 sample COs (44%) have not been maintaining the progress in their record-keeping, and except for two COs, all other COs have been recommended to improve their record-keeping to track the progress by the surveyors.
- 127 out of 141 (90%) of COs had their Micro Investment Plans (MIPs) developed and their records were available. 14 COs have not filled MIPs of their members.
- 139 out of 141 sample COs have savings programme, however, either majority of them are not being recorded regularly in the book, or the maintenance of record-keeping needs improvement.
- The survey team was asked to give an assessment of the quality of the record-keeping for those where the record existed. Overall, on average 8% were classed as Good, 42% Fair and 51% as Poor. The details are presented in Table 2.

Table 2: Status of COs Record Keeping

Records	Number of COs (N = 141)						
	Record Exists?			Record Quality			
	Yes	No	N/A	Good	Fair	Not Good	N/A
1. Proceedings/ Karwai Register	141	-	-	5	53	82	1
2. Attendance Record	140	1	-	11	65	65	-
3. Savings Record	139	2	-	13	69	56	3
4. Micro Investment Plan	127	13	1	11	39	85	6
5. CO Monthly Progress Report	79	62	-	8	48	23	62
6. CO Resolution for Joining a VO	131	9	1	11	35	88	7

3.3.2. VO Record-keeping

- 66 out of 68 sample VOs (97%) were able to show the proceeding (karwai) records, however, only 75% of the VOs were able to show the attendance record.
- 55 VOs (81%) had their Village Development Plans (VDPs) prepared and their records were available at the time of the visit, however around 60% of the VDPs' quality was marked as poor.
- As very few interventions such as CIF, IGG and CPI have started and the disbursement is also being done at the LSO level, only a few VOs have entries or any other records related to financial records: cash book, bank book, general ledger, Bank reconciliation statement, trail balance and one or two VOs have records related to CIF.
- The survey team was asked to give an assessment of the quality of the records keeping for those where the record existed. Overall, on average 72% were classed as Good, 13% Fair and 15% as Poor. The details are presented in Table 3.

Table 3 Status of VOs Record Keeping

Records	Number of VOs (n=68)					
	Record Exists?			Record Quality		
	Yes	No	N/A	Good	Fair	Not Good
Proceedings and Financial Records						
1. Proceedings/ Karwai Register	66	2	0	2	19	45
2. Attendance Record	51	11	6	10	17	24
3. Savings Record (CO Savings Pooling at VO's Bank A/C)	16	23	29	10	6	0
4. Cash-books	11	38	19	9	2	0
5. General Ledger	10	34	24	10	0	0
6. CIF Register	1	25	42	1	0	0

7. Bank Receipts	6	33	29	6	0	0
8. VDPs	55	11	2	3	11	41
9. VO Resolution for joining LSO	57	9	2	4	8	45
CIF Records						
1. CIF Appraisal Form	1	27	40	1	0	0
2. Community Institution's CIF Beneficiary Approval Checklist	3	23	42	3	0	0
3. CIF record register of disbursement and recovery	1	25	42	1	0	0
4. CIF Passbooks issued to all clients	1	24	43	1	0	0
5. Monthly CIF Progress Report	0	28	40	0	0	0
6. CIF Beneficiary Tracking Sheet	1	25	42	1	0	0
7. Income/profit from CIF	1	26	41	1	0	0
8. Processing fee record	1	27	40	1	0	0
9. Basic Information about Government Offices/Buildings in UC	0	47	21	0	0	0
10. List of CRPs	29	24	15	20	7	2
11. Monthly report of CRP	23	34	11	10	13	0

3.3.3. LSO Record-Keeping

- 25 out of 30 sample LSOs – 83%-, LSOs were able to show the attendance and proceeding (karwai) records, in one LSO these registers were not provided by the RSP yet.
- 19 out of 30 (63%) of LSOs had their Union Council Development Plan prepared and their records were available at the time of the visit to the LSOs.
- Less than one third of the LSOs had entries any other records and most of them are related to financial records: cash book, bank book, general ledger, Bank reconciliation statement, trail balance and records related to CIF.
- The survey team was asked to give an assessment of the quality of the records keeping for those where the record existed. Overall, on average 60% were classed as Good, 33% Fair and 7% as Poor. The details are presented in Table 4.

Table 4: Status of LSOs Record Keeping

Records	Number of LSOs (n=30)					
	Record Exists?			Record Quality		
	Yes	No	N/A	Good	Fair	Not Good
Proceedings and Financial Records						
1. Attendance Record	25	4	1	19	6	0
2. Proceedings/ Karwai Register	25	4	1	23	2	0
3. UCDP	19	11	0	13	6	0
4. LSO Monthly Progress Report	11	19	0	4	7	0
5. Cash Book	4	19	7	4	0	0
6. Bank Book	7	16	7	7	0	0
7. General Ledger	9	14	7	7	1	1
8. Bank Reconciliation Statement	8	14	8	6	1	1
9. Trial Balance	7	15	8	5	1	1
10. LSO Resolution for Joining LSO Network	8	12	10	8	0	0
CIF Records						
1. CIF Appraisal form (of eligible households)	5	15	10	3	2	0
2. Community Institution's CIF Beneficiary Approval Checklist	4	12	14	1	3	0
3. CIF record register of disbursement and recovery	5	13	12	3	2	0
4. CIF Passbooks issued to all clients	3	16	11	3	0	0
5. Monthly CIF Progress Report	1	18	11	0	1	0
6. CIF Beneficiary Tracking Sheet	3	14	13	1	2	0
7. Income/profit from CIF	1	17	12	0	0	1
8. Processing fee record	4	14	12	3	1	0
9. Basic Information about Government Offices/Buildings in UC	1	25	4	0	1	0
10. List of CRPs	21	9	0	12	8	1

3.4. Leadership

Each of the community institution is led by a President/Chairperson or Manager/secretary selected by the community institutions. This section sums up the characteristics of the two leaders:

3.4.1. CO Leadership

- Presidents are usually older (77% between 30 and 60 years) and nine members even older than 60 years. The Managers are younger (73% between 18 and 30 years), and five Managers are over 60 years.

- Higher proportion of Managers and presidents are among the poor households with 72% of Managers and 68.7% of presidents having PSC 0-23.
- 89% of Presidents and 85% of Managers in the CO are not literate, while only three of the Presidents and six of the Managers have matriculate level education and above.
- 84% of CO Presidents and 87% of CO Managers do household work (housewives). One President as well as one Manager is a farm labourer, one President and three Managers reported as not working, one President is looking for work, while the rest are off-farm skilled and un-skilled workers.
- In 2 out of 141 COs, the office holders (President and Manager) and some other CO members have received community management skills training (CMST), while 77% of the COs said that both, President and Manager have received CMST, and the rest of the COs (21%) said that either the President or the Manager have received the CMST, not both.
- In 98% of COs the Presidents and Managers are elected or selected by the members once only, only 2% reported the will conduct annual elections.

