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IMI Analysis Report: Institutional Assessment of Community Institutions 2019

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



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

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Institutional Assessment of Community
Institutions 2019
(March 2020)**

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Executive Summary

Social mobilisation comprises an intensive endeavour in the SUCCESS programme. As of October 2019 a total of 579,770 households represented by their women members have been mobilised into 29,381 COs, 3,399 VOs and 313 LSOs. This report presents the results of the second round of Institutional Maturity Index (IMI) survey that covered 946 community institutions including 313 LSOs, 316 VOs and 317 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 secondary aim was to equip the community institutions with a tool that can be regularly used for self-assessment in the future. The assessment thus done through the focus group discussions, 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, supported by the Young Development Professionals hired for IMI data collection and based at district levels. These district teams were supervised by Monitoring & Evaluation Managers 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 (0-23). In 73% of the COs, 64% of VOs and 62% of LSOs, the leadership positions belong to households with poverty score between 0 and 23. More than 75% of the leadership of community institutions falls in the age bracket of 31 to 60 years old. 76% of the leadership at the CO level, 66% at the VO level and 54% at the LSO level is not literate. Only just a few community institutions have formalised the annual selection/election of their leadership. 87% of the COs, 88% of the VOs and 82% of the LSOs reported that they had selected/elected their leaders once and since then have never conducted re-selection or re-election process.

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 only 35% of the COs have a formal mechanism of sharing the monthly progress with all of its members and 26% of the VOs and LSOs have a formal mechanism of sharing the monthly progress with their member COs and VOs respectively.

Most of the COs (90%) have an active savings programme and 70% of these COs are currently utilising these savings. Most of the savings are used for urgent needs and emergencies through internal borrowing among members.

The record keeping has certainly improved since the last IMI in 2018. The *karwai* and attendance are mostly available with the community institutions, however, the financial records need improvement. 21% of the COs, 17% of the VOs and 21% of the LSOs are currently maintaining their records in good quality.

For categorising and sharing the results, the community institutions were categorised as: D, Below 25% score; C, 26% to 50% score; B, 50% to 75% score; A, over 75% score on the IMI Index. Overall the trend shows a positively skewed distribution with majority of the institutions falling in the “B” category, followed by “A” and then “C”. 23% of the COs scored more than 75% score on the IMI and fall in the “A” category.

75% of the COs scored between 50 and 75 score “B” category and 2% of COs fall in the “C” category with an IMI score of 25 to 50.

Most of the VOs (83%) fall in “B” category, 9% fall in the “A” category and 8% of the VOs fall in the “C” category.

Most of the LSOs (75%) fall in the “B” category followed by 17% in “A” category and 8% fall in the “C” category.

The results of IMI 2019 can be compared with those of the IMI 2018 and it is evident that the community institutions have made their way up on the maturity ladder. The outstanding positive findings across all the community institutions include regular meetings with more than 75% of their members present. It is also encouraging that the members have better clarity on the objective of their institutions as compared to the last IMI findings. 61% of the COs, 60% of the VOs and 71% of the LSOs have written objectives of their institutions and the members are well aware of them. This is huge improvement from last year when only 1 CO and VO each and 2 LSOs had written objectives and their members were well aware of them. The leadership trainings have been completed for majority of the institutions, and not just the President and Managers have been trained but also a few members of the institutions have also benefitted from these trainings.

The major areas of weakness observed across the community institutions include lack of sustainability plans, resource mobilisation, formalisation of conflict management systems and processes to address women issues, social campaigns and most importantly a formal mechanism of sharing monthly progress meetings in a two-way manner.

A statistical analysis has also been carried out to see the effect of external factors on the IMI Score. These factors include the age of community institutions, number of social mobilisation team’s visits to the community institution, age of president and education of manager. At the LSO and the VO levels, the age of community institutions is positively related to the IMI Score, and statistically significant. This means that for each additional year added to the age of community institutions, the IMI score has shown an increase. Age of the president is negatively correlated but statistically significant at the LSO level whereas the education of the manager remained statistically insignificant at both the LSO and the VO levels. The number of social mobilisation team’s visits has a statistically positive relationship at the LSO level.

The support extended by the respective RSP is instrumental in uplifting the confidence and providing guidance and timely support to the community institutions. The social mobilisation teams, on average, visited each CO 10 times, each VO 12 times and each LSO 12 times in the last one year. Similarly, the community resource persons, on average, visited each CO and VO 10 times and each LSO 16 times.

In this year’s report, an effort has been made to compare the overall results of those community institutions which were a part of the sample in both the IMI exercises of 2018 and 2019. Therefore, a set of 30 LSOs, 10 VOs and 2 COs have been studied and overall there is a significant improvement observed in all these community institutions in the past year. While all the 30 LSOs were categorised in the “B” or “C” category last year, 5 of these LSOs managed to jump to the “A” category this year. 22 out of these 30 LSOs improved their score from “C” category (26-50% score) to “B” category (51-75% score) this year. Similarly, out of a total of 10 VOs, 6 VOs from “C” category and 1 VO from “D” category last year jumped to “B” category this year validating an improvement in their institutional standing over the course of one year. Another VO improved significantly from “C” category last year to “A” category this year. Both the COs also improved their overall score in the last one year but only one of these managed to jump from “C” category to “B” category this year.

Triangulating the findings of this year's IMI results with that of the observations and field visits, a remarkable difference is observed in the high scoring community institutions in relation to those institutions which gained low IMI scores. The members in the high scoring institutions are found to be taking complete ownership and have a relatively clearer vision on where they want to take their institutions in the future. Similarly, the leaders, CRPs and SMTs of high achieving community institutions were also found to be very active, more motivated and more personally invested as compared to those in the low scoring community institutions. Therefore, overall, self-initiatives and sustainability efforts emerged as the two main distinguishing factors among the high and low scoring community institutions.

even though, through the relevant sections in this report, the institutional aspect for improvement of all the three tiers of community institutions are being highlighted in detail, the survey results also provide an opportunity for mutual learning among the RSPs. It serves as a stepping stone for course correction by the RSPs and community institutions to undertake a deep introspection to take appropriate steps keeping in view the future exit and sustainability strategy. The report provides room for dialogue with the RSP staff at each district and taluka level on how to improve the maturity scorings of these community institutions with tangible steps and actions to better the rankings of community institutions on IMI assessments. Overall, the community institutions require more improvement on the indicators of "capacity" as that of the "motivation" or "performance". This is not surprising considering the demographic profiles of the members of community institutions. However, the community resource persons and the social mobilisation teams are the ones who can make a difference by building the capacity of the members. To begin with, the social mobilisation teams should be strengthened with adequate human and financial resources and then monitored closely. An agenda item needs to be added to each LSO meeting with the purpose of institutional development. During these meetings, the social mobilisation teams must invest their time in quality conversations and dialogues to inspire and facilitate these rural women to take charge of their lives and ultimately own their institutions.

1. Introduction

Building communities' institutional capacities and social capital is the central piece of the RSPs' Social Mobilisation approach, upon which the EU funded SUCCESS programme is built. The aim is to assist the poor and women into organised folds and to compensate for their socioeconomic disadvantages by enhancing their managerial, productive and cooperative skills so that these organisations of women inform 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 institutional gap. To fill this 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 departments and other development organisations to facilitate service delivery to the poor 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 tier social mobilisation structure in eight districts of Sindh. The programme aims to mobilise 600,000 women into 32,000 COs, 3200 VOs and 316 LSOs during five years of the project (2016-2021). As of October 2019 a total of 579,770 households represented by their women members have been mobilised into 29,381 COs, 3,399 VOs and 313 LSOs.

It is only useful if these networks of community institutions are active, functional and working effectively for the purpose they 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 is three-folds:

- Annually assess and monitor the level of organisational maturity of community institutions (COs/VOs/LSOs) to be formed in SUCCESS
- Identify capacity gaps and suggest corrective measures for capacity building of community institutions
- Enable community institutions to conduct self-assessment and improve organisational effectiveness and efficiency

The RSPs can then devise their institutional development activities to fill these gaps. A sample based annual survey of the COs/VOs/LSOs may continually inform the community institutions, implementing staff and other key stakeholders about the institutional development status of community institutions.

This report presents the second annual survey of community institutions formed as of Aug 2019¹. Section 2 presents the survey approach and methodology and Section 3 presents the results of the survey.

2. Approach and Methodology

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 Universally Institutional and Organisational Assessment Model (IOA Model – 1995)**. This includes 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’ strengths and weaknesses, 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:

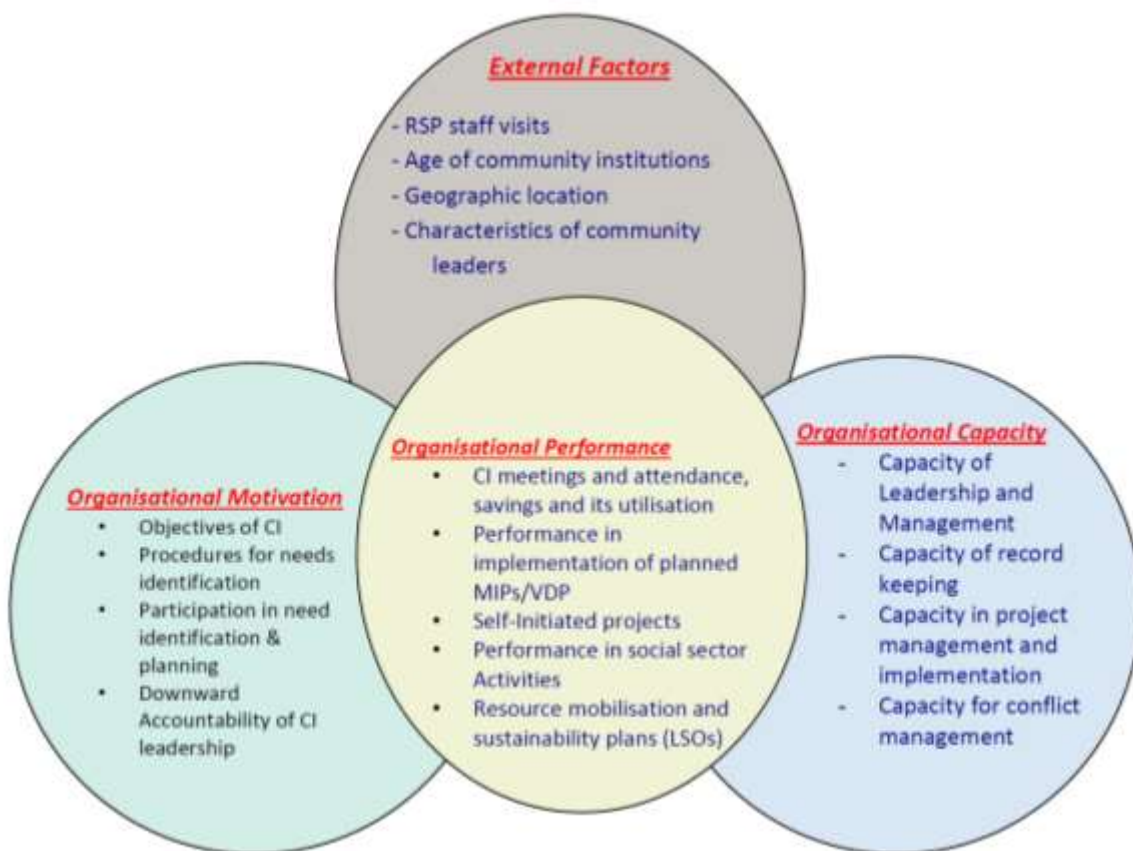


Figure 1: Organisation Assessment Model

¹ The findings of the first SUCCESS IMI held in 2017-2018 are available at: <https://success.org.pk/wp-content/uploads/2019/03/IMI%20Analysis%20Report%20Institutional%20Assessment%20of%20Community%20Institutions%202018.pdf>

The 2nd round of the Institutional Maturity Index exercise of Community institutions covered a sample of 946 Community Institutions with 366 from NRSP, 295 from SRSO and 285 from TRDP: 313 LSOs, 316 VOs and 317 COs. The data for the survey was collected between the month of August and November 2019. The sample includes all the eight programme districts of SUCCESS.

