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IMI Analysis Report: Institutional Assessment of Community Institutions 2021

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



Acknowledgments

The Institutional Maturity Index (IMI) analysis report could not have been completed without the cooperation and support of the Rural Support Programmes Network (RSPN) and the Rural Support Programmes (RSPs) monitoring and evaluation (M&E) and Programme management teams. The RSPN team updated the IMI tools in consultation with all RSPs M&E Managers. The SUCCESS M&E teams of the three partner RSPs: National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP) and Young Development Professionals (YDPs) hired by RSPN collected the data. The M&E Officer of SUCCESS RSPN supervised the data collection, conducted the data analysis and report writing. We would like to express sincere gratitude for everyone who have contributed to the IMI exercise. We would also like to thank the members of the community institutions for their time and for sharing information and experiences with the data collection team.

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

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Institutional Assessment of Community
Institutions 2021
(September 2021)**

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Executive Summary

Social mobilisation comprises an intensive endeavour in the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme. As of January 2021, a total of 601,552 rural poor households represented by their women members have been mobilised into 29,920 Community Organisations (COs), 3,444 Village Organisations (VOs) and 314 Local Support Organisations (LSOs). This report presents the results of the third¹ round of the Institutional Maturity Index (IMI) survey that covered 1,261 community institutions including 313 LSOs, 320 VOs and 628 COs from the eight districts of the SUCCESS Programme in Sindh.

The purpose of the IMI survey is to assess the strengths and weakness of the community institutions (LSOs/VOs/COs) formed under the SUCCESS Programme and thus identify areas where these institutions will need further support. The secondary aim is to equip the community institutions with a tool that is regularly used for self-assessment in the future. The assessment, thus, was done through Focus Group Discussions (FGDs) with the members of the community institutions. The IMI tool focuses on three organisational development aspects including, Organisational Motivation, Organisational Performance and Organisational Capacity. The RSPs Monitoring and Evaluation (M&E) Officers, supported by the Young Development Professionals (YDPs) hired by RSPN collected the data. The M&E Managers of Rural Support Programmes (RSPs) and M&E Officer RSPN supervised the data collection team and data collection process.

The results show overwhelming success of the community institutions in terms of the inclusion of the households in the lower bands of the poverty scorecard (0-23). In 72% of the COs, 64% of VOs and 62% of LSOs, at least one of the leadership positions belong to households with poverty score between 0 and 23. More than 75% of the leadership of community institutions fall in the age bracket of 31 to 60 years old. Given the very low female literacy rates in rural Sindh, it is not surprising that 76% of the leadership at the CO level, 66% at the VO level and 54% at the LSO level are not literate. In 73% of the COs, 74% of the VOs and 51% of the LSOs reported that they had selected/elected their leaders once and since then they have never conducted re-selection or re-election process. However, the Programme Implementation Manual (PIM) recommends to have re-election or selection after two years as a good practice.

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 57% of the COs have a formal mechanism of sharing the monthly progress with all of its members and further 57% of the VOs and 59% of the LSOs have a formal mechanism of sharing the monthly progress with their member COs and VOs respectively. This number has significantly improved from the last IMI where 35% of the COs, and 26% of the VOs and LSOs have a formal mechanism of sharing the monthly progress with their members and member CIs.

Most of the COs (81%) have an active savings programme and 71% of these COs are currently utilising these savings. Most of the savings are used for healthcare, household consumption and emergencies through internal borrowing among members.

Additional indicators on women empowerment added in the current round of the survey, aimed to assess the changes in women's lives as a result of them being organised into community institutions and availing Programme benefits. Overall, the women participants had a favourable response on all

¹ First IMI published in 2018, Second in 2020 and third in 2021

the inquired indicators. 68% of the survey participants in the COs, 63% in the VOs and 71% in the LSOs reported that women's mobility to the market, banks, hospital or clinics, government offices and place of work has increased.

The RSPN and RSPs are implementing the EU funded Programme for Improved Nutrition in Sindh (PINS), in 10 districts of Sindh including the eight SUCCESS districts. The PINS Programme delivers its programme interventions through the community institutions formed under the SUCCESS Programme and aims to improve nutritional status of under five children and pregnant and lactating women in Sindh. The current round of the survey also includes indicators to assess the effects of the PINS Programme interventions on the institutional development of the community institutions and women empowerment indicators. The findings reveal that the PINS Programme interventions have not made any differential effects on the institutional development indicators of the community institutions but had a positive impact on the women empowerment indicators. Women's ability to better feed themselves, their children and their knowledge about their nutrition has improved as compared to women in those CIs where PINS interventions were not implemented.

The record keeping in community institutions has certainly improved since the last two IMIs conducted in 2018 and 2019. The *karwai* and attendance records are mostly available with the community institutions; however, the financial records need improvement. On average, 92% of the COs, 48% of the VOs and 85% of the LSOs are currently maintaining their records in good quality. For comparing the maturity level of the CIs the community institutions were scored on the IMI index and categorised as:

- A= over 75% score;
- B= 51% to 75% score;
- C= 26% to 50% score;
- D= Below 25% score.

The 2021 IMI survey results show that:

- 66% of LSOs, 53% of VOs and 51% of COs scored A.
- 31% LSOs, 44% of VOs and 46% of COs scored B.
- 3% of each LSOs, VOs and COs scored C.
- Two of the COs (0.3%) scored D.

The IMI scores of all tiers of CIs have improved from the last IMI where most of the CIs in 2019 fell in the "B" category and in 2018 in C category showing that the community institutions have made their way up on the maturity ladder over the time. The outstanding positive findings across all the community institutions include regular meetings with more than 75% of their members present. It is also encouraging to find out that the CO and LSO members have better clarity on the objective of their institutions as compared to the last two IMI. 76% of the COs, 50% of the VOs and 80% of the LSOs have written objectives of their institutions and the members are well aware of them. COs and LSOs have improved this from the last IMI where 61% of the COs, 60% of the VOs and 71% of the LSOs have written objectives of their institutions and the members were well aware of them. From the IMI 2018, there has been a huge improvement when only one CO and VO each and two LSOs excelled the most in the score of objective conceived by CI members. 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 other 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, quality of financial reporting, and PINS Programme

records. In addition to this, the data² on Community Awareness Toolkit (CAT) indicators is not being complied properly in the VO and LSO level which was highlighted in the last IMI as well.

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 6 times, each VO 8 times, and each LSO 9 times in the last one year. Similarly, the Community Resource Persons (CRPs)³, on average, visited each CO 3 times and VO 11 times and each LSO 15 times. The number of visits made by Social Mobilisation Team (SMT) and CRPs has decreased from the last IMI due to the global COVID-19 crisis and the subsequent lockdown in the country.

This report further compares the overall results of those community institutions which were a part of the sample in all three IMI exercises of 2018, 2019 and 2021. The community institutions have shown significant improvement in their ranking over three rounds of the survey. 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. In the current (2020/21) survey, 51% of COs, 53% of VOs and 66% of LSOs made it to “A” category. All the LSOs formed as of December 2020 were the part of IMI 2019 and 2021, whereas for VOs and COs the sample was taken in these two years; therefore, 313 LSOs, 298 common VOs and 238 common COs have been studied.

Overall there is a significant improvement observed in all these community institutions since the last IMI. A majority of “B” category LSOs from 2019 survey have jumped up to “A” category this year. There are 139 LSOs that moved from “B” category and 16 LSOs from “C” category in 2019 to “A” category this year. Similarly, out of common 298 sample VOs, 135 VOs from “B” category and 13 VOs from “C” category in 2019 have graduated to “A” category in the year 2021. Moving on, 60 COs from “B” category and 1 CO from “C” category in 2019 graduated to “A” category in the year 2021.

Furthermore, major improvements have been witnessed from 2018 to 2019 IMI, while all the 30 LSOs were categorised in the “B” or “C” category in 2018, 5 of these LSOs managed to jump to the “A” category in 2019. 22 out of these 30 LSOs improved their score from “C” category (26-50% score) to “B” category (51-75% score) in the year 2019. Similarly, out of a total of 10 VOs, 6 VOs from “C” category and 1 VO from “D” category in 2018 jumped to “B” category in 2019 validating an improvement in their institutional standing over the course of one year. Another VO improved significantly from “C” category in 2018 to “A” category in 2019. Both the COs also improved their overall score in one year but only one of these managed to jump from “C” category to “B” category in 2019.

The IMI survey results provide an opportunity for mutual learning among the RSPs for improvement of all the three tiers of community institutions. 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 further improve the maturity scorings of these community institutions with tangible steps and actions to better the rankings of community institutions on IMI assessments. CI leaders, CRPs and the Social Mobilisation Teams (SMTs) are the

² There are 13 indicators collected under the CAT; the detail of those indicators are on page 15

³ CRPs are activist from the community who are committed to the development of their community through their own initiatives and hard work. They are engaged by VO/LSO/SMT to organise uncovered communities into COs, monitoring of CO meetings and savings and delivering awareness sessions to the communities on critical social and development issues.

ones who can make a difference by building the capacity of the community members. The report provides recommendations for the community institutions, followed by the recommendations made to the RSPs and lastly to the RSPN team.

- To begin with, at the CO/VO/LSO level, CIs leaders and CRPs are recommended to update the CAT data on timely basis and, where needed, consult their respective SMT for assistance. Moreover, the members of the CIs ensure timely holding of elections/selection in their respective CIs as the leadership of the CIs has a profound impact on the functioning of the CIs. A two-way progress update should also be a regular agenda item in the monthly meetings at all the three tiers of community institutions. For the sustainability of LSOs and to make them more inclusive, LSOs may consider engaging educated youth as volunteers. The CIs are further recommended to keep using the IMI tools for self-assessment over time to track their improvement along the different dimensions and indicators of maturity.
- At the RSPs level, the SMTs should communicate the recommendations provided to the CO/VO/LSO with their respective CIs. The SM team further motivates those COs, which do not have any saving programme, and encourage them to mobilise saving. The Human Resource Development (HRD) or Capacity Building Officers (CBOs) provide Community Management Skills Training (CMST) to all the officer bearers. They also need to reflect on the session and fix the loopholes, if found any. RSPs M&E team regularly monitors the record keeping of CAT indicators and provides assistance wherever it is needed. The SM team further motivates women members to participate effectively in community resolving local conflict and take up leadership role in their areas. Moreover, the dialogue between the SMTs and the CI members needs to incorporate topics like resource mobilisation and effective utilisation of the available human and financial resources without the support from the RSPs. SMTs also ensure that the contact numbers and details of key stakeholders and development partners are displayed in the LSO office for easy access and fostering linkages with them. The implementing RSPs do the IMI exercise in their future meetings with all the CIs which were not a part of the sample for the third round of IMI. Moreover, the district M&E officer makes this a regular part of their monthly monitoring plans and give regular feedback to the SMTs for course correction. Furthermore, each Field Office should present 'IMI Topper' certificate to one CO, one VO and one LSO. These can be presented at key events where senior District Administration representatives are present.
- The RSPN Technical team discusses the results of the study with the RSPs in one-day sessions in each district to sensitise them about the capacity gaps identified in the study and make action plans to improve the key areas. The M&E section monitors that the agreed action plan is being timely implemented

1. Introduction

Building communities' institutional capacities and social capital is the central piece of the Rural Support Programmes' (RSPs) Social Mobilisation approach, upon which the European Union (EU) funded SUCCESS Programme, is built upon. The aim is to assist the poor and women into organised folds and to compensate for their socio-economic 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 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 610,000 women into 32,000 COs, 3200 VOs and 314 LSOs during the course of Programme implementation. As of January 2021, a total of 601,552 households represented by their women members have been mobilised into 29,920 COs, 3,444 VOs and 314 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 (IMI) 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) 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

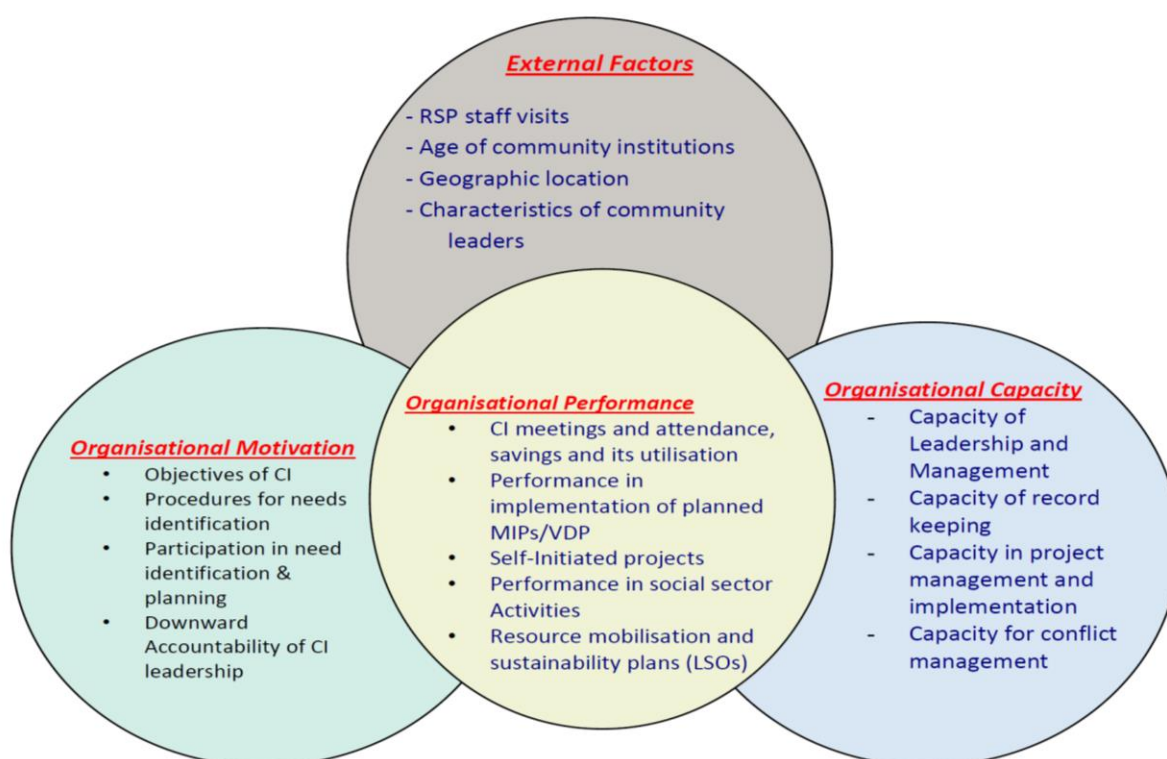
The RSPs can then devise their institutional development activities to fill these gaps. A sample based annual survey of the COs/VOs/LSOs may continually inform the community institutions, implementing staff and other key stakeholders about the institutional development status of community institutions.