As part of accountability the participants of FGD during the CO assessment were asked whether the CO systematically shares its monthly progress with their members and with the VO it is a member of, in 27% of the COs they said the CO is not sharing the monthly progress with their members and with the VOs. 54.6% of the COs have an informal mechanism of sharing the monthly progress of CO with its members and with the VOs. 16% said the CO has a formal mechanism of sharing the monthly progress of the CO with its members, while only 2% of the COs have formal mechanism of sharing the monthly progress with all of its members and the VO it is a member of (for example an agenda item in the CO and VO monthly meeting).

3.4.2. VO Leadership

- A majority of the Presidents (84%) and Managers (93%) fall in the age bracket of 30 and 60 years, while 8.8% of the Presidents/Chairpersons and 28% of Managers are between 18 and 30 years. 3 Presidents are even older than 60 years.
- A higher proportion of Presidents are among the poor households with 72% of them having PSC 0-23, than the 51.4% of the Managers coming from poor households.
- 10% of the Presidents and 8% Managers have matriculate level education or above. However, 78% Presidents and 71% of Managers are not literate.
- 87% of VO Presidents and 85% of Managers do household work (housewives). 1 VO Manager is a student, while 1 VO Manager has a government job.
- In 17.6% of the VOs, only one VO leader has received leadership management skills training (LMST), while in 82% of the VOs both, President and Manager received LMST.
- In 99% of VOs the office holders were elected or selected by consensus by the VO members once only and in 1 VO the members are conducting annual elections/selection by consensus of general-body and its records being maintained.

As part of accountability the participants of FGD during the VO assessment were asked whether the VO systematically shares its monthly progress with their member COs and with the LSO it is member of. In 28% VOs the participants said the VO is not sharing the monthly progress of VO to their member COs, and with the LSO it is a member of. 51% of the VO has an informal mechanism of sharing the monthly progress with its member COs, and with the LSO it is a member of. 19% said the VO has a formal mechanism of sharing the monthly progress only with its member COs (for example an agenda item in the VO monthly meeting), and 1% of the VO has a formal mechanism of sharing the monthly progress with its member COs, and with the LSO it is a member of (for example an agenda item in the VO and LSO monthly meeting).

3.4.3. LSO Leadership

- Presidents/Chairpersons are usually older (63% between 30 and 60 years) and one even over 60 years than General Secretaries/Managers (43% between 18 and 30 years), one president is over 60 years.
- Higher proportion of General Secretaries/Managers are among the poor households with 66.7% of them having PSC 0-23 than 36.7% of Presidents/Chair persons coming from poor households.
- In 30% of LSOs both leaders are not literate, in 23% of the LSO any one of the leaders is literate and in 47 % of the LSOs both of leaders are literate. 33% of LSO Presidents/Chairpersons and 40% of LSO General Secretaries/Managers have matriculate level education or above. An equal proportion of both leaders 43% are not literate.
- 83% of LSO Presidents/Chairpersons and 73% of LSO General Secretaries/Managers do household work (housewives). 3 (10%) of LSO general secretaries are looking for work and one of the LSO president have a government job and rest of them are farm labour.
- 20% of the LSOs the LSO leaders have not received the LMST training yet. In some 53% LSOs the LSO leaders have been given the LMST and in 27% LSOs the LSO leaders received LMST and up to 50% other executive committee members received other trainings in need-based thematic areas (for instance, Gender, Disaster preparedness, Nutrition, Local governance, etc. organised by GoS/RSP/NGOs/INGOs/).
- In 83% of LSOs the LSOs' executive committee members elected or selected by LSO general-body member once only and 17% LSOs the LSOs are conducting annual elections/selection by consensus of general-body and its records being maintained.

As the generations change, it is possible that younger office bearers are more likely to have higher levels of education; and less likely to follow the traditional occupations of housework. Both these changes might affect the institutional capacities of a LSO. Statistical analysis supports the first idea. LSOs' general body and executive body members less than 31 years old are more likely to be matriculate or above (25%) than those members having age over 30 years (6%). Similarly 51% of LSO members having age less than 31 years are not literate as compared to 82% not literate with age over 30 years. However, age does not appear to affect the office bearer's occupation: housework remain equally dominant occupation between the two age groups.

Though none of the LSO reported that their executive body members' selection was either influenced by the RSP staff or local influential however, only 17% reported that they have annual elections for selection of the executive body and LSO leaders. It is pertinent that all the LSOs should have the process of regular elections in place as part of their democratic and accountability process.

As part of accountability the participants of FGD during the LSO assessment were asked whether the LSO systematically shares its monthly progress of LSO with their member VOs. In 20% of the sample LSOs they said the LSOs don't share their monthly progress with their member VOs, 53% of the sample LSOs reported that have an informal mechanism of sharing the monthly progress of LSO to its member VOs and 27% LSOs reported that the LSOs have a formal mechanism of sharing the monthly progress of LSO with some of its member VOs (For example an agenda item in the VO monthly meeting). However all the LSOs need to have a formal mechanism of sharing the monthly progress of LSO with all of its member VOs (For example an agenda item in the VO monthly meeting).

3.5. Development Activities

One of the key activities under SUCCESS is to integrate awareness sessions as part of the social mobilisation process. This is done through engaging and training local Community Resource Persons (CRPs), who conduct awareness sessions of critical social sector issue in the regular meetings of the community institutions especially in COs and VOs. A dedicated awareness toolkit "Community Awareness Toolkit (CAT)" has been developed with 12 sessions focusing on the following topics:

1. Maternal and Neo-natal Health
2. Course of Vaccinations and Prevention from Diarrhoea and Pneumonia
3. Birth Spacing and its Benefits
4. Nutrition
5. HIV/AIDS
6. Cleanliness
7. Water and Sanitation
8. Education
9. Disaster Risk Reduction
10. Civic rights
11. Registration (CNIC, birth certificate, marriage certificate, etc.)
12. Pollution and Climate Change

Each VO has a CRP and the CRP is responsible to take awareness session on one of the above topics in the CO monthly meeting and prepare a progress report on the key indicators listed in Table 3. The leaders of COs are now requested to present their progress at the VO monthly meetings and VOs will further share it at LSO monthly meeting. The LSOs then consolidate the progress on these indicators at the union council level.

3.5.1. CO Development Activities

Table 5 presents the achievements of the sample COs on in the social sector.