The sample community institutions were selected using the following process:

Stage 1: Selection of LSOs: All the LSOs formed until July 31, 2019 were selected to be a part of the IMI exercise

Stage 2: Selection of VOs: Within each LSO, at least one VO selected.

Stage 3: Selection of COs: Within each selected LSO, at least one CO selected

The selection of VOs and COs was done by the respective RSPs' staff keeping in consideration the convenience related to distance, time and deadline for completing data collection. RSPN acknowledges that while all the LSOs are assessed and the findings are a true representation of all the LSOs, the findings of the VOs and COs may contain some selection bias. However, we believe that the sample of COs and VOs are large enough to give us a good picture of the prevalent weaknesses, strengths and challenges faced by the COs and VOs, serving the purpose of identifying capacity gaps and suggesting corrective measures for these CIs.

The methodology of the 2nd IMI exercise is also inevitably different from the first exercise because of the number of the CIs formed until the starting date of data collection. The sample in the previous exercise included 239 Community Institutions with 113 from NRSP, 70 from SRSO and 56 from TRDP. These institutions were 30 LSOs, 68 VOs and 141 COs in all the eight districts combined.

The sample community institutions of the second IMI are presented in Table 1.

Table 1: Sample community institutions for IMI 2019

RSP	District	LSOs	VOs	COs	Total CIs
NRSP	Matari	30	30	30	90
	Sujawal	37	39	38	114
	Tando Allahyar	26	26	26	78
	Tando Muhammad Khan	28	28	28	84
SRSO	Kamber Shahdadkot	52	52	53	157
	Larkana	46	46	46	138
TRDP	Dadu	65	65	66	196
	Jamshoro	29	30	30	89
Total		313	316	317	946

Data was collected using a detailed questionnaire on an android application, which was completed in discussion with a focus group (FGD) of community institution members, and cross-checked, wherever possible, against the community institution's written records. The data was collected in every district by its respective M&E officer supported by a Young Development Professional (YDP) and supervised by M&E Managers of RSPs. All data collection teams were trained in a two-day workshop prior to initiating the process of data collection. This proved helpful

in clarifying their concerns and enhancing their understanding of the questionnaires and android applications that they were going to use.

Three separate FGD tools (questionnaires) were developed for conducting the IMI exercise at LSO, VO and CO levels respectively. After identification data, the first section of the questionnaire recorded tangible 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 of the questionnaire recorded data on RSP support to the community institutions, and community institution member's opinions about that support. M&E officers were also asked to give, confidentially, their personal assessment of the quality of the focus group discussions. 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>.

After the data collection was complete and initial findings of the IMI exercise were developed, RSPN team consisting of the M&E Officer and Manager SUCCESS visited two LSOs, two VOs and two COs – the Cis with the highest and lowest scores in each tier - from the programme districts to triangulate the data collected with purposeful observations. This step was critical in analysing the factors that may have contributed to their standing on either side of the rankings table.

3. Results of the 2nd Institutional Maturity Index Exercise

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

As expected, the background information shows that unlike the COs, older and more literate members have been selected by the communities to represent them at the VO and LSO levels. The ratio of participation of poor households with PSC 0-23 as member at the higher tiers (VOs and LSOs) remains the same (73% in COs, 72% in VOs and 71% at LSOs).

3.1.1 Community Organisations (COs)

Age: The average age of the COs in the sample is 35 months, with the earliest five COs formed in May 2016. These COs are located in the districts of Kamber Shahdadkot and Tando Muhammad Khan (two COs in each district). The youngest CO was formed in Dadu district of TRDP in April 2019.

Membership: Overall the 317 sample COs have 6,930 members. There are on average 22 members per CO. RSP-wise, in NRSP the average number of members per CO is 23, while for SRSO and TRDP the average number of members per CO are 22 and 21 respectively.

Members' profile:

- 65% of the members of the sample CO fall in the age bracket of 31 to 60 years, followed by 30% in the age of 18 to 30 years and 5% above 60 years.
- 72.7% of the CO members fall in the poverty score of 0-23.
- 86.3% of the members do household work (housewives), six members are engaged in their own farming, 23 members either do government or private jobs, 8.3% work as off-farm skilled/unskilled workers, while 107 are not working, and only four members are looking for work.
- 91% members are not literate, while 6% have received education less than 10th grade, and only 3% members from the CO sample have received education till 10th grade or above.
- 90% of the members are married, 6% are widows, 3% single and less than 1% are either divorced or separated.

3.1.2 Village Organisations (VOs)

Age: The average age of VOs in the sample is 32 months, with the earliest formed in Tando Muhammad Khan (NRSP) district in March 2016 and the latest formed in Kamber Shahdadkot district (SRSO) in January 2019.

Membership: Overall the 316 sample VOs have 4,528 members. Each of the sample VO has on average 14 members (7 COs, two members from each CO). However, there are significant differences between the different RSPs. In NRSP and TRDP, each VO has on average 16 members, while in SRSO the average number of members per sample VO is 10.

Members' profile:

- About 76% of the members of the sample VOs fall in the age bracket of 31 to 60 years, followed by 19% in the age of 18 to 30 years and 5% above 60 years.
- Around 72% of the VO members fall in the poverty score of 0-23.
- 83% of the members do household work, while 1.5% are farm labour, around 12% are off-farm skilled/unskilled workers, 59 members are not working and only 6 are looking for work.
- Majority of the members of the sample VOs, around 87%, are not literate, while around 8% have received education less than 10th grade and around 5% have received education until grade 10th or above.
- 88% of the members of the sample VOs are married, 8% are widows, around 3% single and around 1% members are divorced.

Status of registration/notification: For 289 (91%) sample VOs notification has been issued by the district government.

3.1.3 Local Support Organisations (LSOs)

Age: The average age of LSOs in the sample is 26 months, with the earliest formed in Tando Allah Yar (NRSP) in May 2016. The latest LSO was formed in Dadu (TRDP) in June 2019.

Membership: Overall the 313 sample LSOs have 8,066 general body members. Each of the sample LSO has on average 26 general body members (12 VOs, two from each VO), and 8 executive committee members. For NRSP, the average number of members per VO is 28, for SRSO it is 24 and for TRDP it is 25.

Members' profile:

- 78% members of the sample LSOs fall in the age bracket of 31 to 60 years, followed by about 19% in the age of 18 to 30 years and a little less than 4% aging above 60 years.

- 71% LSO members fall in the poverty score of 0-23. 82% of the members do household work, 12% are labour and around 1% government or private jobs. 95 members are currently not working and only 13 are looking for work.

- 73% of the members are not literate, around 21% have education less than 10th grade and 6% have are educated to grade 10th and above.

- 88% of the members are married, 8% are widows, 3% single and 1% are divorced.

Status of registration/notification: Out of the 313 LSOs, 311 are notified by the Deputy Commissioner. Out of the sample, 12 LSOs are such that they have been registered by the Social Welfare Department.

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 17 women per CO attended FGDs for IMI in 2019. This number is up from 14 women on average per CO from the findings of IMI 2018.

In SRSO and TRDP, this number is 18 members per CO, whereas in the NRSP districts the average is 16 members per CO.

3.2.2 VO Participation

On average 14 women attended the FGDs in the year 2019 as compared to an average of 13 women per VO in the IMI 2018 exercise.

The RSP-wise participation rate remained proportionate to their memberships at the VO level. The average membership of VOs in SRSO is 10 and on average 11 members participated in each of the IMI meetings in SRSO districts. Similarly, TRDP, which has an average membership of 16 in its VOs, exhibited the highest participation rate of 17 members, on average, per IMI meeting at VOs. In this year's IMI, NRSP is the only RSP that had a male participation (2 members) recorded in one of its VO meetings.

3.2.3 LSO Participation

On average 17 women attended each FGD which is up from 16 women recorded in the IMI 2018. In NRSP, on average 17 members attended each IMI FGD in 121 LSOs. In SRSO, the average

remained 18 members per LSO in the 98 LSOs whereas this number remained at 15 members' participation for TRDP in its 94 LSOs.

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

- All the 317 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 the quality of record-keeping. There is at least one CO in Tando Mohammad Khan that needs improvement in its maintenance of *Karwai* register and one CO each in Sujawal and Tando Allah Yar needs to improve the quality of their attendance record as per the instructions in the PIM.

- 288 out of 317 sample COs have savings programme, however, about a 100 COs (33%) need to further improve the quality of the savings record keeping, as maintained currently. Out of the 274 COs with savings passbooks, the quality of record in 6 COs is unsatisfactory whereas another 74 COs were identified by the surveyor for further improvement. The records that needed improvement were mainly of CO savings passbooks and savings registered, reconciled with each other.

- 314 out of the 317 of COs had their Micro Investment Plans (MIPs) developed and their records were available. 3 COs have not filled MIPs of their members whereas in another 2 COs, the record existed yet the quality was found unsatisfactory by the surveyor.

- In all the 317 sample COs, resolutions for joining VOs were found and 256 of these COs had their records maintained in a good quality.

- The survey team was asked to also give an assessment of the quality of the record-keeping for those where the record existed. Overall, 21% of the sample COs are maintaining their records in good quality, 73% of the COs are maintaining their records but need some improvement whereas another 21% of the sample COs need significant improvement in the quality of their record maintenance. For instance, some of the COs have maintained their records but the activities are unclearly written, COs have maintained their records but with insufficient information about the activities/initiatives/savings and some of the COs have partly/partially maintained their minutes' registers.

The status of record keeping in the COs has improved significantly over the past year and can also be easily compared to the findings of IMI 2018 where overall, on average 8% were classed as Good, 42% Fair and 51% as Poor. The details of record keeping observed in IMI 2019 are presented in Table 2.

Table 2: Status of sample COs' Record Keeping (%) – n=317

Records	Record Exists			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
Proceedings/ <i>Karwai</i> Register	100	-	-	80.4	19.2	0.3
Attendance Record	100	-	-	76.3	23.0	0.6
Savings Record	91	9	-	65.3	28.5	6.3
Savings Passbook	86	14	-	70.8	27.0	2.2
Micro Investment Plans	99	1	-	78.3	21.0	0.6
CO Resolution for joining VO	100	-	-	80.8	19.2	0.0

3.3.2 VO Record-keeping

- All the 316 sample VOs were able to show the proceeding (*karwai*) records. The quality was marked as either good, fair or not good by the surveyors based on their assessments of the available records.

- 100% of VOs were also able to show the attendance records. This number has improved since the last IMI where only 75% of the VOs were able to show the attendance record.

- 304 VOs (96%) had their Village Development Plans (VDPs) prepared and their records were available at the time of the visit, however, around 63 of the VDPs' quality needs to be strengthened to qualify as good. The issues observed included that some of the VOs had prioritised their activities properly but that was not reflected in VDPs accordingly. In some VOs the sequence of the activities was not followed based on the prioritisation process.

- As interventions such as CIF, IGG and CPI and their disbursements are mostly being done at the LSO level, few VOs have entries or any other records related to finances: cash book, bank book, general ledger, bank reconciliation statement, trail balance.