This report presents the third⁴ round of the annual survey of community institutions formed as of December 2020. 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 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, or four if the CIs are working on the nutrition specific component as well. 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



The third round of the Institutional Maturity Index exercise of community institutions covered a sample of 1,261 community institutions with 484 from NRSP, 397 from SRSO and 380 from TRDP:

⁴ The findings of the first and second SUCCESS IMI held in 2018 and 2019 are available at: <https://success.org.pk/wp-content/uploads/2019/03/IMI%20Analysis%20Report%20Institutional%20Assessment%20of%20Community%20Institutions%202018.pdf> and <https://success.org.pk/wp-content/uploads/2020/05/IMI-Analysis-Report-Institutional-Assessment-of-Community-Institutions-2.pdf>

313 LSOs, 320 VOs and 628 COs. The data for the survey was collected between the month of January and May 2021. Due to the global COVID-19 pandemic, the survey exercise got delayed and data collection took longer than expected. 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 December 31st 2020 were selected to be a part of the IMI exercise

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

Stage 3: Selection of COs: Within each selected LSO, at least two COs were selected.

The selection of VO and COs in 2019 was done by the respective RSPs' staff keeping in consideration the convenience related to distance, time and deadline for completing data collection. The sample VO and COs of last round of survey was included in the current round in order to make comparison with the last IMI; however, one additional COs per VO was randomly selected to increase the coverage of COs in the sample. RSPN acknowledges that while all the LSOs are assessed and the findings are a true representation of all the LSOs, the selection of the VO and COs may contain some selection bias. However, we believe that the sample of COs and VO are large enough to give us a good picture of the prevalent weaknesses, strengths and challenges faced by the COs and VO, serving the purpose of identifying capacity gaps and suggesting corrective measures for these CIs.

The methodology of the third IMI exercise is also inevitably different from the first and second exercise because of the number of the CIs formed until the starting date of data collection. The sample in the first exercise included 239 community institutions with 113 from NRSP, 70 from SRSO and 56 from TRDP. These institutions were 30 LSOs, 68 VO and 141 COs in all the eight districts combined. On the other hand, the second round covered a sample of 946 community institutions with 366 from NRSP, 295 from SRSO and 285 from TRDP: 313 LSOs, 316 VO and 317 COs. The sample community institutions of the third IMI are presented in Table 1.

Table 1: Sample community institutions for the IMI 2021

RSP	District	LSOs	VOs	COs	Total CIs
NRSP	Matiari	30	30	61	121
	Sujawal	37	37	73	147
	Tando Allahyar	26	26	52	104
	Tando Muhammad Khan	28	28	56	112
SRSO	Kamber Shahdadkot	52	54	105	211
	Larkana	46	47	93	186
TRDP	Dadu	66	68	128	262
	Jamshoro	28	30	60	118
Total		313	320	628	1261

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 against the community institution's written records. The data was collected in every district by its respective

M&E Officer supported by a YDP and supervised by the 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 8-17 indicators on a four-point scale (0-4). Section 3 of the questionnaire recorded data on RSP support to the community institutions, and their 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 the RSPN and RSP teams.

3. Results of the 3rd Institutional Maturity Index Exercise

The results of the survey are presented separately for each type of community institutions starting with community organisations followed by village organisations and then local support organisations under the following headings.

- Background Information about the sample CIs and their members
- Participation in Assessment
- Record Keeping
- Leadership
- Development Activities
- Women Empowerment
- Programme for Improved Nutrition in Sindh
- The Institutional Development Ranking
- RSP Support

3.1 Background Information about the Sample CIs and Their Members

Table 2 depicts a consolidated background information about the sample community institutions and their members. These indicators are presented in a detail under their respective sections.

Table 2: Background information about the sample CIs and their members

INDICATORS	COs	VOs	LSOs
Average age of sample CIs (in months)	33	32	26
Total membership of the sample CIs	13,921	4,608	8,066
Average members per CIs	22	14	26
% of CI members within PSC 0-23	71	72	71
% of literate members	8	13	27
% of marital statuses (married)	91	88	88

3.1.1 Community Organisations (COs)

Age: The average age of the COs in the sample is 33 months, with the earliest five COs formed in May 2016. These COs are located in the districts of Kamber Shahdadkot and Tando Muhammad Khan.

Membership: Overall the 628 sample COs have 13,921 members. There are on average 22 members per CO. RSP-wise, in NRSP and SRSO the average number of members per CO is 23, while for TRDP the average number of members per CO stands at 20 members.

Members' profile:

- 77% of the members of the sample CO fall in the age bracket of 31 to 60 years, followed by 14% in the age of 18 to 30 years and 9% above 60 years.
- 71.1% of the CO members fall in the poverty score of 0-23.
- Most of the members do household work being homemakers (86%), rest of the members are engaged in their own farming, either do government or private jobs, work as off-farm skilled/unskilled workers or looking for work.
- 92% members are not literate, while 6% have received education less than 10th grade, and only 2% members from the CO sample have received education till 10th grade or above.
- 91% of the members are married, 6% are widows, 2% 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 320 sample VOs have 4,608 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 rest of them are either farm labour, skilled/unskilled workers, and 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.

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 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 LSO 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 educated to grade 10th and above.

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

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 to do assessment of their respective community institutions.

3.2.1 CO Participation

On average 17 women per CO attended the FGDs for the IMI in 2021. This number is same from the IMI in 2019; however, it is up from 14 women on average per CO from the findings of IMI 2018.

In NRSP and SRSO, this number is 17 members per CO, whereas in the TRDP districts the average is 15 members per CO.

3.2.2 VO Participation

On average 14 women attended the FGDs in the year 2021. This number was same in the IMI 2019; whereas, it is a little higher 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 10 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 participation rate of 15 members on average per IMI meeting in the VOs.

3.2.3 LSO Participation

On average 18 women attended each FGD which is up from 17 women recorded in the IMI 2019 and 16 women in the IMI 2018. In NRSP, on average 20 members attended each IMI FGD in its 121 LSOs. In SRSO, the average remained 19 members per LSO in the 98 LSOs whereas this number remained at 13 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 of the SUCCESS Programme. The results were as follows:

3.3.1 CO Record-keeping

- 626 out of 628 sample COs were able to show the proceeding/ *karwai* register, whereas 624 COs had the attendance records. On average, 92% of records were found to be good; however, through the comments of the surveyor it is gauged that a number of COs need to improve the quality of record-keeping.

- 493 out of 628 sample COs (79%) have savings records and most of them (95%) were good in quality. Sixty-four percent have saving passbooks records while 36% do not have the passbooks record. Seven percent of the passbook quality was fair and 5% was found to be not good. The records that needed improvement were mainly of CO savings passbooks, CO monthly progress report and micro investment plans.

- 581 out of the 628 of COs (93%) had their Micro Investment Plans (MIPs) developed and their records were available. 47 COs have not filled MIPs of their members whereas in another 44 and 3 COs, the record existed yet the quality was found fair and not-good respectively.

- In 572 out of 628 sample COs (91%), CO monthly progress reports were found and 518 of these COs (91%) had their records maintained in a good quality.

Table 3: Status of sample COs' Record Keeping (%) - n=628

Records	Record Exists			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
Proceedings/ <i>Karwai</i> Register	100	-	-	95	4	1
Attendance Record	99	1	-	93	5	2
Savings Record	79	21	-	95	4	1
Member Savings Passbooks	64	36	-	88	7	5
Micro Investment Plans	93	7	-	92	8	1
CO Monthly Progress Report	91	9	-	91	7	2

3.3.2 VO Record-keeping

- Most of the sample VOs (98%) were able to show the proceeding (*karwai*) records. The survey team was asked to give an assessment of the quality of the record keeping for those where the record existed. The quality of proceeding record was marked as either good (89%), fair (10%) or not good (1%) by the surveyors based on their assessments of the available records.

-257 (80%) of VOs were also able to show the attendance records. This number has declined since the last IMI where about 100% of the VOs were able to show the attendance record.

-320 (100%) had their Village Development Plans (VDPs) prepared and their records were available at the time of the visit which was an improvement from the last IMI in which 304 (96%) sample VOs had their Village Development plans (VDPs) prepared. Moreover, in 2019 around 37% of the VDPs' quality was qualified as good while now 89% of VOs qualify as good.

- As interventions such as CIF, IGG and CPI and their disbursements are mostly being done at the LSO level, some VOs (particularly in SRSO districts) have entries or any other records related to finances: cash book, bank book, general ledger, bank reconciliation statement, trail balance. In these VOs, financial records, such as CIF passbook (73%), CIF appraisal form (66%), CIF progress report (42%), CIF beneficiary approval checklist (39%), bank receipts (30%), income/profit CIF record (26%) and cash books (24%) need attention as the record quality is found to be not-good.

- Monthly reports of CRP exist in 260 (81%) of the VOs; however, the maintenance quality in majority of the sample VOs (70%) is found to be not-good.

-Records related to the PINS Programme added in this round of the survey. These records included Village Action Plan or schedule of chlorination, details of CRPs/Agri-Entrepreneurs (AEs)/Community Livestock Extension Workers (CLEWs) and list of PINS beneficiaries, the majority of the VOs have the records available with them. Moreover, the record quality is found to be very good i.e. 85%, 97% and 64% respectively. The details on the status of record keeping at the VO level are presented in Table 4.

Table 4: Status of Sample VOs' Record Keeping (%) – n=320

INDICATORS	Status of VO Record Keeping					
	Record Exists?			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
Proceedings/ <i>Karwai</i> Register	98	2	-	89	10	1
Attendance Record	80	20	-	86	12	2
Saving Record	30	33	37	78	2	20
Cash Book	25	42	33	59	17	24
Ledger Register	37	41	22	77	4	19
CIF Register	34	10	56	84	10	6
Bank Receipts	15	36	49	55	15	30
Village Development Plans	100	-	-	89	11	-
Village Action Plan/Schedule of Chlorination	80	20	-	85	12	3
Details of CRPs/AEs/CLEWs	77	23	-	97	2	1
List of PINS Beneficiary	87	13	-	64	20	16
VO Resolution for Joining LSO	95	5		89	11	-
CIF Beneficiary Approval Checklist	7	10	83	9	52	39
CIF Appraisal Form	14	9	77	2	32	66
Record Register of Disbursement and Recovery	27	8	65	2	25	73
CIF Passbook	42	13	45	2	25	73
CIF Progress Report	19	22	59	10	48	42
CIF Beneficiary Tracking Sheet	16	15	69	8	65	27
Income/Profit from CIF	11	18	71	9	65	26
Processing Fee Record	11	18	71	6	44	50
Monthly Report of CRP	81	19	-	4	26	70

3.3.3 LSO Record-Keeping

-313 (100%) LSOs were able to show the proceeding (*karwai*) registers. 97% of these records were found to be in good quality, whereas 3% of them was fair.

- 272 (87%) LSOs had their attendance record available with them. The quality of the record was found to be good (94%), fair (5%) and not good (1%).

- 313 (100%) LSOs had their Union Council Development Plan (UCDP) prepared and their records were available at the time of the visit to the LSOs.

- Many LSOs, mostly related to financial records including, cash book, bank book, general ledger, bank reconciliation statement and trial balance show that for the majority the record existed, the record quality is mostly good ranging from (83%-95%). A detailed summary of the existence and quality of record is being provided in Table 4 below.

-70% of the LSOs, who are part of PINS as well, had their Charter of Demand (CoD) available with them. In addition, list of AEs (89%), list of CLEWs (76%) and water source & chlorination schedule (64%) was available; however, the quality of record showed that 98% of CoD, 72% of list of AEs, 99% of list of CLEWs and 100% of water source & chlorination schedule was not in good quality or not filled properly.

-61% of LSOs were able to show the monthly progress report of CRPs; however, more than 50% was found to be in not so good quality.

- 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 5.