Table 5: COs Achievements in Social Sector Indicators

Indicators	Number of COs reported	Total Achievement	Average/CO
No of session taken by CRPs	86	394	4.6
No. of deliveries took place through skilled birth attendant or at health facility (public or private)	68	438	6.4
No. of CO member households that have vaccination cards for their children (0-23 months)	88	862	9.8
No. of CO member households that have latrines in their homes	49	275	5.6
No. of eligible (above 18 years of age) women and men from CO member households with CNICs	92	2,114	23
No. of married couples from CO member households with marriage certificates	27	116	4.3
No. of children (5-12 years) from CO member households enrolled in school	86	2,085	24.2
No. of CO members who are aware of at least four basic human rights	51	466	9.13
No. of children (boys and girls) from CO member households with birth registration	12	78	6.5
No. of forest/fruit trees planted by CO member households	47	776	16.5
No. of CO members registered as voters	86	2,087	24.26
Total number of CO members treated from Micro Health Insurance Cards	48	150	3.1

CO Savings: As part of the social mobilisation process each CO should have a saving programme. The main purpose of the saving programme is to inculcate the habit of savings among its members and also to generate local capital. For members the saving is voluntary and each member can do saving with CO according to their financial capacity. The members can deposit and withdraw their savings anytime. The RSP SMT briefs the community members about the importance and benefits of saving and practical ways of doing savings and utilising savings.

Except 4 COs in Larkana, 5 in Tando Allahyar and 2 COs in Jamshoro rest of the sample COs [130 out of 141 (90%)] have started savings programme. The overall average saving per CO is Rs. 6,892 with the highest average of Rs. 16,768 in Kambar Shadadkot and lowest average of Rs. 2,063 in Tando Muhammad Khan. The district wise average is presented in Table 6.

Table 6: Average Savings per CO

RSPs	Total Sample COs	Number of COs having Savings	Total Savings (PKR)	Average Saving per CO (PKR)
NRSP	**69**	**64**	**265,775**	**3,852**
Matiari	12	12	36,080	3,007
Sujawal	12	12	103,940	8,662
Tando Allahyar	32	27	98,930	3,092
Tando Muhammad Khan	13	13	26,825	2,063
SRSO	**40**	**36**	**550,905**	**13,773**
Kamber Shahdadkot	20	20	335,365	16,768
Larkana	20	16	215,540	10,777
TRDP	**32**	**30**	**115,600**	**3,613**
Dadu	20	20	46,910	2,346
Jamshoro	12	10	68,690	5,724
Grand Total	**141**	**130**	**932,280**	**6,612**

A majority of the participants said that the savings are being utilised in cases of health and medical emergencies, be it accidents, surgeries, or pre-post-natal care. However, one participant said that the saving was utilised for maintenance of house, and another claimed to have used it for establishing a small enterprise.

CO Micro Investment Plans: Once the CO is formed it develops a Micro Investment Plan (MIP) for each of its Member households. As poverty exists at household level planning for poverty reduction must be focused at this level. The MIPs help the members identify their development opportunities and challenges, while suggesting realistic plans to help resolve them. The MIPs focus on self-reliant planning keeping in view the members' own conditions and resources instead of only focusing upon the help they expect from RSPs.

From the sample COs surveyed, a majority of the COs (89%) have prepared MIPs for their members, while 54% have also prepared CO resolution on priority needs for incorporation in the Village Development Plan (VDP) and have submitted the resolution in the last one year.

3.5.2. VO Development Activities

The VOs start their development activities with preparation of Village Development Plan (VDP), which is based on the MIPs of the CO members. This plan mainly identifies three type of activities (1) activities that the VOs do through self-help, (2) activities planned and implemented with the help of RSP and (3) activities that need government and other development organisation support. Of the sample VOs that were surveyed.

The resolution from the COs on their priority needs for interventions, especially Community Physical Infrastructure (CPI), are included in the VDP. The intervention of CPI, while may be identified by the members in their priority needs is to be carried out at the village level.

Of the sample VOs, 91% of the VOs have prepared their VDPs and once formulated these VDPs are translated into resolutions that the VOs have submitted to the RSPs, Government, or for self-help initiatives. The summary of the resolutions is below:

- 17 VOs passed 76 resolutions for self-help activities and 61 resolutions have been approved and activities have started including tree plantation campaign, registration for CNICs, enrolment of out of school children in schools and immunisation of children and women.
- 64 VOs have submitted 177 resolutions to their respective RSPs for interventions, and out of these 25 VOs in total have started one or more than one intervention of CIF, IGG, MHI and CPI. There is one VO from TRDP district Jamshoro that has submitted 10 resolutions and eight of the resolutions have been approved and interventions have started.
- 5 VOs submitted 10 resolutions to district governments and 3 resolutions have been approved, and 1 VO submitted a resolution to the elected representative, but has not received a response yet.

Table 7 shows the achievements of VOs in Social Sector Indicators.

Table 7: VOs' achievements in social sector indicators

Indicators	Number of VOs reported	Total	Average/VO
No of CRPs working with the VOs	52	79	1.5
No of session taken by CRPs	38	334	8.8
No. of deliveries took place through skilled birth attendant or at health facility (public or private)	31	940	30.2
No. of VO member households that have vaccination cards for their children (0-23 months)	38	5,056	133
No. of VO member households that have latrines in their homes	33	607	18.4
No. of eligible (above 18 years of age) women and men from VO member households with CNICs	38	6,094	160.3
No. of married couples from VO member households with marriage certificates	18	268	14.8
No. of children (5-12 years) from VO member households enrolled in school	39	5,675	145.5
No. of VO members who are aware of at least four basic human rights	25	897	35.88
No. of children (boys and girls) from VO member households with birth registration	9	355	39.4
No. of forest/fruit trees planted by VO member households	26	3,959	152.2
No. of VO members registered as voters	40	7,179	179.4
Total amount of VO member CO Saving (Rs.)	48	1,203,289	25,068.5

Total number of VO members treated from Micro Health Insurance Cards	31	696	22.4

3.5.3. LSO Development Activities

The LSOs start their development activities with preparation of Union Council Development Plans (UCDPs). These plans mainly have identified three type of activities (1) activities that the LSOs do through self-help, (2) activities planned and implemented with the help of RSP and (3) activities that need government and other development organisation support for which the LSO and RSP will make efforts to create linkages with relevant government department and development organisations working in the area.

Out of the sample LSOs 21 LSOs have prepared UCDPs, however, 18 of these have has prepared UCDP based on all VDPs, and clearly planned identified activities for self-help, RSP support and government support as given in the PIM. Only 2 LSOs have prepared UCDP based on all VDPs, and presented it in the Joint Development Committee (JDC) and/or submitted resolution (s) in the last one year to RSP or any supporting organisations. The UCDP once developed is translated into resolutions by the LSOs. The summary of the resolutions is below:

- Nine of the sample LSOs passed 24 resolutions for self-help activities and implemented 21 activities. These activities included: Tree plantation campaign, registration for CNICs, enrolment of out of school children in schools and immunisation of children and women.
- 18 of the sample LSOs submitted resolutions to the respective RSPs for CIF, 4 has been approved and one has got the CIF so far.
- 2 of the LSOs have submitted resolutions to districts government and one of the LSOs to elected representatives. None of them have so far have got any response yet.