- The survey team was asked to give an assessment of the quality of the record keeping for those where the record existed. Monthly progress reports are not being maintained in majority of the VOs (70%). Financial books, such as cash books and general ledgers, also need attention in 13% and 16% of the VOs respectively. The details on the status of record keeping at the VO level are presented in Table 3.

Table 3: Status of Sample VOs' Record Keeping (%) – n=316

INDICATORS	Status of VO Record Keeping					
	Record Exists?			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
Proceedings/ <i>Karwai</i> Register	100.0	-	-	76.9	23.1	-
Attendance Record	99.7	0.3	-	78.1	21.6	0.3
Cash Books	25.9	44.6	29.4	61.0	25.6	13.4
General Ledger	25.9	44.6	29.4	54.9	29.3	15.9
Bank Receipts	25.9	40.2	33.9	70.7	23.2	6.1
Village Development Plans	96.2	3.8	-	79.3	20.4	0.3
VO Resolution for joining LSO	94.3	5.7	-	79.9	20.1	-
Basic Information about Government Offices/Buildings	12.0	88.0		2.6	15.8	81.6

INDICATORS	Status of VO Record Keeping					
	Record Exists?			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
List of CRPs	52.2	19.3	-	1.2	23.0	75.8
Monthly Progress Report of VO	79.7	8.5	-	4.0	27.0	69.0

3.3.3 LSO Record-Keeping

- 309 out of 313 LSOs were able to show the attendance records, 4 LSOs in district Kamber Shahdadkot (SRSO) have not been updating regularly their attendance records. Another 3 LSOs in SUCCESS districts have attendance registers but the quality of record keeping is not at par.

- 309 out of the 313 LSO were able to show their *karwai* registers. Similar to attendance records, 4 LSOs in district Kamber Shahdadkot (SRSO) have not been maintaining their attendance records yet. Another 3 LSOs in SUCCESS districts have attendance registers but the quality of record keeping is unsatisfactory.

- 310 out of 313 LSOs had their Union Council Development Plan (UCDP) prepared and their records were available at the time of the visit to the LSOs. In 2 LSOs in Kamber Shahdadkot and 1 LSO in Dadu, the UCDPs were not available at the time of IMI survey.

- Some of the LSOs had missing entries in other records, mostly related to financial records: cash book, bank book, general ledger, bank reconciliation statement, trail balance and records related to CIF. A detailed summary of the existence and quality of record is being provided in Table 4 below.

- The survey team was asked to give an assessment of the quality of the record keeping for those where record existed. The details on the status of LSO record keeping are presented in Table 4.

Table 4: Status of LSOs Record Keeping (%) – n = 313

INDICATOR	Status of LSO Record Keeping					
	Record Exists?			Record Quality		
	Yes	No	N/A	Good	Fair	Not Good
Proceedings & Financial Records						
Attendance Record	98.7	1.3	-	77.7	21.4	1.0
Proceedings/ <i>Karwai</i> Register	98.7	1.3	-	78.0	20.7	1.3
UCDP	99.0	1.0	-	79.7	20.3	-
LSO Monthly Progress Report	90.7	9.3	-	68.0	27.8	4.2
Cash Book	55.0	45.0	-	68.0	26.7	5.2
Bank Book	69.3	30.7	-	78.3	17.5	4.1
General Ledger	74.8	25.2	-	82.9	14.5	2.6
Bank Reconciliation Statement	64.2	35.8	-	79.1	15.9	5.0
Trial Balance	34.5	65.5	-	60.2	27.8	12.0
LSO Resolution for joining LSO Network	71.9	24.6	3.5	89.8	10.2	-
CIF Appraisal form (of eligible households)	65.8	19.2	15.0	88.3	10.7	1.0

INDICATOR	Status of LSO Record Keeping					
	Record Exists?			Record Quality		
	Yes	No	N/A	Good	Fair	Not Good
CIF Beneficiary Approval Checklist	54.3	29.1	16.6	87.6	10.0	2.4
CIF Recovery	51.8	31.6	16.6	82.1	13.0	4.9
CIF Passbooks issued	51.8	31.6	16.6	77.2	21.6	1.2
Monthly CIF Progress Report	51.8	31.6	16.6	90.1	8.6	1.2
CIF Beneficiary Tracking Sheet	51.8	31.6	16.6	87.0	12.3	0.6
Income/Profit from CIF	51.8	31.6	16.6	71.6	24.7	3.7
Processing Fee Record	51.8	31.6	16.6	86.4	10.5	3.1
Basic Information about Government Office/Buildings	29.1	70.9	-	91.2	7.7	1.1
List of CRPs	80.8	19.2	-	79.4	18.6	2.0
Monthly Progress Report of LSO	85.3	14.7	-	69.3	25.8	4.9

3.4 Leadership

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

3.4.1 CO Leadership

- 84% of the CO Presidents are in the age bracket of 30 to 60 years. Only 12% of the Presidents are of ages 30 and below. Only 12 Presidents in the sample COs were older than 60 years. The same trend has been observed in the profile of the CO Managers – 75% of the CO Managers are in the age bracket of 30 to 60 years, 21% of them are of ages less than 30 and only 12 CO Managers were older than 60 years.

- 73% of the CO leadership (Presidents and Managers) belong to poor households with a PSC 0-23.

- 76% of the sample CO Presidents and Managers in the CO are not literate, while only 7% of the Presidents and 16% of the Managers have education of 10th grade and above.

- 83% of the CO Presidents and CO Managers do household work (housewives). 7 CO leaders are farm labourers, 9 leaders reported as not working, 2 are looking for work, while the rest are off-farm skilled and un-skilled workers.

- In 36 out of the 317 COs (11% COs), the office holders (President and Manager) and some other CO members have received Community Management Skills Training (CMST), while 263 of the COs (84% COs) said that both President and Manager have received CMST. The rest of the 18 COs (5%) said that either the President or the Manager have received the CMST, not both.

- In 87% of COs the Presidents and Managers are elected or selected by the members only once. Only 13% reported that they conduct annual elections or consensus and maintain a record of it.

As part of accountability, the FGD participants during the CO assessment were asked whether each CO systematically shares its monthly progress with its members and with the VO it is a member of. 16% of the COs have an informal mechanism of sharing the monthly progress of CO with its members and with the VOs. While 49% said the CO has a formal mechanism of sharing the monthly progress of the CO with its members, only 35% of the COs have formal mechanism of sharing the monthly progress with all of its members and the parent VO (for example, an agenda item in the CO and VO monthly meetings). No CO in the sample reported that it is not sharing the monthly progress with its members.

3.4.2 VO Leadership

- A majority of the Presidents (81%) and Managers (76%) fall in the age bracket of 30 and 60 years, while 14% of the Presidents/Chairpersons and 21% of Managers are between 18 and 30 years. 5% Presidents and 2% Managers are even older than 60 years.

- 64% of the VO leadership (Presidents and Managers) belong to the poor households with a PSC score between 0 and 23.

- 66% of the VO leadership are not literate. Only 7% of the Presidents and 21% of Managers have education at the matriculation level or above.

- 84% of the VO leadership (Presidents and Managers) do household work (housewives). Another 9% of the leaders are off-farm skilled and unskilled labourers, 7 leaders are farm labourers, 10 are unemployed and 5 are looking for work.

- In 3% of the VOs, only 1 VO leader has received Leadership Management Skills Training (LMST), while in 37% of the VOs, both President and Manager received LMST. 60% of the VOs recorded that both their leaders and some other members of the VO have received LMST trainings.

- In 88% of VOs, the office holders were elected or selected by consensus by the VO members only once. In 12% VOs, the members are conducting annual elections/selection by consensus of general-body and its records are being maintained. Only 1 VO in the sample said that its leaders were appointed by important/influential members of the VO.

As part of accountability, the FGD participants of the VO assessment were asked whether the VO systematically shares its monthly progress with its member COs and with the parent LSO. In only 2 VOs the participants said the VO doesn't share its monthly progress with member COs, parent LSO. 18% of the VOs have an informal mechanism of sharing the monthly progress with their member COs, and with the LSO they are a member of. 55% of VOs have a formal mechanism of sharing the monthly progress only with member COs (for example an agenda item in the VO monthly meeting). 26% of the VOs have a formal mechanism of sharing the monthly progress with member COs, and with the LSO they are a member of (for example an agenda item in the VO and LSO monthly meeting).

3.4.3 LSO Leadership

The LSO leadership in the SUCCESS districts consists of 294 Presidents and 102 Managers. Their basic characteristics and profile are given below:

- Presidents/Chairpersons are usually older (76% between 30 and 60 years) and 9 Presidents (3%) even over 60 years. Only 20% of the presidents in LSOs are of ages 30 or below.

- Managers are usually younger than the Presidents of the LSOs. No manager is above the age of 60 years. 60% are between the ages of 30 and 60 years, whereas the remaining 40% of LSO Managers are below the age of 30 years.

- 62% of the LSO leadership (Managers and Presidents) come from poor households and their PSC score is between 0 and 23.

- 54% of the LSO leadership is not literate. Only 16% of the LSO presidents have education until the matriculation level or above, in comparison to about 23% of the LSO Managers.

- 82% of the LSO leadership (Presidents and Managers) are housewives. Another 8% are off-farm skilled and unskilled labourers whereas 3 leaders are farm labours. 6 of the LSO leaders are unemployed and 2 of them reported that they are looking for work.

- In 2 out of the 313 LSOs, the leaders have not received the LMST training yet. In 51% LSOs, the LSO leaders have been given the LMST, and in 30% LSOs, the LSO leaders received LMST and up to half of the 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 18% LSOs, the LSO leaders received LMST and more than half of the other executive committee members received other trainings in aforementioned thematic areas.

- In 82% of LSOs, the LSOs' executive committee members were elected or selected by LSO general-body member only once. 16% of the LSOs are conducting annual elections/selection by consensus of general-body and the records are being maintained regularly. Another 2% of the LSOs mentioned that their executive committee members were appointed by the important/influential members of the LSO. It is pertinent that all the LSOs have the process of regular elections in place as part of their democratic and accountability process.

As part of accountability, the FGD participants of the LSO assessments were asked whether the LSOs systematically share their monthly progress with their member VOs. 1 out of 313 LSOs mentioned that it does not share its monthly progress with its member VOs, 34% of the LSOs reported that they have an informal mechanism of sharing their monthly progress with member VOs and 39% LSOs reported that they have a formal mechanism of sharing their monthly progress of LSO with some of its member VOs (for example an agenda item in the VO monthly meeting). Only 26% of LSOs reported that they have a formal mechanism of sharing their monthly progress with all of its member VOs (for example an agenda item in the VO monthly meeting).

3.5 Development Activities of COs, VOs and LSOs

At the CO level, 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 on 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 Neonatal 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

Community Resource Persons (CRPs) are engaged at the VO level and trained by the RSPs' Social Mobilisation Team to conduct these sessions at the CO level. CRPs are responsible to conduct awareness session on one of the above topics in the CO's monthly meeting and prepare a progress report on the key indicators listed above. During the IMI exercise, it was found that data on the social sector indicators at COs, VOs and LSOs are not properly recorded and updated. 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 meetings. The LSOs will then consolidate the progress on these indicators at the union council level and share with the RSPs.

At the VO and LSO levels, efforts are made to create linkages with government line departments to respond to the demand created by the CAT sessions at CO level for providing services to improve the social sector indicators.