Table 5: 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/ <i>Karwai</i> Register	100	-	-	97	3	-
Attendance Record	87	13	-	94	5	1
UCDP	100	-	-	93	5	2
LSO Monthly Progress Report	98	2	-	93	6	1
Cash Book	67	33	-	83	15	2
Bank Book	88	12	-	92	6	2
General Ledger	89	11	-	88	9	3
Bank Reconciliation Statement	74	26	-	94	6	-
Trial Balance	56	44	-	85	10	5
LSO Resolution for joining LSO Network	96	4	-	95	3	2
Charter of Demand (COD)	70	30	-	1	1	98
CIF Appraisal form (of eligible households)	62	24	14	95	5	-
CIF Beneficiary Approval Checklist	54	31	15	94	6	-
CIF Disbursement and Recovery	60	7	33	93	6	1

INDICATOR	Status of LSO Record Keeping					
	Record Exists?			Record Quality		
	Yes	No	N/A	Good	Fair	Not Good
CIF Passbooks issued	54	14	32	93	7	-
Monthly CIF Progress Report	58	11	31	93	6	1
CIF Beneficiary Tracking Sheet	73	17	10	91	7	2
Income/Profit from CIF	63	17	20	93	6	1
Processing Fee Record	58	23	19	85	14	1
Basic Information about Government Office/Buildings	70	30		65	35	-
List of CRPs	87	13		74	26	-
Monthly Progress Report of CRPs	61	29	-	-	48	52
List of AEs	89	11	-	-	28	72
List of CLEWs	76	24	-	-	1	99
Water source & Chlorination Schedule	64	36	-	-	-	100

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

- 86% of the CO Presidents are in the age bracket of 30 to 60 years and 10% Presidents in the sample COs were older than 60 years. Only 4% of the Presidents are of ages 30 and below. Almost similar trend has been observed in the profile of the CO Managers – 86% of the CO Managers are in the age bracket of 30 to 60 years, 8% of them are of ages less than 30 and only 6% CO Managers were older than 60 years.

- 72% 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 8% of the Presidents and 16% of the Managers have education of 10th grade and above.

- 82% of the CO Presidents and CO Managers do household work (homemakers). 1% CO leaders are farm labourers, 1% leaders reported as not working, 1% are looking for work, while 15% are off-farm skilled and un-skilled workers.

- In 21 out of the 628 COs (3% COs), the office holders (President and Manager) and some other CO members have received Community Management Skills Training (CMST), while 595 of the COs (95%) said that both President and Manager have received CMST. Moreover, 9 COs (1%) said that either the President or the Manager have received the CMST, not both, and 5 COs (1%) have reported not receiving any CMST since the CO was set up.

- In 73% of COs, the Presidents and Managers are elected or selected by the members only once. Whereas, 13% reported that they conduct elections as per the defined tenure by the CO members and maintain a record of it. Moreover, 1% reported that the Presidents and Managers are appointed by either influential members of the CO or by RSP staff.

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. 10% of the COs have an informal mechanism of sharing the monthly progress of CO with its members and with the VOs. While 34% said the CO has a formal mechanism of sharing the monthly progress of the CO with its members, 56% 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). Only 3 COs 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 only one VO out of 320 VOs, one VO leader has received Leadership Management Skills Training (LMST), while in 90% of the VOs, both President and Manager received LMST. 10% of the VOs recorded that both their leaders and some other members of the VO have received LMST trainings.

- In 74% of VOs, the office holders were elected or selected by consensus by the VO members only once. In 26% VOs, the members are conducting elections/selection by consensus of general-body as per the defined tenure and its records are being maintained. Not did a single VO in the sample say that its leaders were appointed by either important/influential members of the VO or by RSP staff.

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. There is no VO in the sample whose members said that the VO doesn't share its monthly progress with member COs or parent LSO. 3% 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. 39% 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). Most of the sample VOs (57%) 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 1 out of the 313 LSOs, only one LSO leader has received the LMST training yet. In 69% LSOs, the LSO leaders have been given the LMST, and in 31% 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 51% of LSOs, the executive committee members were elected or selected by LSO general-body member only once. 49% of the LSOs are conducting annual elections/selection by consensus of general-body as per the defined tenure and the records are being maintained regularly. Not a single LSOs mentioned that their executive committee members were appointed by either the important/influential members of the LSO or by the RSP staff. 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. 3% of the LSOs reported that they have an informal mechanism of sharing their monthly progress with member VOs and 38% 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). Moreover, majority of the LSOs (60%) 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, 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 was developed with 12 sessions; however, with the advent of COVID-19, one additional session on its awareness and prevention was added in the year 2021. The topics included:

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
13. COVID-19 Precaution

Community resource persons 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 VOs and LSOs are not properly recorded and updated. At CO level, some of the mentioned indicators are updated regularly. The leaders of COs were requested to update their progress and present it 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 the 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 6 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 6, the communities have reported a significant improvement in almost all of the selected indicators over the baseline. The percentages in terms of children being enrolled in school and children with birth registration has increased by more than 100% since the baseline. The possession of CNICs with eligible women and men decreased by 1% from the baseline. The reason of this higher percentage in the baseline is attributed to the communities' inclination towards registration of CNIC to avail the benefits from the Benazir Income Support Programme in Sindh. Moreover, due to the COVID-19 crisis in the country, the newly eligible candidates might have delayed the process of getting their CNIC registered in the last year as the percentage has dropped from 93% in the 2019 IMI to 75% in the 2021 IMI.

Table 6: Percentage of sample COs Achievements in Social Sector Indicators

Indicators	Status of sample CO member Households (IMI 2021) ⁵	Status of sample CO member Households (IMI 2019) ⁶	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	81	88	49.7*
% households that have vaccination cards for children (0-23 months)	91	92	52**
% of households that have latrines in their homes	64	52	52***
% of eligible (above 18 years of age) women and men have CNICs	75	93	76***
% of married couples with marriage certificates	22	20	Not available
% of children (5-12 years) enrolled in school	69	76	32***
% of CO members who are aware of at least four basic human rights	58	56	Not available
% of children (boys and girls) with birth registration	19	21	1*** 11****
No. of forest/fruit trees planted by CO member households per CO	58	42	Not available
Participants' knowledge on COVID-19 precautions	85	Not gathered	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.

81% of the sample COs have an active savings programme with Sujawal having the lowest proportion of such COs (58%) and Tando Muhammad Khan and Jamshoro having the equal highest proportion (100%).

The total savings of the sample COs are worth PKR 5.2 million, whereas overall average saving per CO is PKR 10,329. The highest average savings for one CO, PKR 16,213, is recorded in Larkana and lowest average of PKR 4,767 in Dadu. The district-wise average is presented in Table 7.

Among the COs with a savings programme, the percentage of members contributing to the savings also differs. It is estimated that 95% of the members in the sample COs of Tando Muhammad Khan are saving the highest among the eight SUCCESS districts (95%) whereas, 93% of the CO members in

⁵ The result is for 13,548 CO member households coming from 628 sample COs in 2021 IMI

⁶ The result is for 6,930 CO member households coming from 317 sample COs in 2019 IMI

Larkana and Kambar Shahdadt are equally contributing to the savings. On the other hand, 60% of sample COs in Dadu district are contributing 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 753 savings per member and the lowest is recorded in Jamshoro with PKR 313 savings per member. Likewise, the highest number of average saving per member in one CO meeting is in Jamshoro with PKR 15 and lowest in Sujawal with PKR 8. The district-wise average is also presented in Table 7.

Table 7: Status of Savings and utilisation in the sample COs, 2021

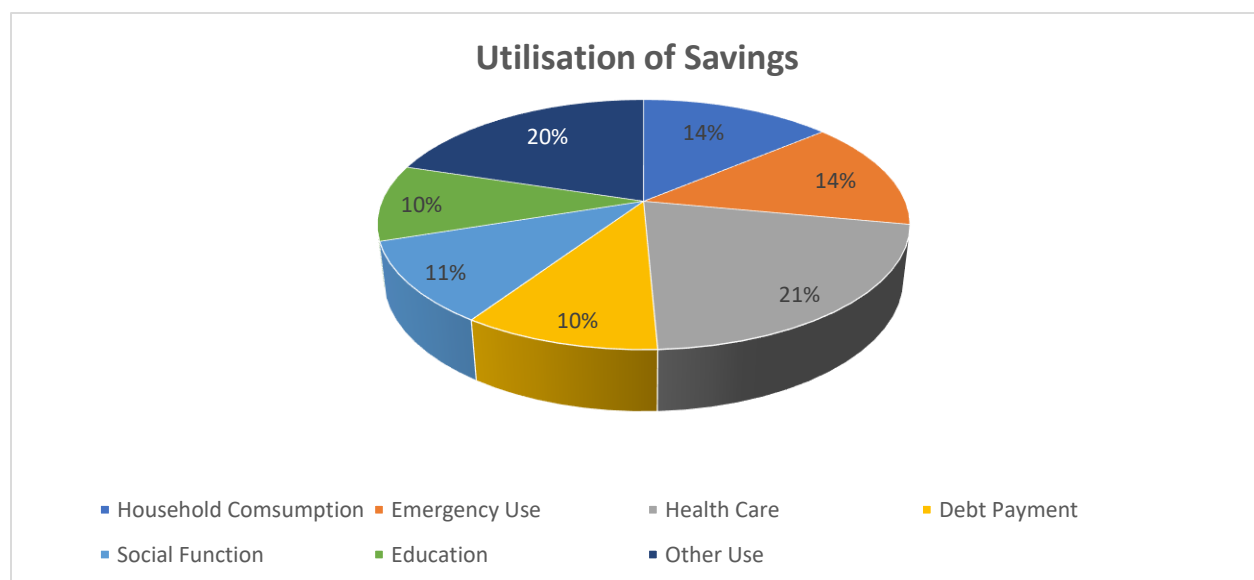
Indicators	Dadu	Jamshoro	Larkana	KSK	Matari	Sujawal	TAY	TMK	Total
Total Number of sample COs	128	60	93	105	61	73	52	56	628
COs with savings	67	60	80	94	59	42	51	56	509
%age of COs with savings	52%	100%	86%	90%	97%	58%	98%	100%	81%
Total savings	319,356	337,594	1,297,010	1,347,154	385,257	497,600	571,142	502,235	5,257,348
Average savings per CO	4,767	5,627	16,213	14,331	6,530	11,848	11,199	8,968	10,329
Total members in COs with saving programme	846	1,080	1,723	1,958	874	881	956	1,009	9,327
% of members saving	60%	87%	93%	93%	89%	92%	83%	95%	87%
Average savings per member	377	313	753	688	441	565	597	498	564
Average savings per member per CO meeting	8.48	15.29	14.95	10.80	10.27	8.02	11.17	8.61	10.83
No. of COs utilising savings	20	48	78	76	33	2	49	56	362
% of COs utilising savings	30%	80%	98%	81%	56%	5%	96%	100%	71%

Majority of the sample COs (606 out of the 628 COs with savings), have kept their savings with CO leaders (President or Manager). Two percent of COs have kept them in a bank account and an additional 2% have used other avenues to keep their saving.

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 Tando Muhammad Khan to a mere 5% in Sujawal district. Out of those sample COs which are saving, a majority of the participants (21%) said that the savings are being utilised in health care including deliveries, pre-natal or post-natal care, surgeries and so on. 14% of the saving are being utilised in household consumption and an additional 14% are spent in emergency use. 20% of saving are utilised in other use including repairmen of small

CPIs, transportation for CNIC registration, tree plantation and so on. Figure 2 presents the detail of utilisation of savings.

Figure 2: Utilisation of COs 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 by VOs and union council development plans 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 four 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 the government and 4) activities which are undertaken with the support of other development organisations.

Except one VO and one LSO, the rest of the sample has developed their VDPs and UCDPs respectively. During the Joint Development Committees meeting, LSOs do not only present their UCDPs to the district government authorities, but they also undertake several development activities in collaborations with government and non-government development stakeholders.

Table 8 presents the number of activities implemented on self-help basis, in coordination with RSPs, government line departments or elected representatives and with other development organisations. The table further depicts the distribution of activities and households benefitted with different stakeholders.

Table 8: Number of development activities implemented by LSOs and households benefitted

Development of Activities	Number of Activities	Number of Households Benefited
RSPs⁷		
Community Investment Fund (CIF)	-	100,852
Income Generating Grants (IGGs)	-	42,053
Technical Vocational Skills Training (TVST)	260	26,433
Micro Health Insurance (MHI)	256	137,130
Completed Community Infrastructures (CPIs)	2,056	186,288
PINS- Moringa Campaigns	1,589	n/a
Fish Ponds	9	9
Goat Beneficiaries	-	5,102
Paddy Fish Farms	10	10
Kitchen Gardening	-	169,686
Trained CLEWs	155	n/a
Trained Agri-Entrepreneurs	3,463	n/a
Number of Farmer Field School	1,589	n/a
Community Poultry Entrepreneurs	-	7,995
Demo Latrines	1,484	1,484
Self-Help		
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	29	10,692
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	38	4,063
Schools Campaigns and Enrolment	74	25,477
Social Support	46	6,500
Cleanliness Campaign and Tree Plantation	97	34,443
Nutrition (seed or wheat distribution)	4	690
Latrine Construction	-	83,941
Linkages with Government Line Departments & Elected Representatives		
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	318	175,098
Health Camps (Immunisation, Family Planning, COVID-19)	164	60,539
Livestock (Distribution and Vaccination)	26	12,545
Small CPIs (Hand Pumps, Toilets)	67	19,544
Schools (Opening, Renovation, Enrolment)	33	18,052
Social Support	17	8,962
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	159	32,275
Cleanliness Campaign and Tree Plantation	4	1,891
Linkages with Other Organisations		
Nutrition (Seeds, Kitchen Gardening, Poultry)	15	1,181
Health Camps (Immunisation, Family Planning, COVID-19)	32	30,042
Livestock (Distribution and Vaccination)	8	2,059
Small CPIs (Hand Pumps, Toilets)	22	7,836

⁷ Taken from SUCCESS KPI and PINS reports at the end of the IMI survey

Development of Activities	Number of Activities	Number of Households Benefited
Social Support	7	580
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	17	2,818

3.6 Women Empowerment

In the IMI survey 2021, Indicators related to women empowerment were added in the survey tools to assess the change as a result of women being organised into community institutions and getting benefits from the Programme interventions of SUCCESS and PINS. The chosen indicators (see table 8) are considered crucial ones in the women empowerment literature; therefore, they were prioritised while keeping in view one of the Programme objectives of building women leadership capacities.