LSOs Achievements in Social Sector Indicators

Table 8: LSOs achievements in social sector indicators

Indicators	Number of LSOs reported	Total	Average/LSO
No of CRPs working with the LSOs	27	186	7
No of session taken by CRPs	18	498	28
No. of deliveries took place through skilled birth attendant or at health facility (public or private)	13	1,602	123
No. of LSO member households that have vaccination cards for their children (0-23 months)	16	8,638	540
No. of LSO member households that have latrines in their homes	15	3,726	248
No. of eligible (above 18 years of age) women and men from LSO member households with CNICs	15	20,541	1,369
No. of married couples from LSO member households with marriage certificates	12	2,521	210

No. of children (5-12 years) from LSO member households enrolled in school	16	19,581	1,224
No. of LSO members who are aware of at least four basic human rights	14	2,133	152
No. of children (boys and girls) from LSO member households with birth registration	9	2,253	250
No. of forest/fruit trees planted by LSO member households	16	5,370	336
No. of LSO members registered as voters	16	20,974	1,311
Total amount of LSO member CO Saving (Rs.)	19	4,106,750	216,145
Total number of LSO members treated from Micro Health Insurance Cards	18	3,061	170

3.6. The Institutional Development Ranking

In this part of the questionnaire, the M&E officers asked a set of questions on institutional development aspects of the community institutions before assigning a rank. The institutional development aspect included 14 indicators for COs, 18 indicators for VOs and 17 indicators for LSOs depending on their functions. On the basis of the response, s/he then allocated the community institution score on a four-point scale (0-3) for that Institutional Development Indicator. The indicators under each domain of the organisational assessment for the COs/VOs/LSOs were:

- **Organisational Motivation**
  1. How well the community institution objectives are conceived by the community institution members.
  2. The planning processes used to identify and prioritise community needs.
  3. Community Institution member participation in needs identification and planning.
  4. Accountability of Office Bearers of community institutions – elections
  5. Accountability of Office Bearers of community institutions – sharing progress with members
  6. CO efforts to include poor households. *(only in CO)*
  7. CO efforts to address women's issues. *(only in CO)*
- **Organisational Capacity**
  8. Community Management/Leadership Skills
  9. Community institution record management (only proceedings for COs, proceedings and financial implementation score for VOs and LSOs)
  10. Community institution's role in conflict management (only COs and VOs)
  11. Capacity in managing project implementation *(only in VO and LSO)*
- **Organisational Performance**
  12. Frequency of community institution meetings.
  13. Attendance at community institution meetings.
  14. Performance in implementation of programme activities *(only VO and LSO)*
  15. Performance in mobilisation of savings *(only CO)*

16. Performance in undertaking self-help initiatives *(Only CO)*
17. Performance of VO/LSO in providing support and supervision of lower tier organisation *(only VO and LSO)*
18. Supervision and monitoring of community bookkeeper (only VO and LSO)
19. Performance in undertaking social sector activities (only VO and LSO)
20. Performance in resource mobilisation (only VO and LSO)
21. Celebration of cultural festivals and national events (only VO and LSO)
22. Sustainability plan of LSO (only LSO)

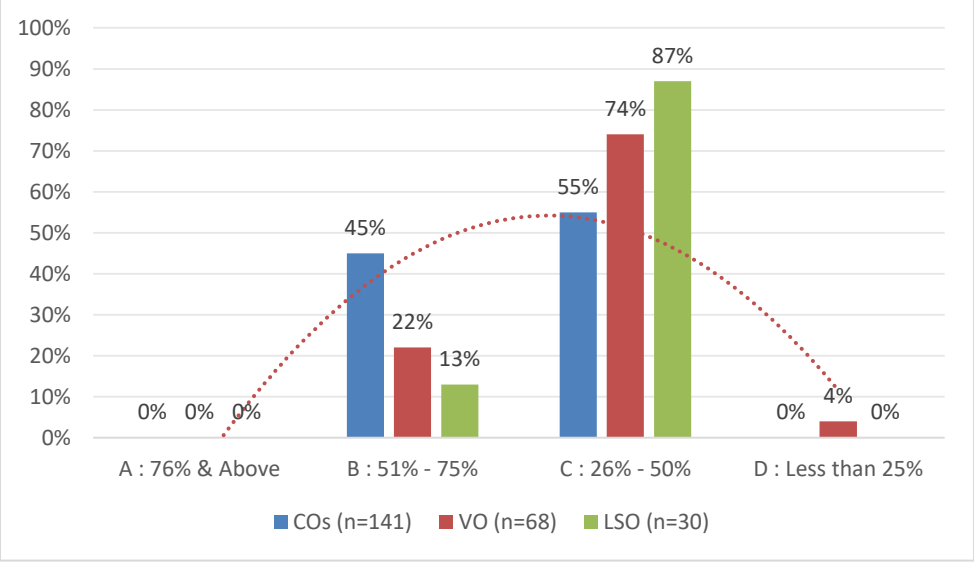
For each type of community institution the scores on their respective indicators were then summed to give each community institution an Institutional Development Score. With a scale from zero to 3 for each indicator, the maximum possible result that any institution could achieve was 42 for CO, 51 for VO and 54 for LSO. Scoring levels were classified as: D, Below 25% ; C, 25% to 50%; B, 50% to 75%; A, over 75%.

3.6.1. Overall Summary of the IMI results

- Overall the trend shows a normal distribution with no community institution falling in the highest "A" category and very few (only 4% VOs) in the lowest category.
- A high proportion of COs (almost half) as compared to VOs and LSOs fall in category "B". This is probably due to the reason that the COs were formed earlier than VOs and LSOs thus, VOs and LSOs would need more time to move up the institutional development ladder.

Figure 2 shows the summary of the results of the IMI score for all three community institutions (COs/VOs/LSOs).

Figure 2: Overall Distribution of community institutions by Institutional Assessment Score - %



3.6.2. Summary of the IMI results for the COs

The COs either fall in “B” or “C” category. 45% of the COs fall in “B” category, while 55% fall in “C”. Table 9 summarises the overall IMI result of COs by districts and by RSPs.

- The overall average score of COs on the IMI was 21 out of a maximum score of 42 without any significant difference across the districts. The highest score recorded was 28 for four COs, three in Jamshoro and one in Larkana, while the lowest score recorded was 11 for one CO in Tando Muhammad Khan.