Table 5 shows the progress on social indicators collected by the surveyors from the CO members during the FGDs. It was easy to get this information at CO level as most of the CO members, each representing their households, were present in the FGD. Moreover, at the CO level the members mostly had information about each other with respect to the indicator presented here. However, at the VO or LSO level it was difficult to collect this information about other households' members in their respective VOs and LSOs. Therefore, in this case our reporting is limited to CO level only, excluding the VO and LSO reports. The IMI FGD served as a good exercise to motivate the CRPs and the VOs and LSOs to begin recording achievements in social sector indicators at the CO level effectively, and then transmit it further up to the RSP levels through their monthly reporting.

As shown in Table 5, the communities have reported a significant improvement in these selected indicators over the baseline.

Table 5: Sample COs Achievements in Social Sector Indicators

Indicators	Status of sample CO member Households (IMI 2019)²	Baseline Status in the SUCCESS districts (PSC 2016 and MICS 2014)
% of deliveries took place through skilled birth attendant or at health facility (public or private) in last one year	88	49.7*
% households that have vaccination cards for children (0-23 months)	92	52**
% of households that have latrines in their homes	52	52***

² The result is for 6,930 CO member households coming from 317 sample COs

Indicators	Status of sample CO member Households (IMI 2019) ²	Baseline Status in the SUCCESS districts (PSC 2016 and MICS 2014)
% of eligible (above 18 years of age) women and men have CNICs	93	76 ^{***}
% of married couples with marriage certificates	20	Not available
% of children (5-12 years) enrolled in school	76	32 ^{***}
% of CO members who are aware of at least four basic human rights	56	Not available
% of children (boys and girls) with birth registration	21	1 ^{***} 11 ^{****}
No. of forest/fruit trees planted by CO member households per CO	42	Not available

*Institutional delivery in rural Sindh, MICS 2014
**Child (0-35 months) ever had vaccination card, MICS 2014
***Result of PSC survey for poor households (PSC 0-23) RSPN, 2016
**** According to MICS 2014 for rural Sindh

CO Savings: As part of the social mobilisation process each CO should have a savings programme. The main purpose of the savings programme is to flourish the habit/discipline of savings among its members and also to facilitate local capital. For members, the saving is voluntary and each member can save with the 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 them.

90% of the sample COs have an active savings programme with Jamshoro having the lowest proportion of such COs (27%).

The total savings of the sample COs are worth PKR 3.1 million, whereas overall average savings per CO are PKR 11,058. The highest average savings for one CO, PKR 23,700 is recorded in Larkana and lowest average of Rs. 3,583 in Dadu. The district-wise average is presented in Table 6.

Among the COs with a savings programme, the percentage of members contributing to the savings also differs. It is estimated that on average 100% of the members in the sample COs of Larkana are saving (the highest among the eight SUCCESS districts) whereas on average 87% of the CO members in Tando Allah Yar are contributing to the savings (the lowest among all the SUCCESS districts). Average savings per member also show a variation across different districts. It is the highest in Larkana with PKR 1,091 savings per member and the lowest is recorded in Dadu with PKR 183 savings per member. The district-wise average is also presented in Table 6.

Table 6: Status of Savings and utilisation in the sample COs, 2019

Indicators	Dadu	Jamshoro	Larkana	Matiari	KSK	Sujawal	TAY	TMK	Total
Total Number of sample COs	66	30	46	30	53	38	26	28	317
COs with savings	61	8	44	30	52	38	25	27	285
%age of COs with savings	92	27	96	100	98	100	96	96	90
Total savings	218,540	82,180	1,042,800	232,065	987,020	261,379	203,080	124,510	3,151,574
Average savings per CO	3,583	10,273	23,700	7,736	18,981	6,878	8,123	4,611	11,058
Total members in COs with saving programme	1262	144	955	598	1138	878	548	538	6061
% of members saving	95%	99%	100%	92%	97%	98%	87%	93%	95%
Average Savings per member	183	579	1,092	4232	895	303	426	250	545
No. of COs utilising savings	59	8	42	6	52	8	6	18	199
% of COs utilising savings	97%	100%	95%	20%	100%	21%	24%	67%	70%

Majority of the sample COs (277 out of the 285 COs with savings), have kept their savings with CO leaders. The rest of the 8 COs have kept them in a bank account.

It is noted that all the COs contributing to savings are not necessarily utilising the amount. The percentage of COs utilising savings vary from 100% in Jamshoro and Kamber Shahdadkot to a mere 21% in Sujawal district. A majority of the participants said that the savings are being utilised in cases of urgent need or health and medical emergencies, be it accidents, surgeries, or pre/post-natal care. 54 COs reported that they are utilising the savings but did not specify the purpose, whereas another 25 COs reported multiple types of uses against for utilising savings.

Development Activities implemented through the community institutions (COs, VOs, LSOs): The VOs and LSOs start their development activities with preparation of Village Development Plans (VDPs) by VOs and Union Council Development Plans (UCDPs) by LSOs. These plans are based on the MIPs of the CO members and discussion with various stakeholders at the village and union council levels respectively. These plans mainly identify three type of activities (1) activities that the VOs/LSOs do through self-help, (2) activities planned and implemented with the help of RSPs through the SUCCESS project, and (3) activities that need support from government and other development organisations.

Except 1 VO and 2 LSOs, the rest of the sample has developed their VDPs and UCDPs respectively. 66% of the LSOs presented their UCDPs to the district government authorities in Joint Development Committees. Table 7 presents the number of activities implemented and households benefited by the sample community institutions (COs, VOs and LSO).

Table 7: Number of development activities implemented by VOs/LSOs and households benefited

Development of Activities	Number of Activities	Number of Households Benefited	Average number of households benefited per UC/LSO
RSPs³			
Community Investment Fund (CIF)		69,991	223
Income Generating Grants (IGGs)		27,300	87
Technical Vocational Skills Training (TVST)		18,211	58
Micro Health Insurance (MHI)		133,112	425
Completed Community Infrastructures (CPIs)	511	49,032	157
Self-Help	230	74,228	323
Village Cleanliness	16	6,964	435
Enrolment of out of school children in schools	58	10,508	181
Tree Plantation	108	55,962	518
Members constructed latrines in their houses	5	224	45
Communities installed hand pump	1	20	20
Internal lending from CO savings	42	550	13
Linkages with Government	235	70,720	301
Civic Registration (CNIC, Birth, Marriage)	141	35,142	249
Immunisation of children and women	50	22,277	446
Livestock vaccination	14	6,048	432
Mosquito spray	2	1,393	697
Opening of closed school	4	1,093	273
Social Protection	5	33	7
Teacher appoint in Govt school	1	401	401
Sewing machines	7	223	32
Small infrastructure projects	10	4,110	411
Awareness Session on Malaria Prevention	1	-	-
Linkages with other organisations	18	8,135	452
Family planning	3	159	53
Seed disbursement	1	80	80
Social Protection	1	6	6
Water test	4	1,620	405
Sewing machine	2	600	300
Awareness Session on Malaria Prevention	5	5,369	1,074
Solar Fans	1	298	298
Hand pump	1	3	3
Grand Total	1,542		7,220

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

³ Taken from KPI report Nov 2019 at the end of the IMI survey

development aspect included 14 indicators for COs, 18 indicators for VOs and 17 indicators for LSOs, depending on their functions. Based on the response, s/he then allocated a 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's objectives are conceived by its members.
2. The planning processes used to identify and prioritise community needs.
3. Community Institution members' 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 institutions, 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, 26% to 50%; B, 50% to 75%; A, over 75%.

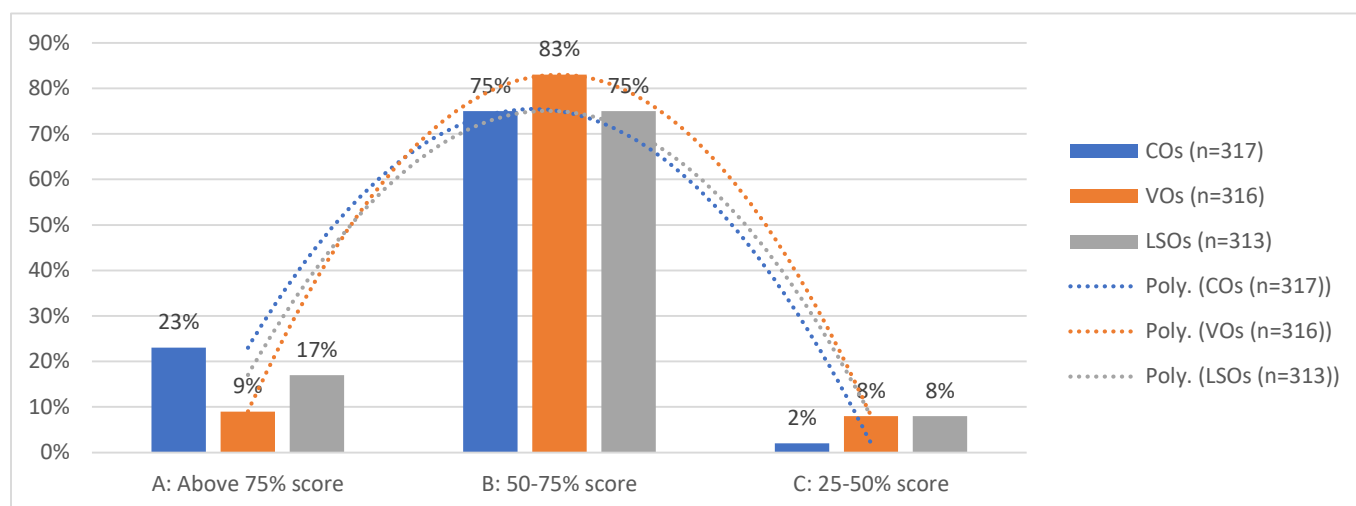
3.6.1 Overall Summary of the IMI results

Overall the trend shows a normal distribution with most of the community institutions falling in the "B" category while the rest of them falling in the "A" and "C" categories. No community institutions have been recorded in the "D" category this year.

In comparison to the previous IMI conducted in 2018, the community institutions have shown significant improvement in their ranking over the last one year. In 2018 IMI survey, no institution made it to the A category and 4% of them fell in D category, whereas in the 2019 IMI survey 23% of COs, 9% of VO and 17 % of LSO made it to “A” category. Similarly, this time none of the community institutions are placed in the lowest “D” category. More detailed comparison of the last year and this year IMI is presented in the last section (section 5) of this report.

Figure 2 shows the summary of the results of the IMI scores for all three tiers of community institutions (COs/VOs/LSOs) for the second IMI exercise in 2019.

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



3.6.2 Summary of the IMI results for the COs

Majority of the COs fall in the “A” and “B” categories, combined. 23% of the COs scored more than 75% on the IMI and fall in the “A” category. 75% of the COs scored between 50% and 75% making them a part of the “B” category, while 2% of the COs fall in the “C” category with an IMI score of 26% to 50%. These overall results are encouraging considering a comparison with the findings of the first round of IMI. In the previous IMI exercise, the COs either fell in “B” or “C” categories (45% of the COs fell in “B” category, while 55% fell in “C”).

Table 8 summarises the overall IMI result of COs by districts and by the number of RSPs as recorded in the second round of the IMI exercise.

Table 8: Number of COs by IMI score bands and districts

RSP	District	A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total
NRSP	TMK	6	21	1	28
	TAY	6	19	1	26
	Sujawal	20	18		38
	Matiari	5	25		30
SRSO	Larkana	5	41		46
	KSK	3	49	1	53
TRDP	Jamshoro	7	22	1	30
	Dadu	23	42	1	66
Total		75	237	5	317

The average score obtained by COs on the IMI was 29 (69%), out of a maximum score of 42. The highest score recorded was 38 (90%) for a CO in Tando Muhammad Khan followed by five COs in Sujawal with a score of 37. The lowest score achieved by COs is 19 (45%) by one CO in Jamshoro, Tando Allah Yar and Kamber Shahdadkot each. The difference between the highest and lowest scores for COs is 19.