3.6.1 Community Organisations (COs)

- In almost all the inquired indicators, participants had a favourable response and most of them shared that there has been a positive change in women's lives over the course of SUCCESS Programme implementation.
- The highest percentage (68) was reported in women mobility indicator. The member participants reinforced that due to the participation in the Programme activities, their mobility to market, banks, hospital or clinics, government offices and place of work has increased. Most of them even reported that they had never visited any government offices or banks in their lives before the start of the programme but visiting them has now become a new norm.
- As shown in Table 9, more than 50% community women participants have reported very high or high level of increase on each indicator, except in their ability to contribute to community's decision and the leadership role in their communities i.e. 30% and 22% respectively reported no increase. However, the FGD data reveals that women's inclusion in community's decisions was non-existent before the Programme. Over the course of Programme implementation, it has enhanced to some extent; however, about one quarter participants shared that men are the ones who still provide neighbour's material assistance, resolve local conflict, and takes up actions.

Table 9: % of Sample COs participants reporting changes on women empowerment indicators

Women Empowerment Indicators	Very High Increase	High Level of Increase	Some Increase	No Increase	Negative Change
Women's ownership and control of household assets	67	27	5	1	-
Women's income and ability to paid work	59	32	8	1	-
Women's ability in household decision making	61	30	8	1	-
Women's ability to contribute to community decisions	22	21	28	30	-
Women's leadership role in their communities	36	27	15	22	-
Women mobility	68	26	5	1	-
Ability to better feed themselves and their children	62	32	6	1	-

Women Empowerment Indicators	Very High Increase	High Level of Increase	Some Increase	No Increase	Negative Change
Women's knowledge about their rights	53	30	14	4	-
Women's knowledge or awareness about their nutrition	62	32	6	-	-

3.6.2 Village Organisations (VOs)

- The women empowerment indicators had a similar response to that of the COs where most of the assessment participants shared that there has been a positive change in women's lives.
- Table 10 depicts the percentages of women participants' response on each indicator. Sixty-three percent of participants reported that there has been a very high increase in women's mobility and their ownership and control on household assets. As an example, they shared that most of the women have ownership on livestock which they had purchased with the assistance of CIF/IGG; therefore, their control on livestock and the money they earn from them has increased after the SUCCESS Programme.
- On the other hand, over one quarter of participants (27%) reported no increase in women's ability to contribute to community decisions. Apart from the active women leaders, rest of the few members shared that male members participate in community decision making, whereas other participants shared that mostly women VO leaders and other vocal members contribute to the community decision.

Table 10: % of sample VOs participants reporting changes on women empowerment indicators

Women Empowerment Indicators	Very High Increase	High Level of Increase	Some Increase	No Increase	Negative Change
Women's ownership and control of household assets	63	31	5	1	-
Women's income and ability to paid work	54	38	7	1	-
Women's ability in household decision making	55	35	9	1	-
Women's ability to contribute to community decisions	29	20	24	27	-
Women's leadership role in their communities	39	31	14	17	-
Women mobility	63	29	7	2	-
Ability to better feed themselves and their children	55	39	5	1	-
Women's knowledge about their rights	49	35	12	3	-
Women's knowledge or awareness about their nutrition	56	38	5	1	-

3.6.3 Local Support Organisations (LSOs)

- From the responses gathered by the LSO survey participants, almost all the women empowerment indicators depict that there has been a positive change in women's lives.
- Table 11 depicts the percentages of women participants' response on each indicator. Seventy-one percent of participants reported that there has a very high increase in women's mobility

followed by 66% reporting a very high increase in women’s ownership and control of household assets, 63% in women’s knowledge or awareness about their nutrition, 62% in women’s knowledge about their rights and so on.

- Moreover, similar to COs and VOs findings, 24% percent of participants reported no increase in women’s ability to contribute to community decisions, followed by 21% no increase in their leadership role in their communities.

Table 11: % of Sample LSOs participants reporting changes on women empowerment indicators

Women Empowerment Indicators	Very High Increase	High Level of Increase	Some Increase	No Increase	Negative Change
Women’s ownership and control of household assets	66	29	5	1	-
Women’s income and ability to paid work	56	34	9	1	-
Women’s ability in household decision making	59	33	7	1	-
Women’s ability to contribute to community decisions	27	27	22	24	-
Women’s leadership role in their communities	35	28	16	21	-
Women mobility	71	22	8	-	-
Ability to better feed themselves and their children	61	34	4	1	-
Women’s knowledge about their rights	62	25	9	3	-
Women’s knowledge or awareness about their nutrition	63	33	4	-	-

We have also compared the community institutions that having PINS intervention (50%) and not having PINS interventions its effect on the women empowerment indicators. The results show that 62% of COs community women participants, 56% of VO participants and 63% of LSO participants shared that women’s knowledge or awareness about their nutrition has ‘very highly’ increased in the PINS intervened areas. Except for 1% of VO participants which report no increase in the nutrition related knowledge, all of the members from COs, VOs and LSOs shared some, high and very high increase

3.7 The Institutional Development Ranking

In this part of the questionnaire, the M&E Officers asked a set of questions on institutional development aspects of the community institutions before assigning a rank. The institutional development aspect included 8 indicators for COs, 16 indicators for VOs and 17 indicators for LSOs, depending on their functions. Based on the response, s/he then allocated a score on a three-point scale (0-3) for that Institutional Development Indicator. In this year, few additional indicators have been added to assess the PINS project interventions in the SUCCESS Programme location. Therefore, in the LSOs and VOs tools, one and two questions respectively carry a maximum of 4 score. The indicators under each domain of the organisational assessment for the COs/VOs/LSOs were:

3.7.1 Organisational Motivation

1. How well the community institution’s objectives are conceived by its members.
2. Community institution members’ knowledge in needs identification and planning in SUCCESS Programme.

3. Community institution members' knowledge in needs identification and planning in PINS Programme (only in VOs and LSOs)
4. Accountability of office bearers of community institutions – elections
5. Accountability of office bearers of community institutions – sharing progress with members

3.7.2 Organisational Capacity

6. Community Management/Leadership Skills Training
7. Community institution record management (only proceedings for COs, proceedings and financial implementation score for VOs and LSOs)
8. Capacity in managing project implementation (only in VOs and LSOs)

3.7.3 Organisational Performance

9. Attendance at community institution meetings.
10. Performance in implementation of Programme activities in SUCCESS (*only VO and LSO*)
11. Performance in implementation of Programme activities in PINS (*only VO and LSO*)
12. Performance in undertaking social sector activities (*only VO and LSO*)
13. Performance in mobilisation of savings (*only CO*)
14. Performance in resource mobilisation (only VO and LSO)
15. Performance of VO/LSO in providing support and supervision of lower tier organisation (*only VO and LSO*)
16. Supervision and monitoring of community bookkeeper (only VO and LSO)
17. Celebration of cultural festivals and national events (only VO and LSO)
18. 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. For SUCCESS CIs only, with a scale from zero to 3 for each indicator, the maximum possible result that any institution could achieve was 24 for CO, 42 score for VO and 45 score for LSO. However, in those CIs, which are working with PINS as well, the maximum score for CO is 24, 50 for VO and 52 for LSO. Scoring levels were classified as: D, Below 25%; C, 26% to 50%; B, 50% to 75%; A, over 75%.

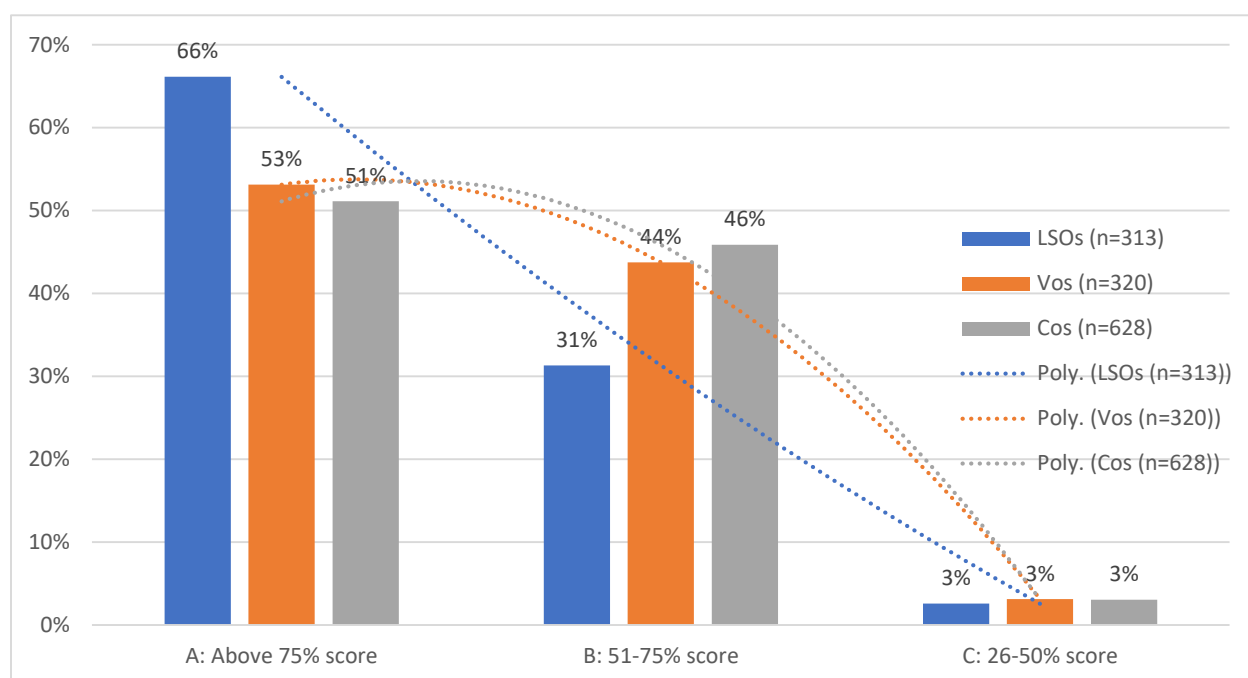
3.8 Overall Summary of the IMI results

Overall, the trend shows a positive distribution with most of the community institutions falling in the “A” category while the rest of them falling in the “B” and a small number of CIs falling in “C” categories. Only two community organisation have been recorded in the “D” category this year.

In comparison to the previous IMI surveys conducted in 2018 and 2019, 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. In the current survey, 51% of COs, 53% of VOs and 66% of LSOs have graduated to “A” category. More detailed comparison of the last year and this year IMI is presented in the last section of this report.

Figure 3 shows the summary of the results of the IMI scores for all three tiers of community institutions (COs/VOs/LSOs) for the third IMI exercise in 2021.

Figure 3: Overall Distribution of community institutions by Institutional Assessment Score - %



3.8.1 Summary of the IMI results for the COs

Majority of the COs fall in the “A” category followed by the “B” category. 51% of the COs scored more than 75% on the IMI and fall in the “A” category. 46% of the COs scored between 50% and 75% making them a part of the “B” category, while 3% 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 and second rounds of IMI. In the previous IMI exercise, 75% of COs fell in category “B”, 23% fell in “A” category, while 2% fell in “C” category. In the 2018 IMI, the COs either fell in “B” or “C” categories (45% of the COs fell in “B” category, while 55% fell in “C”).

Table 13 summarises the overall IMI result of COs by districts and by the number of RSPs as recorded in the third round of the IMI exercise.

Table 13: Number of COs by IMI score bands and districts

RSP	District	A: Above 75% score	B: 51-75% score	C: 26-50% score	D: Less than 26% score	Grand Total
NRSP	TMK	20	35	1	-	56
	TAY	44	8	-	-	52
	Sujawal	7	64	1	1	73
	Matiari	39	22	-	-	61
SRSO	Larkana	77	15	-	1	93
	KSK	76	26	3	-	105
TRDP	Jamshoro	29	31	-	-	60
	Dadu	29	87	12	-	128
Total		321	288	17	2	628

The average score obtained by COs on the IMI was 18 (75%), out of a maximum score of 24. The highest score recorded was 22 (92%) for 46 COs in Larkana, 33 COs in Kamber Shahdadkot, two COs

in Tando Allahyar and one CO in Matiari and Dadu each. The lowest score achieved by COs is 3 (13%) by one CO in Sujawal and one in Larkana each. The difference between the highest and lowest scores for COs is 19.

Table 14 presents the percentage of scores in each of the three main domains of the IMI. On average, the COs scored 76% with NRSP (74%), TRDP (70%) and SRSO (83%)- relatively higher than the two RSPs.

- On average, the sample COs scored the highest on performance indicators (85%) followed by motivation indicators (81%) and then capacity indicators (57%). This trend is consistent in NRSP and TRDP, whereas SRSO' scores equally in performance and motivation followed by the least scored in capacity domain.

On the capacity indicators overall, NRSP and SRSO scored the highest (58%) each, while TRDP score the least (54%). In the previous IMI, NRSP scored the highest (57%), followed by TRDP (51%) and SRSO (48%). On the other hand, in the 2018 IMI exercise, SRSO scored the highest (72%), followed by TRDP (69%), and then NRSP (68%) on the indicators of capacity.

- On capacity indicators, the district of Tando Allahyar scored the highest (64%), while Kamber Shahdadkot got the lowest score (52%). This trend is similar to that of 2019 IMI result where Tando Allahyar scored the highest and Kamber Shahdadkot scored the lowest on capacity indicators.