Table 9: Number of COs by IMI score bands and districts

RSPs/Districts	A: Above 75% score	B: 51-75% score	C: 26-50% score	D: Less than 26	Total
NRSP	**-**	**9**	**60**	**-**	**69**
Matiari	-	**2**	10	-	12
Sujawal	-	-	12	-	12
Tando Allahyar	-	5	27	-	32
Tando Muhammad Khan	-	2	11	-	13
SRSO	**-**	**27**	**13**	**-**	**40**
Qamber Shahdadkot	-	18	2	-	20
Larkana	-	9	11	-	20
TRDP	**-**	**28**	**4**	**-**	**32**
Dadu	-	20	-	-	20
Jamshoro	-	8	4	-	12
Total	**-**	**64**	**77**	**-**	**141**

Table 10, presents the percentage of score in each of three main domain of the IMI. Overall on average the COs score 49% with 59% by TRDP COs followed by 51% by SRSO and 44% by NRSP fostered COs. This in fact shows that all COs are still quite low on the maturity ladder at this time in point and needs improvement.

- On average the sample COs scored the highest on performance indicators followed by motivation and then capacity across the RSPs and all districts except Jamshoro where the motivation score was higher than performance.
- On all the indicators, TRDP scored the highest, followed by SRSO, and then NRSP.
- On motivation indicators, the highest score was obtained by Dadu and Jamshoro (60%), while the lowest scores were recorded in Sujawal (35%).
- On capacity indicators, Matiari and Dadu scored the highest (44%), while Tando Muhammad Khan got the lowest score (25%).
- On performance indicators, the highest score was achieved by Kambar Shahdadkot and Dadu (75%), while Tando Allahyar got the lowest score (47%).

Table 10: % score obtained by COs in each domain of IMI by RSP and districts

Row Labels	% score obtained in each domain of the IMI			
	Motivation	Capacity	Performance	Total
NRSP	**42**	**35**	**54**	**44**
Matiari	44	44	54	47
Sujawal	35	31	65	43
Tando Allahyar	44	37	47	44
Tando Muhammad Khan	42	25	59	43
SRSO	**51**	**38**	**61**	**51**
Kamber Shahdadkot	52	39	75	56
Larkana	51	38	48	47
TRDP	**60**	**42**	**68**	**59**
Dadu	60	44	75	61
Jamshoro	60	38	58	55
Grand Total	**49**	**37**	**59**	**49**

Table 11 lists all main indicators on which the COs have been assessed. The COs have been scored on a scale of 0 to 3 on each indicator, which reflects the areas of strength and weakness. Considering score 0 and 1 as areas of weakness that need improvements, the following areas need attention:

- Majority of the COs has diverse opinion about the objective of forming the CO.
- Majority of the COs reported that their office holders are sharing monthly progress with their members informally and the VO it is a member of. There needs to be a formal mechanism to share progress with its members and the VO it is member of.
- 137 COs do not have an internal conflict management system formed, while four COs have informally dealt with internal conflicts.
- The COs are supposed to have a savings programme, and savings are being mostly utilised for emergencies purposes than productive income generating purposes.
- Almost half of the COs' records are not properly updated.

Areas of Strength

- In all the COs the office holders were selected with the consensus of the CO members themselves without external influence. In 3 COs an annual elections is also planned.
- The COs are inclusive of poor as in most of the COs 51-90% or all of the poor households (PSC score 0-23) are members of the CO.
- Most of the CO office holders have received CMST, while in 2 COs even some of the members have received the training.
- Three fourth of the COs have been holding regular meetings with 92% of the COs having the attendance of 75% or over.

Table 11: Score wise number of COs on Institutional Assessment Indicators

	Indicators – Number of COs (n=141)

Score	Objectives	Planning	Participation
0	12	16	31
1	90	19	22
2	38	30	43
3	1	76	45

	Elections	Leadership	Inclusion of Poor	Women Issues	Management Training
0	-	38	1	123	-
1	-	77	25	17	30
2	138	23	73	1	109
3	3	3	42	-	2

	Record Maintenance	Conflict Resolution	Meetings	Attendance	Savings Programme	Social Sector
0	-	137	7	-	11	84
1	68	4	32	1	89	33
2	70	-	22	10	20	20
3	3	-	80	130	21	4

3.6.3. Summary of the IMI results for the VOs

- Most of the VOs – 74%- fall in category “C” scoring in the range of “26-50%” on the IMI. 22% fall in the category “B” scoring in the range “50-75%”, while 4% fall in category “D” scoring in the range “0-25%”.
- The 11 VOs from districts Tando Muhammad Khan, Tando Allahyar and Suajawal scored the least in the assessment.
- The overall average score of VOs on the IMI was 20.6 out of a maximum score of 51 without any significant difference across the districts. The highest average score recorded for VO was in Dadu (31) and lowest in Sujawal (10).

Table 12 summarises the overall IMI result of COs by districts and by RSPs.

Table 12: Number of VOs by IMI score bands and districts

RSPs/Districts	A: Above 75% score	B: 51-75% score	C: 26-50% score	D: Less than 26	Total
NRSP	**-**	**1**	**28**	**3**	**32**
Matiari	-		6		6
Sujawal	-		4	2	6
Tando Allahyar	-		14		14
Tando Muhammad Khan	-	1	4	1	6
SRSO	**-**	**3**	**17**		**20**
Qamber Shahdadkot	-	3	7		10
Larkana	-		10		10
TRDP	**-**	**11**	**5**		**16**
Dadu	-	10			10
Jamshoro	-	1	5		6
Total	**-**	**15**	**50**	**3**	**68**

Table 13, presents the percentage of score in each of three main domain of the IMI. Overall on average the VOs score 43.7% with 58% by TRDP VOs followed by 44% by SRSO and 36% by NRSP fostered VOs. This in fact shows that all VOs are low on the maturity ladder at this time in point and need improvement.

- The VOs scored high on motivation indicators followed by performance and then capacity across the RSPs and the districts.
- On the motivation indicators VOs in TRDP scored the highest followed by SRSO, then NRSP. The highest % score was in VOs of Jamshoro (TRDP) and lowest in VOs of Sujawal (NRSP).
- On capacity indicators again, VOs in TRDP scored higher than SRSO and NRSP. The highest % score was in VOs of Dadu (TRDP) and lowest in Tando Mohammad Khan (NRSP)
- On performance indicators VOs in TRDP scored higher as compared to SRSO and NRSP. The highest % score was in Dadu (TRDP) and lowest in Sujawal (NRSP).