Table 9 presents the percentage of scores in each of the three main domains of the IMI. On average, the COs scored 71% without any significant difference among the RSPs.

- On average, the sample COs scored the highest on performance indicators (80%) followed by motivation indicators (69%) and then capacity indicators (52%). This trend is consistent across the RSPs and districts.

- On the capacity indicators overall, NRSP scored the highest (57%), followed by TRDP (51%) and SRSO (48%). It is an interesting shift in trend keeping in view the results from the first IMI exercise where SRSO scored the highest (72%), followed by TRDP (69%), and then NRSP (68%) on the indicators of capacity.

-On motivation indicators, the highest score was obtained by Sujawal (73%), while the lowest scores were recorded in Tando Allah Yar (62%). It is quite interesting to note that in the previous round of IMI, the sample of Sujawal COs scored the lowest (35%) out of the eight districts on the indicators of motivation.

- On capacity indicators, the district of Tando Allah Yar scored the highest (58%), while Kamber Shahdadkot got the lowest score (44%).

- On performance indicators, the district with the highest score is, again, Sujawal (87%), while Larkana has the lowest score (71%).

Table 9: Percentage Score obtained by COs in each domain of IMI by RSP and district

Districts	Motivation	Capacity	Performance	Total
NRSP	68	57	83	72
Matari	70	50	79	69
Sujawal	73	56	87	78
Tando Allahyar	62	58	81	69
TMK	63	65	85	71
SRSO	72	48	73	68
Kamber Shahdadkot	72	44	75	68
Larkana	71	51	71	68
TRDP	69	51	82	72
Dadu	68	48	84	72
Jamshoro	72	56	76	71
Grand Total	69	52	80	71

Table 10, lists all main indicators on which the COs have been assessed. Here, the COs have been scored on a scale of 0 to 3, which reflects the areas of strength and weakness. Considering score 0 and 1 as areas of weakness that need improvements, the following points need attention:

- 66% of the sample COs do not have an internal conflict management system, while another 23% have informally dealt with internal conflicts. All of these COs need to formalise their conflict management approach.

- Mechanisms for dealing with women's issues at the CO level needs to be strengthened. 186 COs reported that they have faced some sort of issues but 42% of these COs have not done anything about them. Another 17% of these COs reported that members discussed these issues and implemented some activities but this benefitted less than 50% of the women. 10% of the COs have not taken any self-help initiatives to improve the social sector indicators of their member households. Another 20% of the COs have taken 1 or 2 self-help initiatives but their records were not available. The CRPs need to emphasise the importance of improving social sector indicators during their CAT sessions and record the improvement and initiatives undertaken by CO members in their record registers.

- All the COs are supposed to have a savings programme and make productive use of their savings. 10% of the overall sample COs, mostly from district Jamshoro (73% of sample COs), do not have a savings programme. In another 10% of the sample COs, less than 50% of members participate in the savings programme. Among those COs who have active savings programmes, the savings are mostly being utilised for emergency purposes as compared to productive income generating purposes. Those who do not have a saving programme needs to start one and the COs with savings also need to be encouraged to utilise savings for the benefit of the community.

- Two-way downward and upward communication among the three tiers of community institutions is important for the purpose of accountability at all levels. Currently in only one-third of the COs, the COs formally share their progress with their members as well as with the parent VO. The community institutions at each level should make this a regular agenda point of their monthly meetings, to share the progress of their respective COs, VOs and LSOs for knowledge sharing between all relevant CIs.

- Although majority of the COs were found to have maintained a *karwai* register and an attendance register, the quality of record maintenance needs further improvement. The records related to savings and social sector indicators are also weak and need timely attention.

Areas of Strength

- Clarity on the objectives of CO formation is essential. Around two-thirds of the sample COs have clearly written objectives and all the members are aware of them and one-third of the COs have written objectives but some of the members are not aware of them. In 5% of the COs the members have a diverse opinion on the objectives of the formation of a CO. This shows a significant improvement over the last IMI where majority of CO members were not clear about the objectives of forming a CO.

- Majority of the sample COs have adopted strong participatory systems and processes for needs identification and prioritisation. 82% of the COs reported that they have prepared the Micro Investment Plan (MIP) for all of their member households in consultation with them. The MIPs were further consolidated and CO Resolutions on priority needs were incorporated in the Village Development Plans.

- In most of the sample COs (87%), the office holders were selected with the consensus of the CO members themselves, without external influence. In 13% of the sample COs, an annual election is also planned, and record is being maintained.

- Inclusion of poor is one of the key strengths of any CO. 73% of the members of the COs are from poor households (PSC 0-23) with same proportion of the COs' leadership from poor households.

- Most of the CO office holders have received CMST, while in 36 COs even some of the members have received the training which is encouraging.

- 73% of the sample COs have been holding regular meetings with 82% of them having the attendance of 75% or over.

- COs are focusing on undertaking the self-help initiatives related to CAT indicators. Two-thirds of the sample COs have undertaken more than 3 self-help initiatives formally and some of the record is also maintained.

Table 10: Score-wise percentage of COs on Institutional Assessment Indicators (n=317)

Indicators	Scores			
	0	1	2	3
Conflict Resolution	66	23	8	4
Women Issues	42	28	20	9
Self-help initiatives	11	24	34	32
Savings Mobilisation	10	10	20	59
Attendance	3	1	14	82
Participation in planning	1	8	33	58
Process for need identification	1	2	16	81
Record Maintenance	1	5	73	21
Inclusion of Poor	0	7	40	53
Meetings Held	0	6	21	73
Leadership	-	16	49	35
Management Training	-	6	83	11
Objectives	-	5	34	61
Elections	-	-	87	13

3.6.3 Summary of the IMI results for the VOs

- Most of the VOs (83%) fall in “B” category (51%-75%). 9% VOs fall in the “A” category (with a score of 75% and above) and 8% of the VOs fall in the “C” category (scoring in the range of 26%-50%) on the IMI. In the last year’s IMI, majority of the VOs (74%) fell in category “C” scoring in the range of 26%-50% on the IMI. 22% fell in category “B”, scoring in the range 51%-75%, while 4% fall in category “D”, scoring between 0%-25%.

- The overall average score of VOs on the IMI is 34 out of a maximum score of 57 without any significant difference across the districts. The highest score is recorded for a VO in Sujawal district (50) and lowest for 1 VO in Sujawal and Larkana districts each (19). This is a significant improvement from the IMI scores from last year when the overall average score of VOs was 20.6 out of a maximum score of 51. The highest average score was 31 for a VO of Dadu district whereas the lowest score (10) was recorded in Sujawal. Table 11 summarises the overall IMI result of COs by districts and RSPs.

Table 11: Number of VOs by IMI score bands and districts

RSP	District	A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total
NRSP	Tando Muhammad Khan	5	22	1	28
	Tando Allahyar		22	4	26
	Sujawal	10	24	5	39
	Matiari		28	2	30
SRSO	Larkana	2	40	4	46
	Kamber Shahdadkot		46	6	52
TRDP	Jamshoro	3	26	1	30
	Dadu	8	56	1	65
Grand Total		28	264	24	316

Table 12 presents the percentage of scores in each of the three main domains of the IMI. On average, the VOs scored 64%, with 68% for TRDP, followed by 65% for NRSP and 58% for SRSO fostered VOs. This in fact shows that all VOs are though stepping up on the maturity ladder at this point in time, yet they need improvement.

- The VOs scored higher on motivation indicators followed by performance and then capacity indicators across the RSPs and districts.

- On the motivation indicators, VOs in TRDP scored the highest followed by SRSO, then NRSP. The highest % score was for VOs of Jamshoro (TRDP) and lowest for those of Sujawal (NRSP).

- On capacity indicators, VOs in SRSO scored higher (82%) as compared to TRDP and NRSP (76% each). The highest % score was for VOs of Larkana (84%) and lowest for Tando Allah Yar (71%).

- On performance indicators VOs in TRDP (68%) scored higher as compared to SRSO (52%) and NRSP (61%). The highest % score was in Dadu (69%) and lowest in Kamber Shahdadkot (50%).

Table 12: % score obtained by VOs in each domain of IMI by RSP and districts

RSP/Districts	Motivation	Capacity	Performance	Total
NRSP	76	61	61	65
Matiari	77	59	54	61
Sujawal	81	58	64	68
Tando Allahyar	71	60	55	61
Tando Muhammad Khan	73	68	68	70
SRSO	82	43	52	58
Kamber Shahdadkot	80	36	50	56
Larkana	84	51	55	62
TRDP	76	57	68	68
Dadu	74	54	69	67
Jamshoro	79	64	65	69
Grand Total	77	54	60	64

Table 13, 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 strengths and weaknesses. Considering score 0 and 1 as areas of weakness that need improvement, the following aspects need attention:

- On average, only 1 out of 4 sample VOs have undertaken 5 or more activities for mobilising resources from donations in cash and/or kind, and kept records of it.
- On average, only 1 out of 5 sample VOs have formed a formal conflict management committee to resolve conflicts if such situation occurs.
- Half of the sample VOs do not keep records of the progress that their COs are making on social sector (CAT) indicators.
- Around 54% of the VOs report that they have not celebrated any cultural festival or national event; if they had had such celebrations, no record was maintained.

Areas of Strength

- The objective of forming the VO was clear to the VO members in majority of the VOs (97%).
- Majority of the VOs have systems in place for preparing a VDP based on the MIP and CO priority needs. 50% of them have submitted more than one resolution to RSP or any supporting organisation in the last one year, keeping in view the annual development plan as well. Another 47% VOs have prepared VDP on basis of MIP and CO priority needs, and submitted at least one resolution in the last one year to RSP or any supporting organisation.
- Majority of the VOs have been conducting meetings regularly and the attendance of the members in these meetings has predominantly been recorded as more than 75%.
- In most of the VOs, the office holders were selected with the consensus of the VO members themselves without external influence. In 1 VO, an annual election is also planned.
- In 85% of the sample VOs, both the President and the Manager have received LMST trainings. In another 17% of the VOs, not just the leaders but also some other VO members have received the LMST trainings.
- In only 55% of the VOs, 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). In another 26% of the VOs, there is a formal mechanism of not just sharing the monthly progress with their member COs but also with the LSO they are a member of. The accountability of the VO office holders can be strengthened further, however.
- VOs have been focusing on strengthening their project management systems. 29% of the VOs have reported that some activities have taken place at the VO and the VO has set up functional committees for all projects and activities. Another 45% of the VOs have performed some activities and have set up formal committees that are functional for at least some projects and activities.
- In terms of the programme implementation activities, at least 48% of the VOs report that more than 50% of the planned activities have been undertaken by the VO against the VDP. Another 45% of the VOs have undertaken between 26%-50% of the activities as per their VDPs.

- One of the key functions of the VO is to provide support to its member CO. Almost half of the sample VOs have visited more than 50% but less than 80% of the member COs, providing institutional support to strengthen it. In another 27% of VOs, the members visited more than 80% COs for supervision of on-going activities and provided institutional support.

- 139 of the sample VOs (44%), rank the overall performance of the bookkeeper in implementation of CIF/IGG as satisfactory whereas another 47 VOs (15%) find their support 'highly' satisfactory.