-On motivation indicators, the highest score was obtained by Larkana (95%), while the lowest scores were recorded in Sujawal (67%). It is quite interesting to note that in the 2018 round of IMI, the sample of Sujawal COs scored the lowest (35%), whereas in the 2019 IMI Sujawal sample COs obtained the highest score (73%) out of the eight districts on the indicators of motivation.

- On performance indicators, the district with the highest score is Jamshoro (96%), while Dadu has the lowest score (69%). In the previous year IMI, Sujawal remained at the top with 87% score and Larkana scored the least with 71% on performance indicators.

Table 14: Percentage Score obtained by COs in each domain of IMI by RSP and district

Districts	Motivation	Capacity	Performance	Total
NRSP	77	58	85	74
Matiari	82	63	85	78
Sujawal	67	52	74	65
Tando Allahyar	87	64	90	82
TMK	74	56	94	74
SRSO	91	58	91	83
Larkana	95	55	92	84
Kamber Shahdadkot	88	60	91	82
TRDP	75	54	78	70
Dadu	73	54	69	67
Jamshoro	79	53	96	77
Grand Total	81	57	85	76

Table 15, 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:

- The findings reveal that four percent of sample COs reported that less than 26% participants were aware about the development of the MIPs and its objectives, followed by 17% of sample COs where members from 26% to 50% were aware about it. MIPs are mandatory for member households to chalk out investment plan of an effective utilisation of the fund/grant in initiating income generating activities; therefore, it is important that member households know its objective and development process.

- Management skill training is instrumental for the CO leaders to carry out development activities in a smooth manner with a participatory approach. The data reveals that in three percent of sample COs, none of the office holders received management skills training since the CO was set up. Moreover, additionally in 97% sample COs either President or Manager have received the training. It is noted that none of the sample COs has received the highest score of 3 under the management training indicator which informs us that not a single sample COs had office holders and some other members with the CMST.

- In three percent of sample COs, there was no record of any proceedings which does not look very promising; therefore, it is important that social mobilisation team assist these COs in keeping and maintaining their records properly. Although majority of the COs were found to have maintained its record or register, the quality of record maintenance needs further improvement. In addition to this, social mobilisation team need to emphasise the importance of maintaining the CAT indicators record.

- All the COs are supposed to have a savings programme and make productive use of their savings. However, 19% of overall sample COs do not have a savings programme. In another 4% of the sample COs, few members are participating in saving programme but its savings are not being utilised productively. Particularly Sujawal district reports 5% utilisation of COs savings. Among those COs who have active savings programmes, the savings are mostly being utilised for healthcare. 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.

Areas of Strength

- Clarity on the objectives of CO formation is essential. Seventy-six percent of the sample COs have clear objectives which are written objectives and all the members are aware of them, whereas twenty-two percent of the COs have written objectives but not all members are fully aware of them. In 2% of the COs, the members have a diverse opinion on the objectives of the formation of a CO which was not clearly written.

- In most of the sample COs (73%), the office holders were selected with the consensus of the CO members themselves, without any external influence; however, they have been elected once since the formation. While it is promising to observe the election process in consensus, it is as important for the COs to define a tenure and ensure timely election. In 27% of the sample COs, they have a defined tenure for the office holders, they are conducting elections by consensus and record is being maintained.

- In fifty-seven percent of sample COs, the COs has a formal mechanism of sharing the monthly progress with all of its members as well as with the parent VO. Two-way downward and upward communication among the three tiers of community institutions is important for the purpose of accountability at all levels.

- Seventy-eight percent of the sample COs have the attendance of 75% or over in the monthly CO meetings.

- Sixty-six percent of sample COs have maximum members participating on saving programme which are being utilised productively.

Table 15: Score-wise percentage of COs on Institutional Assessment Indicators (n=628)

Indicators	Scores			
	0	1	2	3
Objectives conceived by CO	0	2	22	76
Micro Investment Plans	4	17	27	52
Elections	0	0	73	27
Leadership	0	9	34	57
Management Training	3	97	0	0
Record Maintenance	3	4	41	52
Attendance	0	1	21	78
Savings Mobilisation	19	4	14	63

3.8.2 Summary of the IMI results for the VOs

- Most of the VOs (53%) fall in “A” category with a score of 75% and above, 44% VOs fall in the “B” category with a score range of 51% to 75% and 3% of the VOs fall in the “C” category scoring in the range of 26%-50% on the IMI. In the previous IMI, most of the VOs (83%) fell in “B” category (51%-75%), 9% fell in the “A” category (with a score of 75% and above) and 8% fell in the “C” category (scoring in the range of 26%-50%) on the IMI. In the 2018 IMI, majority of the VOs (74%) fell in category “C” scoring in the range of 26%-50%. 22% fell in category “B”, scoring in the range 51%-75%, while 4% fall in category “D”, scoring between 0%-25%.

- The overall average percentage of VOs on the IMI is 77%. The highest percentage is recorded for 13 VOs in Larkana and Tando Allahyar and lowest percentage for two VOs (38%), one in Kambar Shahdadkot and one in Dadu. The difference between the highest and lowest percentage is 62%.

Table 16: 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	12	15	1	28
	Tando Allahyar	23	3	-	26
	Sujawal	4	33	-	37
	Matiari	18	12	-	30
SRSO	Larkana	27	20	-	47
	Kamber Shahdadkot	32	17	5	54
TRDP	Jamshoro	29	1	-	30
	Dadu	25	39	4	68
Grand Total		170	140	10	320

Table 17 presents the percentage of scores in each of the three main domains of the IMI. On average, the VOs scored 73%, with 72% for TRDP and 73% for NRSP and 75% for SRSO fostered VOs.

On average, the sample VOs scored the highest on motivation and capacity domain i.e. 72% each and least scored in performance with 66%. This trend is consistent across all three RSPs where

performance domain scores the least on average as compared to the motivation and capacity domains.

- On the motivation indicators, VOs in SRSO scored the highest (81%) followed by TRDP (69%), then NRSP (68%). The highest % score was for VOs of Larkana from SRSO and lowest for those of Sujawal from NRSP.

- On capacity indicators, VOs in NRSP scored higher (74%) as compared to TRDP (72%) and SRSO (70%). The highest % score was for VOs of Tando Allahyar (83%) and lowest for Tando Muhammad Khan and Sujawal with 67% each.

- On performance indicators, there is no significant difference across implementing RSPs. VOs in SRSO (67%) scored higher as compared to NRSP (66%) and TRDP (65%). The highest % score was in Jamshoro (72%) and lowest in Matiari (60%).

Table 17: % score obtained by VOs in each domain of IMI by RSP and districts

RSP/District	Motivation	Capacity	Performance	Total
NRSP	68	74	66	73
Matiari	73	82	60	76
Sujawal	59	67	68	67
Tando Allahyar	81	83	67	81
Tando Muhammad Khan	64	67	69	70
SRSO	81	70	67	75
Kamber Shahdadkot	86	70	70	78
Larkana	76	70	64	72
TRDP	69	72	65	72
Dadu	65	70	62	68
Jamshoro	78	74	72	82
Grand Total	72	72	66	73

Table 18, 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, except for two indicators whose maximum score is 4 as those indicators are related to the nutrition component of the RSPN. These scores reflect the areas of strengths and weaknesses. Considering score 0 and 1 as areas of weakness that need improvement, the following aspects need attention:

- The findings reveal that two percent of sample VOs reported that less than of 26% participants were aware about the development of the Village Development Plans and its objectives, followed by 18% of sample VOs where members from 26% to 50% were aware about it. VDPs are mandatory for VOs to identify and prioritise the need of the village; therefore, it is important that VO members know about its objective and development process.

- Moreover, one percent of sample VOs reported that no activity was undertaken by the VOs against village development plans. An additional 3% of sample VOs reported upto 25% of activities being conducted on the VDPs.

- In four percent of sample VOs, they have no proceedings and financial records of anything, while in five percent of VOs, some records and registers were found; however, they required a lot of improvement.

- To capture VOs capacity in managing project implementations, this indicator was added in the survey tool. About two percent of sample VOs reported that no activities were undertaken in the VO, whereas 8% VOs have conducted some activities in VOs and they have some informal procedures for project management.

- In 7% of sample VOs, there was no social sector activity including education, health, nutrition and social protection undertaken, while in 11% sample VOs, one or two activities were conducted and VOs kept some record of those activities.

- About 1 out of 5 sample VOs has not undertaken any activity for mobilising resources from donations in cash and/or in kind. An additional 19% of sample VOs have undertaken one or two activities of resource mobilisation but they have not kept any record.

- Supervision and institutional support to member COs is important for the effective implementation as well as for the purpose of accountability. Currently, one percent of sample VOs members have never visited any member CO, whereas 11% have visited less than 50% COs for supervision of on-going activities and providing institutional support to strengthen COs.

- About 21% of the VOs report that they have not celebrated any cultural festival, national or any kind of event; if they have had such celebrations, no record was maintained. Eighteen percent of sample VOs reported having celebrated one event.

- The practice of keeping records of the progress that their COs are making on social sector (CAT) indicators is not adopted in all the VOs. The Social Mobilisation team needs to emphasise the VO office bearers about the importance of improving social sector indicators during the CAT sessions and compile the improvement and initiatives recorded by CO members in their record registers.

- Under Programme for Improved Nutrition in Sindh of RSPN, 53% of sample VOs, who were the part of PINS as well, reported that less than of 26% participants were aware about the development of the village action plans and its objectives, followed by 9% of sample VOs where members from 26% to 50% were aware about it. VAPs, similar to VDPs under SUCCESS, are mandatory for VOs to identify and prioritise the nutrition related need of the village; therefore, it is important that VO members know about its objective and development process.

- Moreover, 54% of sample VOs reported that no activity was undertaken by the VOs against village action plans. An additional 3% of sample VOs reported upto 25% of activities being conducted on the VAP.

Areas of Strength

- The objective of forming the VOs was clear to the VO members in majority of the VOs (87%). Out of 320 sample VOs, 159 VOs (50%) are a part of PINS interventions and all of these VOs have broader missions and objectives written down which their members are aware of including nutrition related mission. Moreover, out of the remaining 50% of sample VOs, which are only working in the SUCCESS Programme, 30% have the highest score of 3.

- Majority of the VOs have systems in place for preparing a VDP based on the MIP and CO priority needs. 53% of sample VOs reported that more than 75% participants are aware about the development of the village development plans and its objectives, followed by 28% of sample VOs where members from 51% to 75% are aware about it.

- In most of the VOs (74%), the office holders were selected with the consensus of the VO members themselves without any external influence only once, after the formation of VOs. In 26%, VOs have defined tenure for President and Manager and they have been conducting elections by consensus regularly whose records are being maintained.

- In 57% 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 (for example, an agenda item in the VO monthly meeting). In another 39% of the VOs, the VO has a formal mechanism of sharing the monthly progress only with its members.

- In 90% of the sample VOs, both the President and the Manager have received LMST. In another 10% of the VOs, not just the leaders but also some other VO members have received the trainings.

- Out of 50% sample VOs which are a part of PINS intervention, 23% reported to have records and registers which are being updated regularly including records of PINS. These records were found to be good in quality. In addition to this, 45% have been updating record regularly and their quality is good excluding any record of PINS interventions.

- VOs have been focusing on strengthening their project implementation systems. 45% 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 some projects and activities.

- In 80% of the sample VOs, the attendance of the members in these meetings has predominantly been recorded as more than 75%, whereas 19% of VOs have attendance from 51% to 74%.

- In terms of the Programme implementation activities, 78% of the VOs report that more than 50% of the planned activities have been undertaken by the VO against the VDP. Another 18% of the VOs have undertaken between 26%-50% of the activities as per their VDPs.

- In 38% of sample VOs, they have undertaken five or more social sector activities in education, health, nutrition and social protection, while in 45% sample VOs, three or four activities were conducted and VOs kept some record of those activities.

- About 43% of sample VOs have undertaken three to four activities for mobilising resources from donations in cash and/or in kind and kept some record of it. An additional 17% of sample VOs have undertaken five or more activities of resource mobilisation and kept some record as well.

- 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 38% of VOs, the members visited more than 80% COs for supervision of on-going activities and provided institutional support.

- 45% of the sample VOs rank the overall performance of the bookkeeper in implementation of CIF/IGG as 'highly' satisfactory whereas another 43% of VOs find their support satisfactory.

- About 30% of the VOs report to have celebrated or participated in more than three cultural festivals, national or any kind of event whose record was maintained. Moreover, 32% of sample VOs reported having celebrated or participated in two to three events.

- In terms of the Programme implementation activities in the PINS VOs, 31% of the VOs report that more than 50% of the planned activities have been undertaken by the VO against the VAP. Another 12% of the VOs have undertaken between 26%-50% of the activities as per their VAPs.

Table 18: Score-wise percentage of VOs on Institutional Assessment Indicators (n=320)

Indicators	Score				
	0	1	2	3	4
VO objectives conceived by VO members	-	2	12	37	50
Village Development Plan	2	18	28	53	n/a
Village Action Plan	53	9	17	20	n/a
Elections	-	-	74	26	n/a
Leadership of VO	-	3	39	57	n/a
Leadership Training	-	-	90	10	n/a
Record Keeping	4	5	22	45	n/a
Project Implementation	2	8	45	45	n/a
Attendance	-	-	19	80	n/a
Performance on VDP	1	3	18	78	n/a
Performance on VAP	54	3	12	31	n/a
Performance on social sector activities	7	11	45	38	n/a
Resource Mobilisation	21	19	43	17	n/a
Supervision and Institutional Support to CO Members	1	11	49	38	n/a
Support by CBK	3	9	43	45	n/a
Cultural Festivals	21	18	32	30	n/a

3.8.3 Summary of the IMI results for the LSOs

Table 19 summarises the overall IMI result of LSOs by districts and by RSPs.