Table 13: % score obtained by VOs in each domain of IMI by RSP and districts

	% score obtained in each domain of the IMI			
RSPs/Districts	**Motivation**	**Capacity**	**Performance**	**Total**
NRSP	**48**	**30**	**36**	**36**
Matiari	51	36	39	40
Sujawal	42	29	31	32
Tando Allahyar	49	30	35	36
Tando Muhammad Khan	51	26	43	39
SRSO	**63**	**36**	**42**	**44**
Kamber Shahdadkot	59	41	49	47
Larkana	67	31	36	41
TRDP	**70**	**56**	**59**	**58**
Dadu	69	67	70	65
Jamshoro	70	38	42	47
Grand Total	**58**	**38**	**44**	**44**

Table 14, Lists all main indicators on which the VOs have been assessed. The VOs received a score on the scale of 0 to 3 on each indicator, which reflects the areas of strength and weakness. Considering score 0 and 1 as areas of weakness that need improvement, the following areas need attention:

- Around 90% of the sample VOs have barely undertaken any activity for mobilising resources. Only 1 VO has undertaken 5 or more activities for mobilising resources from donations in cash and/or kind, and kept some record.
- 62 out of the 68 sample VOs have prepared their VDPs and out of these 37% of the VOs have not implemented activities as planned in their VDPs, while 45% VOs have undertaken around 25% of the activities as per their VDP, and 18% of the VOs have undertaken between 26-50% of the activities as per their VDPs. The VDP includes three major categories of planned activities (i) activities that are done on self-help basis; ii) activities that need RSPs support through the SUCCESS programme; and (iii) activities that require assistance from government authorities and line departments.
- Half of the VOs are maintaining their records including proceedings (karwai) and financial records and records, while the other half is not properly updating their records.
- Around 3/4th of the VO members have diverse opinion about the objective of forming the VO, while in the rest of the VOs, the members have clear written objectives of the VO and all the members are aware of the objectives.
- One of the key functions of the VO is to provide support to its member COs. Almost 3/4th of the sample VOs have never visited their member COs or have visited less than 50% of the member COs and and provided institutional support to strengthen COs. In only 1 VO the members visited more than 80% COs for supervision of on-going activities and provided institutional support to strengthen COs.

- In 70.5% of the VOs there have been no activities or some activities have taken place, and VO has some informal procedures/systems for project management. Thus, these VOs need to strengthen their project management systems.

Areas of Strength

- Majority of the VOs have prepared a VDP on the basis of MIP and 53%% of those that have prepared a VDP have done so with CO priority needs and submitted at least one resolution to RSP or any supporting organisation, while 44% of VOs have prepared VDP on basis of MIP and CO Priority Needs, and an annual development plan and submitted more than one resolution in the last 1year to RSP or any supporting organizations.
- The results showed that a majority of the VOs ensured member participation in needs identification & planning, in making of VDP. In 53% of the VOs over 75% of the participants during the IMI exercise were aware about the development of VDP and its objectives.
- In 82% of the VOs, he VO has a formal mechanism of sharing the monthly progress only with its member COs. (For example an agenda item in the VO monthly meeting).
- In all the VOs the office holders were selected with the consensus of the VO memebrs themselves without external influence. In 1 VOs an annual election is also planned.
- 50% of the VOs have maintained their proceedings and financial records.
- Most of the VOs have done more than 70% of their plan meetings and the attendance in these meetings also remained over 70%.

Table 14: Score wise number of VOs on Institutional Assessment Indicators

Score	Indicators – Number of VOs (n=68)			
	Objectives	Planning	Participation	Elections
0	1	6	7	-
1	48	2	8	-
2	18	33	17	67
3	1	27	36	1

	Leadership training	Proceedings and Financial Record Keeping	Project Management	Conflict Resolution	Performance in Cross-Cutting Themes
0	-	1	31	58	29
1	12	33	17	7	24
2	56	30	9	3	14
3	-	4	11	-	1

	Meetings	Attendance	Implementation	Support to COs	Supervision of CBK	Social Sector	Resource Mobilisation	Social Campaign
0	-	1	28	35	15	48	47	1
1	2	-	29	23	26	8	14	48
2	64	3	11	9	25	8	6	18
3	2	64	-	1	2	4	1	1

3.6.4. Summary of the IMI results for the LSOs

Table 15 summarises the overall IMI result of LSOs by districts and by RSPs.

- Most of the LSOs – 87%- fall in category "C" scoring in the range of "26-50%" on the IMI.
- Only 4 LSOs one each from district Tando Muhammad Khan, Larkana, Dadu and Jamshor scored in the range of (51-75%) and got category B.
- The overall average score of LSOs on the IMI was 23 out of a maximum score of 51 without any significant difference across the districts. The highest average score recorded for LSOs in Tando Muhammad Khan and Dadu (25) and lowest in Sujawal (20).

Table 15: Number of LSO by IMI score bands and districts

RSPs/Districts	A: Above 75% score	B: 51-75% score	C: 26-50% score	D: Less than 26	Total
NRSP	**-**	**1**	**12**	**-**	**13**
Matiari	-	-	3	-	3
Sujawal	-	-	3	-	3
Tando Allahyar	-	-	4	-	4
Tando Muhammad Khan	-	1	2	-	3
SRSO	**-**	**1**	**8**	**-**	**9**
Qamber Shahdadkot	-	-	4	-	4
Larkana	-	1	4	-	5
TRDP	**-**	**2**	**6**	**-**	**8**
Dadu	-	1	4	-	5
Jamshoro	-	1	2	-	3
Total	**-**	**4**	**26**	**-**	**30**

Table 16, presents the percentage of score in each of three main domain of the IMI. Overall on average the LSOs score 42.6% with 45% by TRDP LSOs followed by 43% by SRSO and 41% by

NRSP fostered LSOs. This in fact shows that all LSOs are low on the maturity ladder at this time in point and needs improvement.

- The LSOs scored high on motivation indicators followed by capacity and then performance across the RSPs except TRDP where the average score of capacity is higher than motivation and performance.
- Among the districts contrary to the general trend in district Tando Muhammad Khan and Dadu the LSOs scored high on capacity indicators than motivation.
- On the motivation indicators LSOs in SRSO scored higher followed by NRSP and TRDP. However the highest % score was in LSOs of Larkana (SRSO) and lowest in LSOs of Dadu (TRDP).
- On capacity indicators LSOs in TRDP scored higher than SRSO and NRSP. However the highest % score was in LSOs of Tando Muhamad Khan (NRSP) and lowest in Matiari (NRSP)
- On performance indicators LSOs in TRDP scored higher as compared to SRSO and NRSP. The highest average score was in Dadu (TRDP) and lowest in Sujawal (NRSP)

Table 16: % score obtained by LSOs in each domain of IMI by RSP and districts

RSPs/Districts	% score obtained in each domain of the IMI			
	Motivation	**Capacity**	**Performance**	**Total**
NRSP	**55.8**	**44.1**	**32.5**	**40.9**
Matiari	66.7	33.3	33.3	40.7
Sujawal	52.8	46.7	24.7	37.0
Tando Allahyar	54.2	40.0	33.3	39.8
Tando Muhammad Khan	50.0	57.8	38.3	46.3
SRSO	**65.7**	**44.4**	**32.1**	**43.0**
Qamber Shahdadkot	60.4	38.3	33.3	40.7
Larkana	70.0	49.3	31.1	44.8
TRDP	**42.7**	**50.8**	**42.6**	**44.9**
Dadu	36.7	56.0	45.2	46.3
Jamshoro	52.8	42.2	38.3	42.6
Grand Total	**55.3**	**46.0**	**35.1**	**42.6**