Table 13: Score-wise percentage of VOs on Institutional Assessment Indicators (n=316)

Indicators	Score			
	0	1	2	3
VO objectives conceived by VO members	-	3	37	60
Procedure for need identification	0	1	49	50
Participation in identification & Planning	1	9	37	53
Elections	-	0	88	12
Accountability of Office holders	1	18	55	26
Leadership Training	-	2	85	14
Proceedings and Financial Record Keeping	1	23	59	17
Project Implementation	3	23	45	29
Conflict Resolution	63	26	8	3
Meetings Held in last year	-	3	14	83
Attendance	2	2	12	84
Programme Implementation Activities	-	6	45	49
Support to COs	1	21	51	28
Support by CBK	27	15	44	15
Social Sector activities	9	43	37	11
Progress data against CAT indicators	12	33	30	25
Resource Mobilisation	47	27	19	7
Social Campaigns & Festivals	54	21	23	2

3.6.4 Summary of the IMI results for the LSOs

Table 14 summarises the overall IMI result of LSOs by districts and by RSPs.

- Most of the LSOs (75%) fall in the category "B" with an IMI score range of 51%-75% followed by 17% of the LSOs falling in the "A" category with a score of above 75%. The rest of the 8% LSOs fall in the "C" category with a score between 26% and 50%. In the previous IMI, most of the sample LSOs (87%) fell in category "C", scoring in the range of 26%-50% on the IMI.

- The overall average score of LSOs on the IMI 2019 is 35 out of a maximum score of 54 without any significant difference across the districts. The overall average score of LSOs has improved from 23 out of 51 recorded in the IMI 2018. This year, both the highest as well as the lowest IMI scores recorded are for LSOs in Dadu district. The highest LSO IMI score is 53 whereas the lowest is 15.

Table 14: Number of LSO by IMI score bands and districts

RSP	District	A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total
NRSP	Tando Muhammad Khan	5	23	0	28
	Tando Allahyar	5	21	0	26
	Sujawal	14	22	1	37
	Matiari	8	22	0	30
SRSO	Larkana	0	36	10	46
	Kambar Shahdadkot	0	43	9	52
TRDP	Jamshoro	5	24	0	29
	Dadu	16	44	5	65
Grand Total		53	235	25	313

Table 15 presents the percentage score in each of the three main domains of the IMI. On average, the LSOs scored 66%, with 71% for NRSP LSOs, 70% for TRDP and 55% for SRSO fostered LSOs. This in fact shows that all LSOs have a margin of at least 25 percentage points improvement in the overall IMI score.

- The LSOs scored high on motivation indicators followed by capacity and then performance indicators across RSPs, except SRSO where the average score of motivation is followed by performance and capacity respectively.

- On the motivation indicators, LSOs in SRSO scored higher (81%), followed by NRSP and TRDP (78% each). However, the highest % score was in LSOs of Sujawal (84%) and lowest in LSOs of Tando Muhammad Khan (71%).

- On capacity indicators, LSOs in NRSP scored higher (74%) as compared to TRDP (69%) and SRSO (40%). Across the districts, the highest % score was in LSOs of Sujawal (78%) and lowest in Kamber Shahdadkot (38%)

- On performance indicators LSOs in NRSP scored higher (67%) as compared to SRSO (46%) and TRDP (66%). Across districts, the highest average score was in Tando Muhammad Khan (69%) and lowest in Kamber Shahdadkot (46%).

Table 15: % score obtained by LSOs in each domain of IMI by RSP and districts

RSP/districts	% Score obtained in each domain			
	Motivation	Capacity	Performance	Total
NRSP	78	74	67	71
Matiari	79	76	67	72
Sujawal	84	78	65	73
Tando Allahyar	74	68	66	69
Tando Muhammad Khan	71	71	69	70
SRSO	81	40	46	55
Kamber Shahdadkot	80	38	46	54
Larkana	83	43	47	56
TRDP	78	69	66	70
Dadu	75	67	68	70
Jamshoro	83	72	64	71
Grand Total	79	62	60	66

Table 16, lists all main indicators on which the LSOs have been assessed. The LSOs have been scored on the scale of 0 to 3 on each indicator, reflecting their strengths and weaknesses. Considering scores 0 and 1 as areas of weakness that need improvements, the following points need attention:

- The members of the LSO executive committee have been selected or elected by LSO general-body only once in most of the LSOs. Hardly 16% of the LSOs have an annual election/selection process in place, where record is being maintained.
- Around 44% of the LSOs have not undertaken any activity for mobilising resources for donations is cash or kind. Another 29% of the LSOs have undertaken just 1 or 2 activities for resource mobilisation but did not keep any record of it.
- Almost half of the LSOs have not celebrated any cultural festivals or national events from its platform.
- 45% of the LSOs have some knowledge about the importance of a sustainability plan but they do not have a proper sustainability plan in place. 35 LSOs (11%) do not have any knowledge about sustainability and what it means.
- Half of the LSOs have not maintained records regarding the progress made by their member VOs and COs on social sector (CAT) indicators.

Areas of Strength

- In a majority of the LSOs (71%), the members have clearly written objectives of the LSO and all the members are aware of them.
- Most of the LSOs have done more than 75% of their planned meetings and the attendance in these meetings have remained over 75%.
- In terms of need identification, two-thirds of the LSOs have developed their Union Council Development Plan (UCDPs) and also presented their UCDPs to the Joint Development Committee. Majority of the participants during the IMI exercise were aware of the development of UCDP and its objectives and reported that they actively participated in its development.
- More than half of the LSOs reported that both their leaders have received trainings in LMST, whereas in another 48% of the LSOs not just the LSO leaders received the LMST but other executive committee members have received other trainings on need-based thematic areas (for instance, gender, disaster preparedness, nutrition, local governance, etc. organised by the Government of Sindh, RSP, other NGOs or INGOs).
- Majority of the LSOs have dealt with internal conflicts and resolved them at the LSO platform through formal mechanisms and procedures.
- In more than half (51%) of the LSOs have under taken between 26% to 50% activities against the UCDP. Another 44% of the LSOs have undertaken more than 50% of the planned activities against the UCDPs.
- One of the key functions of the LSO is to provide support to its member VOs and COs. Almost 45% of the LSOs have visited more than 50% but less than 80% of the member COs and provided institutional support them. In another 21% of VOs, the members visited more than 80% COs for supervision of on-going activities, providing institutional support.

Table 16: Score-wise percentage of LSOs on Institutional Assessment Indicators (n=313)

Indicators	Score			
	0	1	2	3
Objectives	-	3	26	71
Procedure for Need identification	1	1	32	66
Participation in Need Identification & planning	1	9	35	56
Elections of LSO Executive Committee	-	2	82	16
Leadership Training	1	51	30	18
Proceedings & Financial Record Keeping	1	28	50	21
Project Implementation	5	26	30	39
Conflict Resolution	-	25	69	6
Meetings held in last 12 months	0	2	14	84
Attendance	4	2	16	79
Implementation of activities	0	4	51	44
Support to VOs/COs	4	30	45	21
Support by CBK	20	13	51	16
Record with LSO on Social Sector	14	34	29	23
Resource Mobilisation	44	29	21	6
Social Campaign & Festivals	50	19	26	5
Sustainability	11	45	24	20

3.7 RSP Support

The number of visits by the RSP field and management teams 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 results of the survey.

3.7.1 RSP Support for COs

In total, the Social Mobilisation Team (SMT) made 3,226 visits (on average 10) to the COs and other staff members. 11 COs reported that no SO has visited them, while a CO in Sujawal district reported that the SO visited around 30 times in the last 12 months, the highest reported figure.

Another question was asked with regards to the CRPs where COs reported on average 10 visits by the CRP to each CO in the last 12 months. 24 COs had not been visited by a CRP in the last year, whereas at least one CO in districts Dadu and Tando Muhammad Khan each were visited by the CRP more than 36 times in a year.

290 of the sample COs (91%) said that the CO visits the RSP office often. CIF and IGG disbursement and related issues such as recovery and appraisal were quoted to be the most recurring reasons of visits. Other reasons included savings deposit and bank related work, CRP meetings and record sharing. Distance to the RSP office and related expenditures is found to be an inhibitor in the case of COs not visiting the office.

212 of the COs (68%) rated RSP support as very satisfactory and another 105 COs (32%) rated it as satisfactory. The areas of improvement as suggested by the COs involve demands of adding more development activities, appointment of CRPs (where there are none) and more support from RSPs in handling their public issues such as opening of schools and establishment of a bank in their locality. No CO rated the RSP support as inadequate.

3.7.2 RSP Support for VOs

On average, the Social Mobilisation Team made 12 visits per sample VO, adding up to a total of 3,903 visits. Two VOs in Dadu and one VO in Kamber Shahdadkot recorded no SMT visits in the past 12 months whereas two VOs in Sujawal and one VO in Dadu recorded more than 30 visits by the SMT in their VO over the past 12 months.

The Community Resource Persons (CRP) visited the sample VOs 10 times on average, with a total of 3,255 visits in the last 12 months. 23 VOs mentioned that no CRP visited their VO whereas 2 VOs in Sujawal district noted more than 24 CRP visits in the last 12 months.

Another question was asked from the VOs regarding the visits by other RSP staff to their institutions. On average, every VO was visited five times by other RSP staff in the last year. 2 VOs in Sujawal mentioned more than 24 RSP staff visits during the last 12 months, while 48 VOs recorded no such visits.

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

209 of the sample VOs (70%) rated RSP support as very satisfactory and another 99 VOs (30%) rated it as satisfactory. The areas of improvement as suggested by the VOs involve demands of more support from RSPs in handling their public issues such as opening of schools and establishment of a bank in their locality and initiation of more development activities and plans by the RSPs for their respective community institutions. No VOs rated the RSP support as inadequate.

3.7.3 RSP Support for LSOs

On average, the Social Mobilisation Team made 12 visits, the Community Resource Person (CRP) 16 visits and other staff members from the district and PIU made 6 visits during the last 12 months. The total number of visits made to the VO by SMT are 3,812, by CRP 5,089 and by other RSP staff member a total of 1,747 visits in the last 12 months.

310 out of the total 313 LSOs noted that they have to visit the RSP office often. In most cases this was to deal with banks (opening bank account, collecting check books, and payment of CRPs), JDC meetings, record sharing and for LMST.

Out of the 313 LSOs, 226 of LSOs rated RSP support as very satisfactory and another 87 LSOs rated it satisfactory. No LSO rated the support as inadequate.

3.8 Quality of the conduct of the FGDs

The survey team were asked to rate the quality of discussion of the FGDs at the conclusion of the IMI meetings. The results are presented in Table 17. Overall in 65% of the 946 sample community institutions (LSOs, VOs, COs) a fully open discussion around IMI occurred where majority of the members actively engaged in the conversation. In 30% of the sample community institutions a small group dominated the discussion, while in 5% one or two participants dominated the discussion but some members also spoke up. Only in 3 sample COs, 1 or 2 members spoke and all other remained silent unless directly asked to respond. Around two-thirds of the VOs had a

fully open discussion with a majority of the members actively involved in the discussion related to IMI.

Table 17: Quality of Discussion during the FGD for the IMI exercise

Indicators	No. of COs	% of COs	No. of VOs	% of VOs	No. of LSOs	% of LSOs
Only one or two members spoke, all others silent unless directly questioned	3	1	-	-	-	-
One or two dominant but a minority of others also spoke up	15	5	12	4	18	6
Small group dominated discussion but most members involved	98	31	100	32	89	29
Fully open discussion with a majority actively involved	201	63	204	65	205	66

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 a regression analysis of the impact of external factors on Institutional Maturity Score of the community institutions. The regression was performed for all the LSOs, using data collected in the IMI survey. For the regression analysis, we used the IMI score of the community institutions as the 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. Age of Community Institution in months
- iii. Age of the President in years
- iv. 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 and interpret the findings of the model given here with care.