- Most of the LSOs (66%) fall in the “A” category with an IMI score of above 75% followed by 31% of the LSOs falling in the “B” category with a score range of 51%-75%. The rest of the LSOs (3%) fall in the “C” category with a score between 26% and 50%. In the previous IMI, most of the sample LSOs (75%) fell in category “B”, while 17% fell in category “A” and 8% in category “C” respectively. In the 2018 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 including PINS on the IMI 2021 is 39 out of a maximum score of 52 which is 75% and the average score of non-PINS LSOs is 34 out of a maximum score of 45 which is 76%. The highest percentage recorded was 100% for one LSO in Tando Allahyar Khan and the lowest percentage achieved by the LSO is 33% in Kambar Shahdadkot district. The difference between the highest and lowest percentage for LSO is 67.

Table 12: 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	Matiari	18	11	1	30
	Sujawal	5	31	1	37
	Tando Allahyar	22	4	-	26
	Tando Muhammad Khan	11	17	-	28

SRSO	Kambar Shahdadkot	41	6	5	52
	Larkana	44	2	-	46
TRDP	Dadu	20	42	4	66
	Jamshoro	22	6	-	28
Grand Total		183	119	11	313

Table 20 presents the percentage score in each of the three main domains of the IMI. On average, the LSOs scored 76%, with 82% for SRSO LSOs, 74% for NRSP and 72% for TRDP fostered LSOs. From the last IMI, SRSO has significantly improved from being the lowest on average scores in the three main domains in 2019 to scoring the highest in 2021 IMI.

- The LSOs scored high equally on motivation and performance indicators (74% each) followed by capacity indicators (58%). The trend is similar across all RSPs where the average score of capacity is lower than performance and motivation indicators.

- On the motivation indicators, LSOs in SRSO scored the highest (83%), followed by TRDP (72%) and then NRSP (68%). The highest % score is also in LSOs of Larkana (85%) and lowest in LSOs of Sujawal (57%).

- On capacity indicators, LSOs in NRSP scored the highest (62%) as compared to SRSO (61%) and TRDP (49%). Across the districts, the highest % score was in LSOs of Matiari (68%) and lowest in Dadu (46%)

- On performance indicators LSOs in SRSO scored the highest with 77% as compared to NRSP with 74% and TRDP with 71%. Across districts, the highest average score was in Tando Allahyar (85%) and lowest in Dadu and Sujawal (67%) each.

Table 13: % 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	68	62	74	74
Matiari	71	68	74	77
Sujawal	57	58	67	66
Tando Allahyar	82	65	85	85
Tando Muhammad Khan	67	59	72	72
SRSO	83	61	77	82
Kamber Shahdadkot	80	62	72	78
Larkana	85	61	83	86
TRDP	72	49	71	72
Dadu	68	46	67	69
Jamshoro	80	56	79	80
Grand Total	74	58	74	76

Table 21, lists all main indicators on which the LSOs have been assessed. The LSOs received a score on the scale of 0 to 3 on each indicator, except for one indicator whose maximum score is 4 as it was linked to the nutrition component of the RSPN. These score reflect the areas of strengths and weaknesses. Considering score 0 and 1 as areas of weakness that need improvement, the following aspects need attention:

- The findings reveal that two percent of sample LSOs reported that less than 26% participants are aware about the development of the Union Council Development Plans and its objectives, followed by 16% of sample LSOs where members from 26% to 50% are aware about it. UCDPs are mandatory for LSOs to identify and prioritise the need of the union councils; therefore, it is important that LSO members know about its objective and development process.

- Moreover, one percent of sample LSOs reported that 25% or less activities were being conducted against the UCDPs.

- In two percent of sample LSOs, they have no proceedings and financial records of anything, while in 8% of LSOs, some records and registered were found; however, they required a lot of improvement.

- In four percent of sample LSOs, there was no social sector activity in education, health, nutrition and social protection undertaken, while in 6% sample LSOs, one or two activities were conducted and LSOs kept some record of those activities.

- About 56% of sample LSOs have not undertaken any activity for mobilising resources from donations in cash and/or in kind. An additional one percent of sample LSOs have undertaken one or two activities of resource mobilisation but they have not kept any record.

- Supervision and institutional support to member VOs is important for the effective implementation as well as for the purpose of accountability. Currently, one percent of sample LSOs members have never visited any member VO, whereas 8% have visited less than 50% VOs for supervision of on-going activities and providing institutional support to strengthen VOs.

- Three percent of sample LSOs ranked the overall performance of the bookkeeper in implementation of CIF/IGG as unsatisfactory, whereas another 9% find their support moderately satisfactory.

- About 8% of the LSOs reported that they have not celebrated any cultural festival, national or any kind of event; if they have had such celebrations, no record was maintained. An additional 14% of sample LSOs reported having celebrated one event.

- Thirty-six percent of the LSOs have some knowledge about the importance of a sustainability plan but they do not have a proper sustainability plan in place. Moreover, 5% of LSOs do not have any knowledge about sustainability and what it means.

- Under Programme for Improved Nutrition in Sindh of RSPN, 57% of sample LSOs reported that less than of 26% participants were aware about the development of the Charter of Demand and its objectives, followed by 9% of sample LSOs where members from 26% to 50% were aware about it. CoDs, similar to UCDPs under SUCCESS, are mandatory for LSOs to identify and prioritise the nutrition related need of the union council; therefore, it is important that LSO members know about its objective and development process.

- Moreover, 56% of sample LSOs reported that no activity was undertaken by the LSOs against the CoDs. An additional one percent of sample LSOs reported upto 25% of activities being conducted on the CoD.

Areas of Strength

- The objective of forming the LSOs was clear to the LSO members in majority of the LSOs (80%). These LSOs have broader missions and objectives written down which their members are aware of including nutrition related mission, in PINS inclusive LSOs.

- Majority of the LSOs have systems in place for preparing a UCDP based on the VDPs and VO priority needs. 52% of sample LSOs reported that more than 75% participants are aware about the development of the union council development plans and its objectives, followed by 30% of sample LSOs where members from 51% to 75% are aware about it.

- In most of the VOs (49%), the office holders were selected with the consensus of the LSO members themselves without any external influence only once, after the formation of LSOs. In 51%, LSOs have defined tenure for President and Manager and they have been conducting elections by consensus regularly whose records are being maintained.

- In 59% of the LSOs, there is a formal mechanism of not just sharing the monthly progress with their member but also with the VOs they are a member of (for example, an agenda item in the LSO monthly meeting). In another 38% of the LSOs, the LSO has a formal mechanism of sharing the monthly progress only with its members.

- In 68% of the sample LSOs, both the President and the Manager have received LMST. In another 31% of the LSOs, not just the leaders but also some other LSO members have received the 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.

- LSOs have been focusing on strengthening their project implementation systems. 54% of the LSOs have reported that some activities have taken place at the LSOs and they have set up functional committees for all projects and activities. Another 40% of the VOs have performed some activities and have set up formal committees that are functional for some projects and activities.

- Out of 50% sample VOs which are a part of PINS intervention, 32% reported to have records and registers which are being updated regularly including records of PINS. These records were found to be good in quality. In addition to this, 33% have been updating record regularly and their quality is good excluding any record of PINS interventions.

- In 80% of the sample VOs, the attendance of the members in these meetings has predominantly been recorded as more than 75%, whereas 18% of VOs have attendance from 51% to 74%.

- In terms of the Programme implementation activities, 81% of the LSOs report that more than 50% of the planned activities have been undertaken by the LSO against the UCDP. Another 17% of the LSOs have undertaken between 26%-50% of the activities as per their UCDPs.

- In 53% of sample LSOs, they have undertaken five or more social sector activities in education, health, nutrition and social protection, while in 37% sample LSOs, three or four activities were conducted and LSOs kept some record of those activities.

- About 35% of sample LSOs have undertaken three to four activities for mobilising resources from donations in cash and/or in kind and kept some record of it. An additional 8% of sample LSOs have undertaken five or more activities of resource mobilisation and kept some record as well.

- One of the key functions of the LSO is to provide support to its member VOs. About 34% of sample LSOs have visited more than 50% but less than 80% of the member VOs, providing institutional support to strengthen them. In another 57% of LSOs, the members visited more than 80% VOs for supervision of on-going activities and provided institutional support.

- About 45% of sample LSOs ranked the overall performance of the bookkeeper in implementation of CIF/IGG as highly satisfactory whereas another 43% find their support satisfactory.

- About 50% of the LSOs report to have celebrated or participated in more than three cultural festivals, national or any kind of event whose record was maintained. Moreover, 28% of sample LSOs reported having celebrated or participated in two to three events.

- Thirty-two percent of the LSOs have developed a sustainability plan and they have taken steps towards sustainability in accordance with the plan. Moreover, 27% of LSOs have developed a plan but have not taken any step as of now.

- In terms of the Programme implementation activities in the PINS LSOs which consists of 50% of the SUCCESS LSOs, 35% of the LSOs reported that more than 50% of the planned activities have been undertaken by the LSO against the CoD. Another 8% of the LSOs have undertaken between 26%-50% of the activities as per their CoDs.

Table 21: Score-wise percentage of LSOs on Institutional Assessment Indicators (n=313)

Indicators	Score				
	0	1	2	3	4
Objectives conceived by LSO	-	2	18	80	n/a
Union Council Development Plan	2	16	30	52	n/a
Charter of Demand	57	9	18	16	n/a
Elections	-	-	51	49	n/a
Leadership	-	3	38	59	n/a
Leadership Training	-	-	68	31	n/a
Project Implementation	-	5	40	54	n/a
Proceedings & Financial Record Keeping	2	8	25	33	32
Attendance	-	2	18	80	n/a
Performance on UCDP	-	1	17	81	n/a
Performance on CoD	56	1	8	35	n/a
Performance on social sector activities	4	6	37	53	n/a
Resource Mobilisation	56	1	8	35	n/a
Supervision and Institutional Support to VO	1	8	34	57	n/a
Performance of Bookkeeper	3	9	43	45	n/a
Cultural Festivals	8	14	28	50	n/a
Sustainability Plan	5	36	27	32	n/a

3.9 RSP Support

The number of visits by the RSP field and management teams to the CIs and the 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.

3.9.1 RSP Support for COs

In total, the social mobilisation team and other staff members made 3,982 visits (on average 6) to the COs. Due to the outbreak of COVID-19 and the subsequent nationwide lockdown, the number of visit was restricted. 62 sample COs reported that no SO has visited them, while a CO in Matiari 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 3 visits by the CRP to each CO in the last 12 months. 309 COs had not been visited by a CRP in the last year, whereas two COs in district Kambar Shahdadt were visited by the CRP for about 24 times in a year.

603 of the sample COs (96%) said that the CO visits the RSP office often. CIF and IGG disbursement, related issues such as recovery and appraisal and participation in various training or workshop were quoted to be the most recurring reasons of visits. Other reasons included savings deposit and bank related work, CRP meetings and record sharing.

473 of the COs (75%) rated RSP support as very satisfactory, another 144 COs (23%) rated it as satisfactory and 11 COs (2%) reported inadequate. The areas of improvement as suggested by the COs involve re-conducting the PSC survey to include the left-out deserving households to avail Programme benefits, increase the band score for IGG, CIF and MHI potential beneficiaries, demands of adding more development activities, and more support from RSPs in handling their public issues such as opening of schools and solving drinking water issue in the area. In comparison with the previous year IMI survey where no CO rated the RSP support as inadequate; this year a miniscule number of COs reported it.

3.9.2 RSP Support for VOs

On average, the social mobilisation team made 8 visits per sample VO, adding up to a total of 2,560 visits. Six VOs in Tando Muhammad Khan, one VO in Kambar Shahdadt and one VO in Dadu recorded no SMT visits in the past 12 months, whereas one VO in Larkana and one VO in Jamshoro recorded 20 and 23 visits respectively by the SMT over the past 12 months.

The community resource persons visited the sample VOs 11 times on average, with a total of 3,655 visits in the last 12 months. Fourteen VOs from six Programme districts including Dadu, Jamshoro, Larkana, Kambar Shahdadt, Matiari and Tando Muhammad Khan mentioned that no CRP visited their VO whereas 2 VOs in Dadu and Tando Muhammad Khan districts noted 36 and 37 CRP visits respectively 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 three times by other RSP staff in the last year. One VO in Kambar Shahdadt mentioned about 24 RSP staff visits during the last 12 months, while 140 VOs recorded no such visits.

313 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, IGG or CPI, opening bank account, collecting check books, and for monthly progress meeting, workshops or trainings.

242 of the sample VOs (75%) rated RSP support as very satisfactory, another 70 VOs (22%) rated it as satisfactory and 8 VOs (3%) viewed inadequate support from RSPs. The areas of improvement as suggested by the COs involve re-conducting the PSC survey to include the left-out deserving households to avail Programme benefits, increase the amount of CIF/IGG for potential beneficiaries; demands for bigger CPI schemes and stronger linkages with the government line departments; more support from RSPs in handling their public issues such as opening of schools, solving drinking water and gas issue in the area and initiation of more development activities and plans by the RSPs for their respective community institutions.

3.9.3 RSP Support for LSOs

On average, the social mobilisation team made 9 visits, the community resource person 15 visits and other staff members from the district and PIU made four visits during the last 12 months. The total number of visits made to the VO by SMT are 2,742, by CRP 4,809 and by other RSP staff member a total of 1,138 visits in the last 12 months.