Table 17, Lists all main indicators on which the LSOs have been assessed. The LSOs have got a score on the scale of 0 to 3 on each indicator reflected the areas of strength and weakness. Considering score 0 and 1 as areas of weakness that need improved the following areas need attention:

- Half of the LSOs have some knowledge about the importance of sustainability plan but none of the LSOs have a sustainability plan. Similarly a few of them have undertaken few activities for resource mobilisation.
- Majority of the LSOs have not implemented activities as planned in their Union Council Development Plan (UCDP) except a few. The UCDP includes three major categories of

planned activities (i) activities that need RSPs support through the SUCCESS programme, (ii) activities the LSOs planned to implement through linkages with government authorities and line departments and self-help initiatives. Thus RSPs need to expedite their activities planned with RSPs and support the LSOs in linkages with line department through regularly organising the Joint Development Committees' (JDCs) meetings and creating more interactions with LSOs and government line department.

- Record keeping including financial records and records on the social sector (CAT) indicators are not properly updated.
- Around in half of the LSOs the LSO members have diverse opinion about the objective of forming the LSO, and in half of the LSOs, members have clear written objectives of the LSO and all the members are aware of the objectives.
- One of the key function of the LSO is to provide support to its members VOs. Almost half of the sample LSOs have never visited their member VOs and 13 LSOs visited less than 50% of their member VOs and only 2 LSOs visited over 50% of member VOs and 1 LSO visited over 80% of their member VOs.

Areas of Strength

- In all the LSOs the executive committee members were selected with the consensus of the LSO general body themselves without external influence. In 5 LSOs an annual elections is also planned.
- Most of the LSOs have done more than 70% of their plan meetings and the attendance in these meetings also remained over 70%.
- The sample LSOs have dealt with internal conflicts and resolved them at the LSO platform.
- Two third of the LSOs have developed their Union Council Development Plan (UCDPs) and two of them also presented their UCDPs to the Joint Development Committee. Majority of the participants during the IMI exercise were aware about the development of UCDP and its objectives and reported that they were actively participated in the development of the UCDP.

Table 17: Score wise number of LSOs on Institutional Assessment Indicators

Score	Indicators – Number of LSOs (n=30)					
	Objectives	Planning	Participation			
0	-	9	8			
1	16	1	4			
2	12	18	13			
3	2	2	5			
	Elections	Leadership training	Record Keeping	Financial Record Keeping	Project Management	Conflict Resolution
0	-	6	-	5	5	-
1	-	16	28	10	14	2
2	25	8	-	13	7	27
3	5	-	2	2	4	1

	Meetings	Attendance	Implementation	Support to VOs	Supervision of CBK	Social Sector	Resource Mobilisation	Social campaigns	Sustainability
0	-	-	15	14	9	20	19	23	14
1	3	3	11	13	12	5	9	4	16
2	5	5	4	2	9	2	2	3	-
3	22	22	-	1	-	3	-	-	-

3.7. RSP Support

The number of visit by RSP field and management team to the CIs and satisfaction of CI members with this support is taken as a proxy to measure the RSP support to the community institutions. The following section provides the result of the survey and section 4 presents a regression analysis where the number of visit by the RSP staff an independent variable to see the impact on the IMI score of CIs.

3.7.1. RSP Support for COs

In total the Social Mobilisation Team (SMT) made 1,061 visits (on average 8) to the COs and other staff members from the district and PIU 568 (on average 4) times during the last 12 months. The least visits by the SMT were 199, and the least visits by the RSP staff were 19, both in the TRDP districts.

Out of the 141 sample COs, 41% reported that they were visited less than 6 times in the last 12 months by the SMT and 38% of the COs reported that they were visited 10 or more times by the SMT.

63% of the COs said that they never visited the RSP office, while the rest who visited the RSP office did so for receiving community management trainings mainly.

Although 92% of the COs rated RSP support as satisfactory or very satisfactory, 8% of the COs were not satisfied with the level of support provided by RSPs. The delay in interventions, especially CIF seemed to be the most common reason for which COs expressed dissatisfaction. Most of the COs said that the fact that interventions had not started yet, had the members de-motivated. The members did not want to attend meetings as there were not any tangible results. A few of the COs also demanded refreshers of CMST and follow-up trainings for CRPs.

The survey team were asked at the end to rate the quality of discussion at the FGDs. The results are presented in Table 18.

Table 18: Quality of Discussion during the FGD for the IMI exercise

Indicators	In Number of COs	% of COs
1. Only one or two members spoke, all others silent unless directly questioned	**21**	**15**
2. One or two dominant but a minority of others also spoke up	**34**	**24**
3. Small group dominated discussion but most members involved	**47**	**33**
4. Fully open discussion with a majority actively involved	**39**	**28**
Grand Total	**141**	**100**

3.7.2. RSP Support for VOs

On average the Social Mobilisation Team made 8 visits per sample VO and a total of 572 visits. The Community Resource Persons (CRP) visited the VOs 4 times on average and other staff members from the district and PIU 5 times during the last 12 months. 22% of the VOs reported

that they were visited less than 6 times in the last 12 months by the SMT and 19% VOs reported that they were visited 12 or more – at least once each month- by the SMT.

70.5% of the sample VOs said that their members have visited the respective RSP's office. In most cases this was to deal with banks (opening bank account, collecting check books, payment of CRPs) and for LMST.

Around 94% of VOs rated RSP support as satisfactory or very satisfactory, while only 6% rated it as inadequate. One of the main reasons for dissatisfaction with "RSP support" seems to be the delay in interventions and a lack of tangible results. Dissatisfaction was only proclaimed by the VOs of NRSP.

The survey team were asked at the end to rate the quality of discussion at the FGDs. The results are presented in Table 19.

Table 19: Quality of Discussion during the FGD for the IMI exercise

Indicators	In Number of VOs	In % of VOs
1. Only one or two members spoke, all others silent unless directly questioned	7	10
2. One or two dominant but a minority of others also spoke up	16	24
3. Small group dominated discussion but most members involved	19	28
4. Fully open discussion with a majority actively involved	26	38
Grand Total	**68**	**100**

3.7.3. RSP Support for LSOs

On average the Social Mobilisation Team made 8 visits, Community Resource Person (CRP) 3 times and other staff members from the district and PIU 4 times during the last 12 months. 30% of the LSOs reported that they were visited less than 6 times in the last 12 months by the SMT and 40% LSOs reported that they were visited 12 or more – at least once each month- by the SMT.