Table 18, represents the results of the regression analysis where the effect of the above mentioned four variables is observed on the IMI score of the LSO. The model used here explains 25% ($R^2 = 0.2459$) of the variance in the IMI score (dependent variable), i.e. 25% of the variance in IMI scores can be explained by the 4 independent variables (of which only 3 were statistically significant at a 95% confidence interval).

The following key points can be drawn from the regression results presented in Table 18.

- The level of RSP support has a positive impact. The IMI score of a CI is likely to increase by 0.32 with each additional number of visit by the SMT. The result is statistically significant at a 95% confidence interval. As most of the sample LSOs are young and struggling with sustainability efforts, the support of SMT is critical. However, for the long run the dependency on RSPs should be lessened eventually.

- The age of the community institution has a positive impact and is statistically significant, at a 99% confidence interval. For every additional year of age, the IMI score is likely to increase by

3.72 points. This finding is at par with the general logic – as the community institutions age with time, their experiences help them be more mature, consequently increasing their score on the maturity index.

- The age of the president has a negative impact on the IMI score and is statistically significant at a 95% confidence interval. Here, we see that for every one year of increase in the age of the LSO president, the IMI score of the LSO is likely to decrease by 0.25.

- The education level of the Manager of the CI does appear to have a negative impact but this result is not statistically significant.

Table 18: Regression Analysis (LSOs)

Model: Score	IMI	Unstandardized Coefficients		Standardized coefficients		T	P-Value
		Beta	Standard Error	Beta	Standard Error		
Constant		71.543	5.958008			12.01	0.00
Number of visits by the SMT		0.3220708	0.1566757	0.237884	0.1157219	2.06	0.043
Age of CI		3.724183	1.222448	0.2546737	0.0835956	3.05	0.003
Age of President		-0.2504833	0.0983183	-0.2245131	0.0881246	-2.55	0.013
Education of Manager		-0.2491926	0.1758797	-0.1233409	0.0870538	-1.42	0.16

5. Tracking maturity over time

As the statistical analysis presented in the previous section shows, the maturity of the community institutions, on average, increases over time which results in an improved IMI score as well. The sampling methodology for the first and the second rounds of IMI exercises were indeed different, however, it is insightful to see if there are any overlapping community institutions (CIs) in the samples drawn in 2018 and 2019 respectively. In this section, we compare these overlapping CIs and their IMI scores recorded in the two years.

4.1 LSOs

Starting with the LSOs, there are 30 CIs which can be analysed for their maturity levels over time. This year's sample included all the 313 LSOs formed so far. This means that the IMI surveyors were able to gather data once again on the 30 LSOs which were a part of the IMI sample in the year 2018. The tables demonstrated below are the cross tabulations of the number of LSOs, with 2018 IMI scores reflected in the rows and the 2019 IMI scores reflected across the columns.

Table 19 represents that while all 30 of these LSOs fell in the category of either “B” or “C” in the last year, the overall IMI scores of these LSOs fall in “A”, “B” or “C” categories this year. There is 1 LSO that moved from “B” category and 4 LSOs from “C” category last year to “A” category this year. 2 LSOs which scored between 51-75% last year stayed in the same category this year as well. A majority of these 30 LSOs (22) have jumped up from “C” category to “B” category this year. There is one LSO that scored below 50% last year and remained in the same category in IMI 2019 as well.

Table 19: Number of LSOs and their respective overall IMI scores in IMI 2018 and 2019

Scores obtained in IMI 2018	Scores obtained in IMI 2019			Grand Total
	A: Above 75% score	B: 51-75% score	C: 26-50% score	
B: 51-75% score	1	2		3
C: 26-50% score	4	22	1	27
Grand Total	5	24	1	30

It is also fruitful to compare the LSO IMI scores with respect to the indicators of motivation, capacity and performance separately as well to gauge their respective roles in the overall improvement (or lack thereof). The findings support the statistical observations: all the LSOs have made improvements over the past one year and their maturity scores have increased in all the three domains, with the following outliers: 2 LSOs scored lower in the domain of capacity and 1 LSO scored lower on the performance indicators in IMI 2019 as compared to the IMI 2018. Details are given below:

Table 20 (a) represents the cross tabulation with respect to the motivation scores obtained by the overlapping 30 LSOs in the two rounds of the IMI study. 12 LSOs have improved their motivation score from 51%-75% last year to above 75% this year and another 5 LSOs jumped up from 26%-50% last year to above 75% in IMI 2019. 7 LSOs moved from the “C” category of 26%-50% motivation score to “B” category with 51%-75% score this year. 6 LSOs did not see a shift in their 51%-75% motivation score category over the two years.

Table 20 (a): Number of LSOs and their respective motivation scores in IMI 2018 and 2019

Scores obtained in IMI 2018	Scores obtained in IMI 2019		Grand Total
	A: Above 75% score	B: 51-75% score	
B: 51-75% score	12	6	18
C: 26-50% score	5	7	12
Grand Total	17	13	30

Table 20 (b) represents the cross tabulation with respect to capacity scores obtained by the 30 common LSO in the two rounds of IMI samples. In contrast with the LSO motivation scores, the capacity scores are widely distributed. 5 LSOs have improved their capacity score from 51%-75% last year to above 75% this year and another 2 LSOs jumped up from 50% and below last year to above 75% in IMI 2019. 8 LSOs moved from the “C” category of 26%-50% capacity score to “B” category with 51%-75% score this year. Some LSOs did not see an improvement in their capacity scores over the two years: 4 LSOs did not see a shift from their 51%-75% and another 4 LSOs remained in 26%-50%.

One LSO saw a surprising dip from above 75% capacity score (A category) to fall in the 26%-50% score (C category) this year. This LSO is a part of Larkana district (SRSO) and scored low on the indicators of leadership capacity, implementation of project activities and conflict resolution this year. Last year, its capacity score was 77.78% and this year it dropped to 50%.

Another LSO belonging to Tando Muhammad Khan (NRSP) scored more than 50% last year but scored 26%-50% on the capacity indicators this year. Looking into its profile, it is clear that this LSO scored on the boundary of the scoring category (50% score) in both years and hence not much is explainable in the difference.

Table 20 (b): Number of LSOs and their respective capacity scores in IMI 2018 and 2019

Scores obtained in IMI 2018	Scores obtained in IMI 2019			Grand Total
	A: Above 75% score	B: 51-75% score	C: 26-50% score	
A: Above 75% score			1	1
B: 51-75% score	5	4	1	10
C: 26-50% score	1	8	4	13
D: Less than 26% score	1	2	3	6
Grand Total	7	14	9	30

Table 20 (c) represents the cross tabulation with respect to performance scores obtained by the 30 common LSOs in the two rounds of the IMI study. Almost half of the LSOs (14) fell in the 26%-50% performance score last year but improved to be placed in the 51%-75% performance score this year. 1 LSO has improved its performance score from 51%-75% last year to above 75% this year. 6 LSOs scored less than 26% on the performance score last year but managed to improve their score significantly and to fall in the “B” category with 51%-75% score this year. 2 LSOs did not see a shift in their 51%-75% and another 2 LSOs in 26%-50% capacity score category over the two years. There is 1 LSO that scored between 26%-50% on performance last year but fell in the “D” category with less than 26% score this year. This LSO is situated in district Larkana (SRSO) and needs significant efforts in the areas of resource mobilisation, improved bookkeeping, arranging cultural festivals and sustainability to improve its performance scores in the next IMI.

Table 20 (c): Number of LSOs and their respective performance scores in IMI 2018 and 2019

Scores obtained in IMI 2018	Scores obtained in IMI 2019				Grand Total
	A: Above 75% score	B: 51-75% score	C: 26-50% score	D: Less than 26% score	
B: 51-75% score	1	2			3
C: 26-50% score	3	14	2	1	20
D: Less than 26% score		6	1		7
Grand Total	4	22	3	1	30

4.2 VOs

There are 10 VOs which were a part of the sample for IMI 2018 and data was again collected for them during the IMI 2019 exercise. Among these common VOs, none belongs to SRSO, 3 belong to TRDP (1 in Dadu and 2 in Jamshoro), and 7 belong to NRSP (3 in Matiari, 2 in Tando Allah Yar, 1 in Tando Muhammad Khan and Sujawal each). All these VOs have either improved their

scores this year or have remained in the same category of scores as they were in the last year. No VO has observed a decrease in IMI score between 2018 and 2019 IMI.

Movements of 2 LSOs are however noteworthy. The VO from Tando Muhammad Khan was last year placed in the “C” category with an overall score of 46.3%, now, it has made improvements on the indicators of clarity of objective, resource mobilisation efforts, cultural festival and conflict resolution to obtain an overall IMI score of 78% this year (category “A”).

The other positive movement is observed in 1 of the VOs of Tando Allah Yar. It had an IMI score of 25.9% in the last year and was thus placed in “D” category. This year, the VO has obtained 63% and is placed in the “B” category of IMI scores. This movement is owing to an improvement in participation in need identification score, performance on CAT indicators and managing activities and projects.

There are 2 VOs, one from Dadu and other from Jamshoro, whose IMI scores were placed in the category of 51%-75% both the years. The rest of the 6 VOs were placed in the “C” category with a score between 26% and 50% last year and they have shown small improvements across all the indicators to be placed in the “B” category with scores between 51-75% in the 2019 IMI.

4.3 COs

There are two SUCCESS COs which happened to be a part of the sample in both the IMI exercises of 2018 and 2019.

One of these 2 COs is situated in district Jamshoro (TRDP). In the previous IMI, the CO scored 45.2% and was thus placed in the “C” category of scores. This year, the CO has jumped up to the “B” category with an overall IMI score of 69%.

The other CO is located in Kamber Shahdadkot (SRSO). In both the rounds of the IMI, this CO has been placed in the “B” category of scores, however, the actual score improved from 59.5% in the year 2018 to a total of 67% in the year 2019.

Both these COs have made improvements on the indicators of objective, handling women issues and conflict management and record keeping on social indicators over the last year.

6. Discussion on the findings

Overall, it is found that the scores of CIs need more improvement in the area of Organisational Capacity as compared to the indicators pertaining to Organisational Motivation and Organisational Performance. After compiling the initial findings of the IMI 2019 data, the RSPN SUCCESS team tried to triangulate the results with field visits to the community institutions having the highest as well as the lowest IMI scores. The team also met with the M&E teams, YDPs and the management of SUCCESS programme at the RSP level to receive their insights and feedback.

The difference between the high scoring CIs and the low scoring CIs was quite evident. The most important was the difference in the approach of the members. The high scoring CIs are taking complete ownership of their institutions and have a direction of where they want to take their institutions in the future. On the other hand, the low scoring CIs predominantly seemed stuck in the basics of social mobilisation and the five interventions that they receive from these platforms. A related observation is that the leaders of the high achieving CIs seemed to be more motivated

and personally invested (regardless of any benefits that they were deriving from the SUCCESS programme). Additionally, the role of CRPs, bookkeepers and SMTs was found to be instrumental in the high scoring CIs.

In conclusion, the maturity of the institutions seems to be interlinked with two key aspects: (i) how effectively the front runners of the SUCCESS programme such as CRPs and SMTs convince the CIs of their formation objective and importance and (ii) in return, how quickly the members and especially the leaders align themselves with those guidelines and take ownership of their institutions. This cycle results in efforts leading to self-initiatives and planning for sustainability of their institutions - the two main indicators differentiating between high scoring CIs and low scoring CIs.