312 out of the total 313 LSOs noted that they have to visit the RSP office often. In most cases this was to deal with opening bank accounts, collecting check books, payment of CRPs, JDC meetings, monthly review meeting and for workshops and training.

Out of the 313 LSOs, 255 of LSOs (81%) rated RSP support as very satisfactory, 54 LSOs (17%) rated it satisfactory and 5 LSOs (2%) rated the support as inadequate. The areas of improvement as suggested by the LSOs involve more support from RSPs for CPI schemes in the area.

3.10 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 22. Overall in 70% of the 1,261 sample community institutions (LSOs, VOs, COs) a fully open discussion around IMI occurred where majority of the members actively engaged in the conversation. In 27% of the sample community institutions a small group dominated the discussion, while in 2% one or two participants dominated the discussion but some members also spoke up. Only in 1% of sample CIs, one or two members spoke and all other remained silent unless directly asked to respond. Around two-thirds of the LSOs had a fully open discussion with a majority of the members actively involved in the discussion related to IMI.

Table 22: 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	9	1	1	-	2	1
One or two dominant but a minority of others also spoke up	17	3	5	2	9	3
Small group dominated discussion but most members involved	175	28	88	28	74	24
Fully open discussion with a majority actively involved	427	68	226	71	228	73

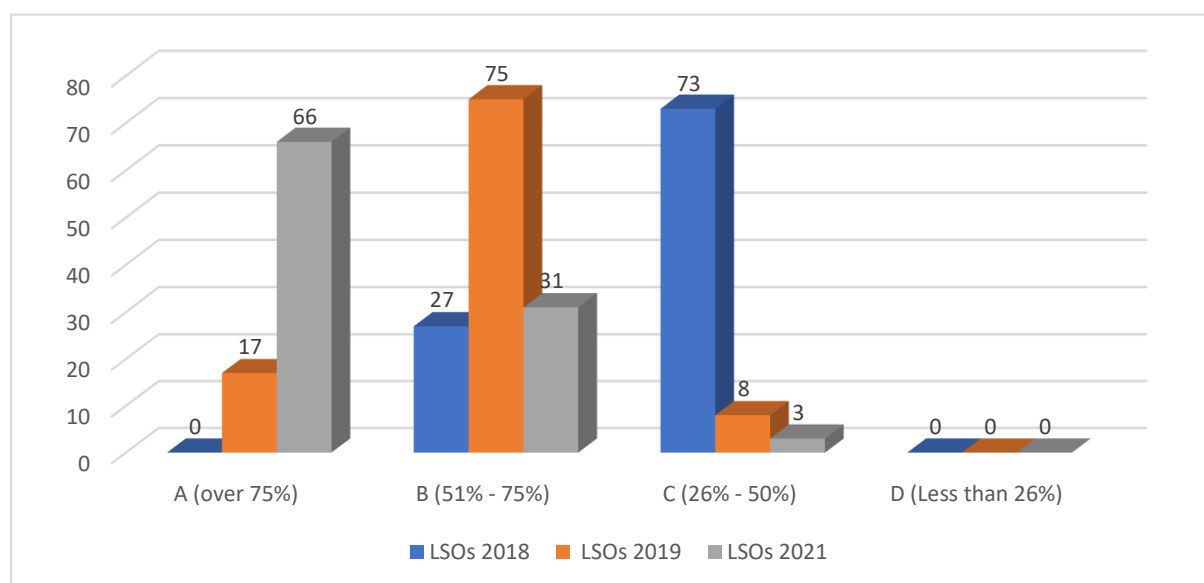
4 Tracking Maturity over Time

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, second and the third rounds of IMI exercises were indeed different; however, it is insightful to compare the overlapping CIs and their IMI scores recorded in 2018, 2019 and 2021. The description firstly reflects the overall changes in CIs ranking over three rounds of the IMI survey followed by the comparison of sample CIs from 2018 to 2019 and later from 2019 to 2021 in order to track the CIs maturity.

4.1 LSO Maturity Over Time

Figure 4 presents the overall changes at LSO level in terms of their maturity. The graph depicts that in the first round of the IMI survey, not a single LSO fell in the “A” category; however, in 2019 17% of LSOs moved to the “A” category and in 2021, most of the LSOs (66%) fell in the “A” category. In 2018, majority of the LSOs were categorised into “C” level, while in 2019, most of these LSOs graduated into “B” category (75%) and by the end of the third round, 66% fell into the “A” category. No LSO has been reported into “D” category over three rounds of the survey.

Figure 4: Percentage changes in LSOs ranking over three rounds of the survey (n: Y2021=313, Y2019=313, Y2018=30)



4.2. LSOs: Tracking Maturity from 2018 to 2019

In the 2018 IMI sample, there was a sample of 30 LSOs; while in the 2019 survey, the sample consisted of 313 LSOs. The overlapping LSOs were analysed for their maturity levels over time. The tables demonstrated below is 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 23 represents that while all 30 of these LSOs fell in the category of either “B” or “C” in the 2018 year, the overall IMI scores of these LSOs fall in “A”, “B” or “C” categories in 2019. There is 1 LSO that moved from “B” category and 4 LSOs from “C” category in 2018 to “A” category in 2019. 2 LSOs which scored between 51-75% in 2018 stayed in the same category in 2019 as well. A majority of these 30 LSOs (22) have jumped up from “C” category to “B” category in 2019. There is one LSO that scored below 50% in 2018 and remained in the same category in IMI 2019 as well.

Table 23: Number of LSOs and their respective overall IMI scores in IMI 2018 and 2019

		IMI 2019 Scores			
IMI 2018 Scores		A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total
B: 51-75% score		1	2	-	3

C: 26-50% score	4	22	1	27
Grand Total	5	24	1	30

4.3. LSOs: Tracking Maturity from 2019 to 2021

All the LSOs (313 LSO in total) were part of both the 2019 and 2021 IMI survey and can be compared for their maturity levels over a period of two years from 2019 IMI result to that of 2021 survey. Table 25 demonstrated is cross tabulations of the number of LSOs, with 2019 IMI scores reflected in the row and the 2021 IMI scores reflected in columns. Numbers in green colour represent LSOs who moved to higher category on the IMI, yellow colour represents no change in IMI category and red colour represents movement to lower IMI category in 2021 as compared to 2019.

As shown in Table 24 the movement to highest category “A” is predominantly due to number of LSOs moving from “B” category to “A” category.

- In the 2019 IMI survey, there were 57 LSOs in “A” out of which 28 LSOs remained in the same category, 28 LSOs moved to “B” and one moved to “C” category in 2021.
- In the 2019 IMI survey, there were 232 LSOs in “B” out of which 86 LSOs remained in the same category, 139 LSOs moved to “A” and 7 moved to “C” category in 2021.
- In the 2019 IMI survey, there were 24 LSOs in “C” out of which three LSOs remained in the same category, 16 LSOs moved to “A” and 5 moved to “B” category in 2021.

The key reasons for those LSOs which moved to a lower category in the current year as compared to the last year IMI survey seems to be associated with lack of motivation and lack of leadership capacity and in turn lower performance in implementation of project activities. The IMI data depicts that fewer members were aware about the development of the UCDP and its objectives which resulted in low performance of implementation and maintenance of project activities in the current year. Moreover, the score of leadership management skill training has dropped in some LSOs from the last survey which also affected their performance in leading the LSOs resulting in low performance to have a formal mechanism of sharing the monthly progress with its member VOs. On average, the data reveals that LSOs have dropped their scores in four indicators out of the 17 which resulted them to move in the lower category from the last IMI survey.

Table 24: Number of LSOs and their respective overall IMI scores in IMI 2019 and 2021

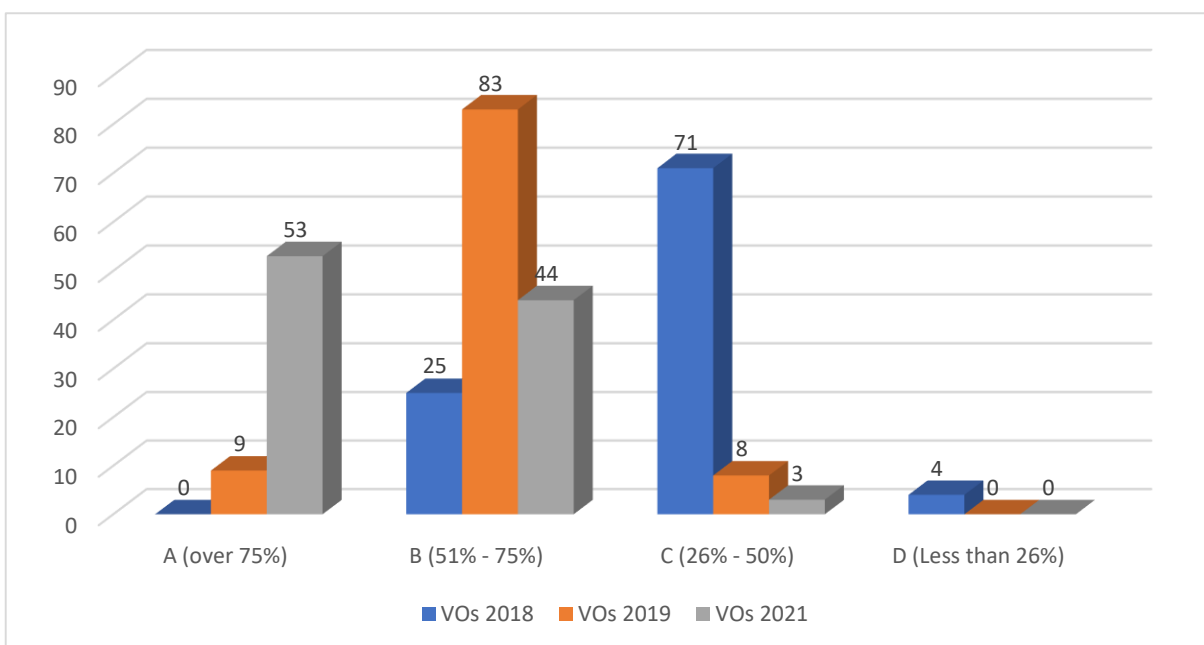
IMI 2021 Scores not clear: reminds me of PSC				
IMI 2019 Scores	A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total
A: Above 75% score	28	28	1	57
B: 51-75% score	139	86	7	232
C: 26-50% score	16	5	3	24
Grand Total	183	119	11	313

4.4. VOs Maturity Over Time

Figure 5 presents the overall changes over a series of the IMI survey at VO level in terms of their maturity. The graph depicts that in the first round of the survey, not a single VO fell in the “A” category; however, in 2019, 9% of VOs moved to “A” category and in 2021, most of the VOs (53%)

fall in the “A” category. In 2018, majority of the sample VOs were categorised into “C” (71%), while in 2019, most of these VOs graduated into “B” category (83%) and by the end of the third round, 53% fell into “A” category. In 2018, 4% of the sample VOs have been reported into “D” category; however, over the last two rounds, no VO fell in the lowest category.

Figure 5: Percentage changes in VOs ranking over three rounds of the survey (n: Y2021=320, Y2019=316, Y2018=60)



4.5. VOs: Tracking Maturity from 2018 to 2019

There were 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 belongs to TRDP (1 in Dadu and 2 in Jamshoro), and 7 belongs 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 in 2019 year or have remained in the same category of scores as they were in the year 2018. No VO has observed a decrease in IMI score between 2018 and 2019 IMI.

Movements of 2 LSOs were however noteworthy. The VO from Tando Muhammad Khan was placed in the “C” category in 2018 with an overall score of 46.3%; however, in 2019 it had 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% in 2019 (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 year 2018 and was thus placed in “D” category, while in 2019, the VO had 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 were 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% in 2018 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.

4.6. VOs: Tracking Maturity from 2019 to 2021

In the year 2021, 298 out of 320 VOs matched from the previous IMI; therefore, these VOs are compared for their maturity levels over a period of two years from 2019 to 2021. The tables demonstrated below are the cross tabulations of the number of VOs, with 2019 IMI scores reflected in the rows and the 2021 IMI scores reflected across the columns.

As shown in Table 25, the movement to highest category “A” is predominantly due to number of VOs moving from “B” category to “A” category.

- In the 2019 IMI survey, there were 26 VOs in “A” out of which 10 VOs remained in the same category, 16 VOs moved to “B” and none moved to “C” category in 2021.
- In the 2019 IMI survey, there were 249 VOs in “B” out of which 105 VOs remained in the same category, 135 VOs moved to “A” and 9 moved to “C” category in 2021.
- In the 2019 IMI survey, there were 23 VOs in “C” out of which one VOs remained in the same category, 13 VOs moved to “A” and 9 moved to “B” category in 2021.