On average the LSO representatives visited once the RSP office with two of the LSOs visited twice in the last 12 months. In most cases this was to deal with banks (opening bank account, collecting check books, payment of CRPs) and for LMST.

Out of the 30 sample LSOs 26 of LSOs rated RSP support as satisfactory and 2 LSOs very satisfactory and 2 LSOs rated it as inadequate.

The survey team were asked at the end to rate the quality of discussion at the FGDs. The results are presented in Table 20.

Table 20: Quality of Discussion during the FGD for the IMI exercise

Indicators	In Number of LSOs	In % of LSOs
1. Only one or two members spoke, all others silent unless directly questioned	1	3.3
2. One or two dominant but a minority of others also spoke up	5	16.7
3. Small group dominated discussion but most members involved	11	36.7
4. Fully open discussion with a majority actively involved	13	43.3
Grand Total	**30**	**100**

4. Factors Affecting Institutional Maturity Index Score

Apart from the institutional development indicators included in the IMI, a number of other factors might be expected to affect the institutional strength of a Community Institutions (CIs), or its capacity to develop institutionally. This section presents the results of regression analysis of the impact of external factors on Institutional Maturity Score of the community institutions. The regression was performed for all the sample community institutions. For the regression analysis we used the IMI score of the community institutions as dependent variable and the following variables were taken as independent variables:

i. Number of visits by SMT to the community institution in the last 12 months
ii. Community Institutions ever visited RSP office (yes/no)
iii. Age of Community Institution in months
iv. Age of the President in years
v. Education level of the community institution manager (Education grade 0-16)

In addition to the above variables the development, social and political context within which the community institutions operate may have impacted the institutional maturity of the CIs. It is thus pertinent to use the finding of the model used here be used and interpreted with care. The model used here only explains 24% (R^2 =0.238) of the variance on the IMI score (dependent variable) due to the 5 independent variables (of which only 3 were statistically significant).

The following key point can be drawn from the regression results presented in Table 21.

- The level of RSP support has a positive impact. The IMI score of a CI increases by 0.31 with each additional number of visit by SMT. The result is statistically significant at ***P<.000***. As most of the sample CIs are young less than one year age the support of SMT is critical. However, for the long run the dependency on RSPs should be less.
- The IMI score of those CIs who visited the RSP office during the last two months impacts the IMI score by 2.52 points (***P<.000)***. This probably shows the increased capacity of CIs to visit offices out of their villages for networking and linkages.
- The age of the community institution has a positive impact but it is not statistically significant.

- The age of the president does not have a significant impact on the IMI score. However, education level of the Manager of the CI does appear to have an impact. The IMI score of a CI increase by 0.2 scores with an increase in the education level (grade) of the CI manager. The result is statistically significant at ***P<.05***

Table 21: Regression analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.190	1.668		8.509	.000
	Number of Visits by SMT	.312	.068	.272	4.570	.000
	Does the CI ever visited the RSP office	2.517	.565	.267	4.453	.000
	Age of CI	.128	.081	.092	1.570	.118
	Age of President	-.018	.024	-.043	-.745	.457
	Education level of Manager	.204	.076	.161	2.703	.007

a. Dependent Variable: IMI Score

- Table **22** presents the correlation among the main three domains (Institutional Motivation, Institutional Capacity and institutional Performance) of the IMI. There is a positive correlation of medium level among the three variables at *P*<0.05.

Table 22: Correlation Analysis

Correlations

		Motivation Score	Capacity Score	Performance Score
Motivation Score	Pearson Correlation	1	.202**	.386**
	Sig. (2-tailed)		.002	.000
	N	239	239	239
Capacity Score	Pearson Correlation	.202**	1	.271**
	Sig. (2-tailed)	.002		.000
	N	239	239	239
Performance Score	Pearson Correlation	.386**	.271**	1
	Sig. (2-tailed)	.000	.000	
	N	239	239	239

**. Correlation is significant at the 0.01 level (2-tailed).

5. Recommendations and Next steps

The IMI exercise is one of the useful tool for the management and especially for the Social Mobilisation Team in the field to identify the areas of strength and weakness of the community institutions. Based on this they can plan their capacity building support to the community institutions so that these institution remain functional, effective, sustainable and relevant to address the needs of its members. It is therefore recommended that:

- The results of the study should be shared and discussed with Social Mobilisation Teams in one day session in each district to sensitise them about the capacity gaps identified in the study and make plans to improve the key areas (for example, mechanisms for mutual accountability among the three tier community institutions, increased linkages between LSOs and other service providers, improved record keeping and sustainability plans for the LSOs)

- All the SMTs and LSOs need be aware about the institutional maturity indicators of the community institution used in this index and use it in regular intervals to see where their institutions stands and where they want take it.

- An android based application of the IMI is already provided to the M&E sections of the RSPs, the district M&E officer needs to make this a regular part of their monthly monitoring plans and give regular feedback to the SMTs for course correction.

- Most of the areas that need attention are linked and will be improved with CMST and LMST trainings. There is also need to look on the effectiveness of these trainings. The HRD sections need to reflect on the session and fix the loophole if any.

- In most of the community institution the quality of the record keeping is poor. Though understandable given the abysmal low literacy rate among the community leaders and members. This was expected and thus literate CRPs and CBKs were envisaged in the programme design to support the community institutions in record keeping but the process of engaging the CRPs and CBKs were delayed. The RSPs need to expedite this process and ensure all the VOs and LSOs have their respective CRPs and CBKs.

- Once all the LSOs are formed (which is expected by end of this year) in addition to the LMST a separate training session needs to be conducted with LSOs on how present their UCDPs at the JDCs, create linkages with government line department, local government, elected representatives and other service providers.

- To ensure interconnectivity and mutual accountability among the three institutional tier (CO/VO/LSO) a mechanism of regular two way flow of information and feedback is important. There is monthly progress report format available in the CO register, it should be filled and members should know about the progress of the CO. Each CO representative should present this progress at their respective VO monthly meeting and the VO should consolidated its member CO progress reports in their respective LSO's monthly meeting. Similarly the LSO representative should share their respective LSOs progress in their respective monthly meeting of VOs and the VO members should share

the progress of their respective VO progress in their respective CO meetings on monthly basis. This two way progress update should be regular agenda item in the monthly meeting of all the three tiered community institutions. This will not only keep the members informed about the progress of their community institutions at all level but it will also show the big picture of their efforts and strengths.

SUCCESS Programme is based on the Rural Support Programmes' (RSPs) social mobilisation approach to Community-Driven Development (CDD). Social Mobilisation centers around the belief that poor people have an innate potential to help themselves; that they can better manage their limited resources if they organise and are provided technical and financial support. The RSPs under the SUCCESS Programme provide social guidance, as well as technical and financial assistance to the rural poor in Sindh.

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