In another round of visits, the Specialist Social Mobilisation and Programme Officer Gender and Development also visited a few LSOs at random in TRDP and SRSO districts in January 2020 and made the following observations:

- The marking of the LSOs by the respective RSP M&E Officers were quite strict, because they knew that the results would be used for capacity building of CIs.
- Though the LSOs had undertaken a large number of activities yet little documented evidences are available with the LSOs. Therefore, these activities were not reflected into LSO IMI results as the surveyors were instructed to note and score only those activities which are recorded in their registers properly.
- In each one of these four LSOs, a number of active and young leaders are available. This is encouraging and RSPs should further build up their capacities in the fields of record keeping, planning, linkage development and resource mobilisation.
- Being leaders of their VOs, the LSO activists have carried out several development activities at their village level. There is an urgent need to synergise such activities at LSO level to portray a fair picture of what the LSO and its member organisations are doing. Therefore, the consolidation of CO progress reports at the VO level and consolidation of VO reports at the LSO level is key.

7. Recommendations:

The IMI exercise is one of the most useful tools 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 institutions remain functional, effective, sustainable and relevant to address the needs of their members. It is therefore recommended that:

- The results of the study should be shared and discussed with Social Mobilisation Teams in one-day sessions 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 SOs have been provided with the IMI questionnaires translated in Sindhi and are being encouraged to do this exercise in their future meetings with all the COs and VOs which were not a part of the sample for the 2nd round of IMI. The CIs should also keep using these tools for self-assessment over time to track their improvement along the different dimensions and indicators of maturity.

- All the SMTs and LSOs need to be aware of the institutional maturity indicators of the community institution used in this index and use it in regular intervals to see where their institutions stand and where they want to take them. Strategies should be regularly explored in coordination with the community on tangible ideas and actions that can help the CIs improve their IMI rankings.
- The weak areas of the IMI results should be noted down in the *Karwai* Registers of the concerned CIs so that they can take corrective measures objectively. It is also suggested that the IMI results should be visually displayed in the offices of the CI's in the form of wall charts. SMTs and CRPs are encouraged to refer to these charts in their CI meetings and guide the members on how to improve their scores on each indicator and facilitate them in their efforts as necessary.
- The objectives of the CIs along with its basic profiles should be displayed in the CIs office. Moreover, the contact numbers of key stakeholders and partners should also be displayed in the LSO (or VO/CO) office for easy access to all.
- 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 loopholes, if any. In addition to the LMST, a separate training session needs to be conducted with LSOs on how to present their UCDPs at the JDCs, create linkages with government line department, local government, elected representatives and other service providers.
- In most of the community institutions, the quality of the record keeping needs improvement. The record keeping on CAT indicators need special attention. Given the abysmal low literacy rate among the community leaders and members, weak record keeping was expected and thus literate CRPs and CBKs were envisaged in the programme design. This was to support the community institutions in record keeping but the process of engaging the CRPs and CBKs was delayed. The RSPs need to expedite this process and ensure all the VOs and LSOs have their respective CRPs and CBKs. A related issue is the high turnover of the CRPs. RSPs need to look into the reasons for this turn over and ensure adequate remuneration and working conditions to retain the high quality CRPs.
- To ensure interconnectivity and mutual accountability among the three institutional tiers (CO/VO/LSO), a mechanism of regular two-way flow of information and feedback is important. Firstly, for bottom-up communication, there is a 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 meetings. The VO should consolidate its member COs' progress reports in their respective LSO's monthly meetings. Similarly, for top-down communication, the LSO representatives should share their LSOs progress in their respective monthly meeting of VOs. The VO members should share the progress of their respective VO in their CO meetings on monthly basis. Since the IMI 2018, the information

flow from the COs to that of the LSOs through the VO has improved, however, there is still a huge gap in the downward information flow from LSOs to VOs and then onto COs. This two-way progress update should be a regular agenda item in the monthly meetings at all the three tiers of community institutions. This will not only keep the members informed about the progress of their community institutions at all levels, but it will also show the big picture of their efforts and strengths.

- As the SUCCESS programme is moving into its fifth year, keeping in view the exit strategy of the RSPs and RSPN, it is important that an agenda item related to institutional development should be added to all the LSO meetings. The dialogue between the SMTs and the CI members needs to incorporate topics such as resource mobilisation and effective utilisation of the available human and financial resources without the support from the RSPs. This will help the CI members to eventually take ownership of their own institutions and leverage the platforms to the maximum benefit of their community.

Annex I: Alternative rankings of the Community Institutions

The overall findings of IMI 2019 have been categorised into four scoring groups defined as: D, Below 25%; C, 26% to 50%; B, 50% to 75%; A, over 75%. Since it follows the suit of IMI 2018 findings, it provides the readers with a valid reference benchmark to compare the results between the two rounds of IMI. However, it also raises the question of where exactly the community institutions are placed within each of these four scoring categories. Are the community institutions concentrated on the borders or scattered throughout? Are there huge variations among the scores of the community institutions within each scoring category?

To address these concerns and questions, this section provides an alternative distribution of scoring with ten categories of ten IMI score points each. The tables and the graphs, therefore, provide a more in-depth representation of the community institutions and their achieved IMI score in 2019.

With this approach at hand, the figure 2 given earlier in this report will be revised as follows (figure 3). The spread, once again, seems symmetrical but negatively skewed with concentration of community institutions housing around the score of 70.

Figure 3: Overall distribution of CIs with an interval of ten IMI points

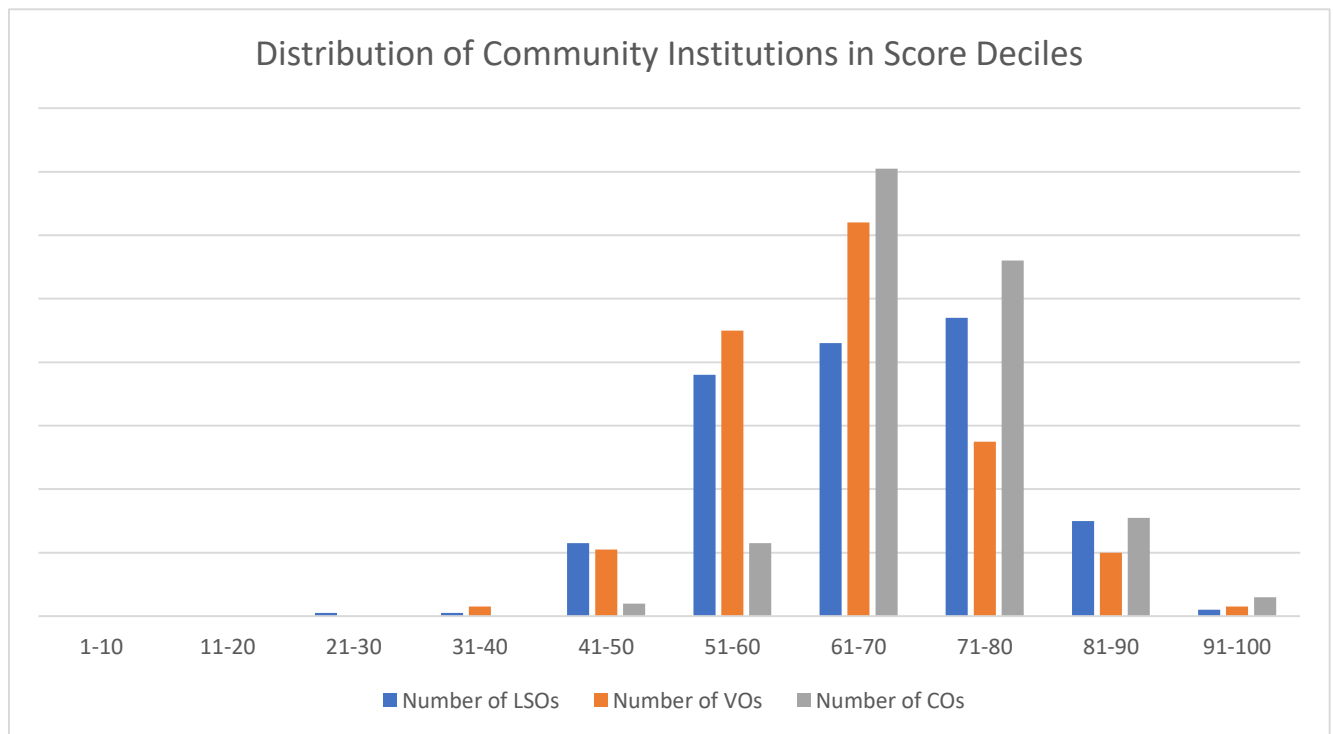


Table 21 is a detailed representation of the LSOs with an IMI score interval of ten. 30% of the LSOs fall in the score of 71-80 followed by 27% of VOs in the score category of 61-70.

Table 21: Decile distribution - % of LSOs and their IMI scores 2019:

Scores Groups	TRDP		SRSO			NRSP			Total
	Dadu	Jamshoro	Kamber Shahdadkot	Larkana	Matiari	Sujawal	Tando Allahyar	Tando Muhammad Khan	
1-10	-	-	-	-	-	-	-	-	-
11-20	-	-	-	-	-	-	-	-	-
21-30	2	-	-	-	-	-	-	-	0
31-40	-	-	-	2	-	-	-	-	0
41-50	6	-	17	20	-	3	-	-	7
51-60	6	3	77	54	3	-	15	4	24
61-70	34	38	6	15	37	22	42	46	27
71-80	34	59	-	9	37	59	27	39	30
81-90	17	-	-	-	23	16	12	11	10
91-100	2	-	-	-	-	-	4	-	1
Grand Total	100	100	100	100	100	100	100	100	100

Table 22 is a detailed representation of the VOs with an IMI score interval of ten. 39% of the VOs fall in the score category of 61-70 followed by 28% VOs in the score category of 51-60.

Table 22: Decile distribution - % of VOs and their IMI scores 2019:

Scores Groups	TRDP		SRSO			NRSP			Total
	Dadu	Jamshoro	Kamber Shahdadkot	Larkana	Matiari	Sujawal	Tando Allahyar	Tando Muhammad Khan	
1-10	-	-	-	-	-	-	-	-	-
11-20	-	-	-	-	-	-	-	-	-
21-30	-	-	-	-	-	-	-	-	-
31-40	-	-	2	2	-	3	-	-	1
41-50	2	3	10	7	7	10	15	4	7
51-60	15	10	79	28	30	13	27	7	28
61-70	52	30	8	50	57	33	38	50	39
71-80	20	47	2	13	7	18	19	25	17
81-90	11	10	-	-	-	18	-	11	6
91-100	-	-	-	-	-	5	-	4	1
Grand Total	100	100	100	100	100	100	100	100	100

Table 23 is a detailed representation of the COs with an IMI score interval of ten. 44% of the COs fall in the score category of 61-70 followed by 35% COs in the score category of 71-80.

Table 23: Decile distribution - % of COs and their IMI scores 2019:

Scores Groups	TRDP		SRSO			NRSP			Total
	Dadu	Jamshoro	Kamber Shahdadkot	Larkana	Matiari	Sujawal	Tando Allahyar	Tando Muhammad Khan	
1-10	-	-	-	-	-	-	-	-	-
11-20	-	-	-	-	-	-	-	-	-
21-30	-	-	-	-	-	-	-	-	-
31-40	-	-	-	-	-	-	-	-	-
41-50	2	3	2	-	-	-	4	-	1
51-60	5	-	8	17	7	5	12	4	7
61-70	32	63	62	37	53	18	46	57	44
71-80	50	20	28	43	37	32	27	29	35
81-90	11	13	-	2	3	34	12	7	10
91-100	2	-	-	-	-	11	-	4	2
Grand Total	100	100	100	100	100	100	100	100	100

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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