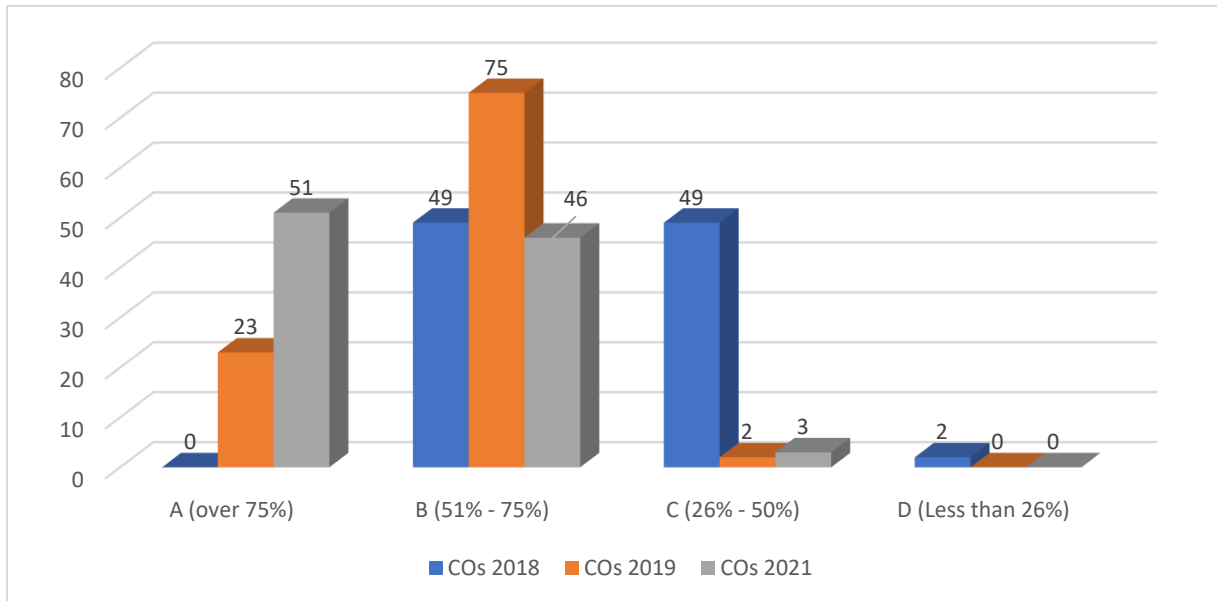
Table 25: Number of VOs and their respective overall IMI scores in IMI 2019 and 2021

		IMI 2021 Scores			
IMI 2019 Scores	A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total	
A: Above 75% score	10	16	-	26	
B: 51-75% score	135	105	9	249	
C: 26-50% score	13	9	1	23	
Grand Total	158	130	10	298	

4.7. COs Maturity Over Time

Figure 6 presents the overall changes over a series of the IMI survey at CO level in terms of their maturity. Similar to the findings of LSOs and VOs, the graph depicts that in the first round of the survey, not a single CO fell in the “A” category; however, in 2019, 23% of COs moved to “A” category and in 2021, most of the COs (51%) fall in the “A” category. In 2018, majority of the sample COs were categorised into “C” level (49%), while in 2019, most of these COs graduated into “B” category (75%) and by the end of the third round, 51% fell into “A” category.

Figure 6: Percentage changes in COs ranking over three rounds of the survey (n: Y2021=628, Y2019=317, Y2018=120)



4.8. COs: Tracking Maturity from 2018 to 2019

There were 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 2018 IMI, the CO scored 45.2% and was thus placed in the “C” category of scores. In 2019, 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.

4.9. COs: Tracking Maturity from 2019 to 2021

In the current year survey, the sample size of COs doubled from that of the 2019 survey. Therefore, an overall 238 out of 628 COs overlapped in these two years. These common COs are analysed for their maturity levels over a period of two years from 2019 to 2021. The tables demonstrated below are the cross tabulations of the number of COs, with 2019 IMI scores reflected in the rows and the 2021 IMI scores reflected across the columns.

As shown in Table 26, the movement to highest category “A” is predominantly due to number of COs moving from “B” category to “A” category.

- In the 2019 IMI survey, there were 64 COs in “A” out of which 28 COs remained in the same category and 36 COs moved to “B” in 2021.

- In the 2019 IMI survey, there were 171 COs in “B” out of which 103 COs remained in the same category, 60 COs moved to “A”, 7 moved to “C” category and one moved to “D” category in 2021.
- In the 2019 IMI survey, there were 3 COs in “C” out of which one CO moved to “A” and two moved to “B” category in 2021.

Table 26: Number of COs and their respective overall IMI scores in IMI 2019 and 2021

IMI 2019 Scores	IMI 2021 Scores				Grand Total
	A: Above 75% score	B: 51-75% score	C: 26-50% score	D: Less than 26% score	
A: Above 75% score	28	36	-	-	64
B: 51-75% score	60	103	7	1	171
C: 26-50% score	1	2	-	-	3
Grand Total	89	141	7	1	238

5. Recommendations and Way Forward:

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. Based on the findings from the 2021 survey, following recommendations are made firstly exclusively for the CIs and CRPs, followed by the recommendations made to the RSPs and district team and lastly to the RSPN team.

Recommendations for the COs, VOs and LSOs

- From the survey findings, it is gauged that while the availability and quality of record keeping has improved over time, most of the community institutions still need to pay attention to its financial record quality. The record keeping on CAT indicators require a particular attention as all the indicators of CAT are either not updated properly or it is not complied in the VOs or LSOs. Therefore, it is highly recommended that the CIs leaders and CRPs update this data on timely basis and, where needed, consult their respective SMT for assistance.
- The CIs are recommended to keep using the IMI tools, already provided with the translated IMI questionnaires in Sindhi, for self-assessment over time to track their improvement along the different dimensions and indicators of maturity. 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 Programme Implementation Manual recommends to have a minimum of two-year tenure of the CIs office holders; however, in more than 50% of the CIs, the election has been done only once. Therefore, it is recommended that the members of the CIs ensure timely arrangement of elections/selection in their respective CIs.
- Each CO representative is expected to present its progress to their respective VO monthly meetings. However, the data shows that this practice is not rampant in few COs. Moreover,

the VO is further expected to consolidate its member COs' progress reports in their respective LSO's monthly meetings which is not being practised in some VOs as well. 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. Over the last two rounds of IMI survey, 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 information flow from LSOs to VOs and then onto COs and vice versa. 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.

- While undertaking a field visit to the SUCCESS Programme locations during the third round of the IMI survey in February 2012, Mr. Khaleel Ahmed Tetlay, Chief Operating Officer RSPN, made the recommendation that all LSOs must track their IMI scores over the past three years and take actions to remove any weaknesses highlighted through the IMI survey. LSOs may consider engaging educated youth as volunteers; youth engagement is important for the sustainability of LSOs and also to make them more inclusive.

Recommendations for the RSPs and Districts

- The recommendations provided for the CO/VO/LSO need to be communicated with their respective CIs by the SMTs in each district.
- The findings reveal that almost one fifth of the COs do not have any saving mobilisation programme; therefore, it is suggested that the SM team should motivate these COs and encourage them to mobilise saving. In addition to this, the utilisation of saving in a productive matter should be promoted as well.
- The community organisations also need attention in terms of improved CMST. None of the sample COs has both President and Manager trained; therefore, it is imperative to look at this finding and provide CMST to the officer bearers. 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 found any.
- With regard to the CAT indicators data collection and compilation at the VO and LSO level, the RSPs M&E team regularly monitors the record keeping and provides assistance wherever it is needed.
- While the results of the women empowerment depict a favourable response in almost all the indicators, the leadership role of women in their communities or their ability to contribute in community decision was found to be relatively low than other indicators. The SM team should motivate women members to participate effectively in community resolving local conflict and take up leadership role in their areas.
- From the IMI findings, it is gauged that the LSOs need to be encouraged in mobilising resources and developing and implementing the sustainability plan. As the SUCCESS Programme is approaching its exit and phase out level, 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. Moreover, SMTs ensure that the contact numbers and details of key stakeholders

and development partners are displayed in the LSO office for easy access and fostering linkages with them.

- The implementing RSPs should do this exercise in their future meetings with all the CIs which were not a part of the sample for the third round of IMI. An android based application of the IMI, which is also provided to the M&E sections of the RSPs, should be used to undertake this activity in the field. The district M&E officer needs to make this a regular part of their monthly monitoring plans and provide regular feedback to the SMTs for course correction.
- The IMI results should be presented and discussed with the CIs, especially LSOs. In the IMI dialogues with LSOs, their strengths should be highlighted and then weaknesses. With regards to the latter, LSOs should be supported to prepare an action plan for taking corrective measures. Thereafter, field staff should follow up on these plans. The key role of the District Manager is then to monitor these plans that the Field Units will be following. Each Field Office should present 'IMI Topper' certificate to one CO, one VO and one LSO. These can be presented at key events where senior District Administration representatives are present.

Recommendations for RSPN

- The RSPN Technical team (Social Mobilisation Specialist and Programme Officer Gender) discusses the results of the study with the RSPs programme, social mobilisation and M&E teams in one-day sessions in each district to sensitise them about the capacity gaps identified in the study and make action plans to improve the key areas. This exercise should be done in presence of the PINS implementing teams as well so that they could gauge the results and improve the nutrition related activities in their respective CIs.
- The M&E section in collaboration with the RSPs M&E team monitors that the agreed action plan is being implemented as per the timeline and provides all kind of assistance required by the social mobilisation team of RSPs.

6. Annex I: Alternative Rankings of the Community Institutions

The overall findings of IMI 2021 have been categorised into four scoring groups defined as: D, Below 25%; C, 26% to 50%; B, 51% to 75%; A, over 75%. 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 2021.

With this approach at hand, the figure 7 shows that all the CI types are concentrated mostly in score range of 61% to 90%.

Figure7: Overall distribution of CIs with an interval of ten IMI points

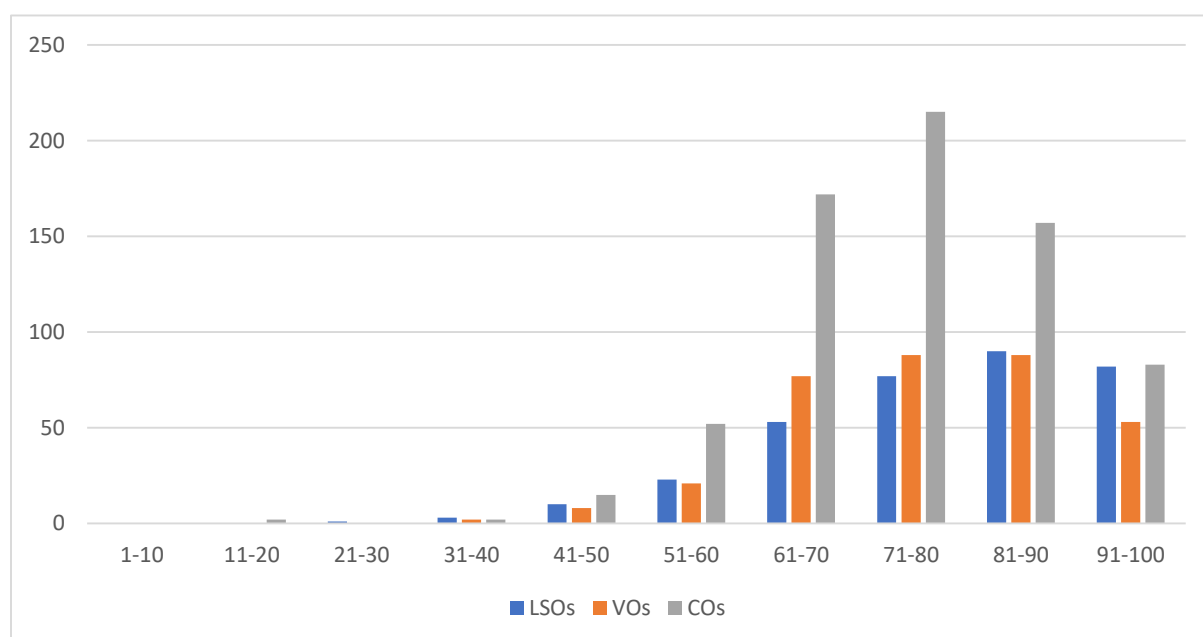


Table 27 is a detailed representation of the LSOs with an IMI score interval of ten. 30% of the LSOs fall in the score of 71-80 followed by 25% of LSOs in the score category of 81-90 and 13% in the score category of 91-100. So overall 68% of LSOs score more than 70% and 32% in the range of 31-70% score.

Table 27: Decile distribution - % of LSOs and their IMI scores 2021

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	7	-	-	-	8	-	-	2
41-50	5	4	2	-	-	5	-	-	2
51-60	5	25	4	4	-	3	4	11	6
61-70	21	25	6	31	3	11	35	46	22
71-80	32	7	25	34	27	19	42	39	30
81-90	20	25	40	26	33	49	19	4	25
91-100	17	7	23	4	37	5	-	-	13
Grand Total	100	100	100	100	100	100	100	100	100

Table 28 is a detailed representation of the VOs with an IMI score interval of ten. 28% of the VOs fall in the score category of 71-80% and 81-90% each and 17% in 91-100% score range.

Table 28: Decile distribution - % of VOs and their IMI scores 2021

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	-	-	3	-	-	1
41-50	4	7	-	-	-	-	4	7	3
51-60	9	10	7	-	-	5	-	16	7
61-70	22	43	19	17	7	16	35	32	19
71-80	35	20	17	43	13	10	27	27	28
81-90	24	17	39	21	33	42	19	7	28
91-100	6	3	17	19	47	24	15	11	17
Grand Total	100	100	100	100	100	100	100	100	100

Table 29 is a detailed representation of the COs with an IMI score interval of ten. 32% of the COs fall in the score category of 71-80% followed by 25% COs in the score category of 81-90% and 13% in the 91-100% score category.

Table 29: Decile distribution - % of COs and their IMI scores 2021

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	-	-	-	-	-	-	4	-	-
41-50	1	3	-	1	2	3	-	14	2
51-60	2	2	-	1	2	15	46	21	8
61-70	16	23	14	32	29	26	19	43	19
71-80	25	27	38	26	32	30	27	21	32

81-90	33	27	28	29	25	21	2	-	25
91-100	24	18	20	11	11	3	2	-	13
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 are organised and 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.

SUCCESS is an 89-month long Programme with a no-cost extension of 17 months (2015-2023) funded by the European Union (EU) and implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), and Thardeep Rural Development Programme (TRDP) in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar, and Tando Muhammad Khan.



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