



EUROPEAN UNION



## IMI Analysis Report: Institutional Assessment of Community Institutions 2022

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





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

**IMI Analysis Report:  
Institutional Assessment of Community  
Institutions 2022  
(August 2022)**

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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 June 2022, a total of 607,72 rural households represented by their women members have been mobilised into 30,398 Community Organisations (COs), 3,476 Village Organisations (VOs) and 314 Local Support Organisations (LSOs). This report presents the results of the fourth<sup>1</sup> and final round of the Institutional Maturity Index (IMI) survey that covered 1,250 community institutions including 314 LSOs, 317 VOs and 619 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 poorest households in the lower bands of the poverty scorecard (0-23). About 71% of CIs member households belong to poverty score between 0 and 23. In 15% of the COs, 28% of the VOs and 60% of the LSOs reported that the CI office bearers and some other members of the CIs have received CMST or LMST. Moreover, 62% of COs, 60% of VOs and 58% of LSOs reported that they had elected their leaders as per the defined tenure by the CO members and they maintained a record of it.

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 75% of the COs have a formal mechanism of sharing the monthly progress with all of its members and the parent VO. Furthermore, 79% of the VOs and 84% 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 year IMI where 57% of the COs, and VOs each and 59% of LSOs have a formal mechanism of sharing the monthly progress with their members and member CIs.

Most of the COs (79%) have an active savings programme and 65% of these COs are currently utilising these savings. Most of the savings were used for emergency use (44%) and health care (30%) and the rest of the saving (4-6% each) were spent on household consumption, debt repayment, social function, education and so on.

Additional indicators on women empowerment were added in the last and current rounds of the survey, aimed to assess the changes in women's lives as a result of them being organised into community institutions and availing the SUCCESS Programme benefits. Overall, the women participants had a favourable response on all the inquired indicators. 81% of the survey participants in the COs, 79% in the

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<sup>1</sup> First IMI published in 2018, Second in 2020 and third in 2021



VOs and 87% 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. PINS 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 last and current rounds of the survey also include indicators to assess the effects of the PINS interventions on the institutional development of the community institutions and women empowerment indicators. The findings reveal that the PINS 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 three IMIs conducted in 2018, 2019 and 2021. The *karwai* and attendance records are mostly available with the community institutions; however, in over one fifth of the community institutions the availability and quality of financial record keeping was weak. On average, 79% of the COs, 65% of the VOs and 81% 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 2022 IMI survey results show that:

- 80% of LSOs, 83% of VOs and 77% of COs scored "A".
- 19% LSOs, 17% of VOs and 22% of COs scored "B".
- 1% of LSOs and 2% of COs scored "C", none of the VOs scored "C".

The IMI scores of all tiers of CIs have improved from the last IMI where most of the CIs in 2022 and 2021 fell in the "A" category, in 2019 most of them 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, VO and LSO members have better clarity on the objective of their institutions as compared to the last three IMI. 84% of the COs, 74% of the VOs and 88% 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 75% of the COs, 50% of the VOs and 80% of the LSOs have written objectives of their institutions and the members were well aware of them. In the 2019 IMI, 76% of the COs, 50% of the VOs and 80% of the LSOs have written objectives and the members are 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 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 8 times, each VO 9 times, and each LSO 10 times in the last one year. Similarly, the Community Resource Persons (CRPs)<sup>2</sup>, on average, visited each CO 4 times and VO 12 times and each LSO 28 times. The number of visits made by Social Mobilisation Team (SMT) and CRPs has increased from the last IMI; however, in the 2021 survey it decreased from the 2018 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 four IMI exercises of 2018, 2019, 2021 and 2022. The community institutions have shown significant improvement in their ranking over four 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 2021 survey, 51% of COs, 53% of VOs and 66% of LSOs made it to “A” category. In the final round of the survey, 80% of LSOs, 83% of VOs and 77% of COs scored “A”. A total of 313 out of 314 LSOs were the part of IMI 2019, 2021 and 2022, whereas for VOs and COs the sample was taken in these three years; therefore, in the 2022 survey, 312 common VOs and 535 common COs from the last year have been studied.

Overall there is a significant improvement observed in all these community institutions over a series of IMI exercise. A majority of “B” category LSOs from 2019 survey have jumped up to “A” category in 2021. Additionally, more LSOs from lower categories made their way up to “A” category in 2022. There are 100 LSOs that moved from “B” category and 8 LSOs from “C” category in 2021 to “A” category this year. Similarly, out of 312 sample VOs, 109 VOs from “B” category and 7 VOs from “C” category in 2021 have graduated to “A” category in the year 2022. Moving on, 178 COs from “B” category, 3 COs from “C” category and 1 CO from “D” category in 2021 graduated to “A” category in the year 2022.

The IMI survey results provided an opportunity for mutual learning among the RSPs for improvement of all the three tiers of community institutions. It served 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 reports provided 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. The previous findings resulted in CI leaders, CRPs and the Social Mobilisation Teams (SMTs) to improve the capacity of the community members and generate positive results. This report also provides key lessons and recommendations for the community institutions, RSPs and RSPN for the future planning and implementation.

- From the first round of the IMI survey to the last round, a significant improvement has been observed over all these years. Community institutions learned about their strengths and weaknesses over each year and most of them improved their working. This shows that the IMI

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<sup>2</sup> 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, monitor CO meetings and savings and deliver awareness sessions to the communities on critical social and development issues.



tool is commendable for both RSPs and community institutions for the assessment on a regular interval.

- Through a series of IMI round, it is gauged from the findings that the LSOs improved in mobilising resources and developing and implementing the sustainability plan. It is primarily through the findings of the IMI exercise that the discussion around sustainability plan in the LSOs kicked off which helped CIs to commence drafting the plan and initiate activities around it.
- Moreover, the IMI exercise gave a nudge to CIs and RSPs to compile data and present them at the highest tier (LSO level). Compiling each CRP report, first at the VO level, and then at the LSO level, was a tiresome task; however, through the series of IMI exercise not only CIs understood its importance but also started recording them very well. Hence, the IMI exercise proved to be helpful in compiling the extensive data into one sheet which depicted the whole union council situation.
- IMI survey is an effective, practical and independent exercise which community institutions of SUCCESS can undertake on their own now easily. For sustainability of CIs, it is one of best tried and tested tools. For CIs to effectively work in the future with minimal guidance from the RSPs, this tool will be effective to self-assess themselves and improve by working on the identified weak areas.
- The implementing RSPs and RSPN are recommended to do this exercise in their future programmes with all the CIs. They may make amendments in the existing tools and make this a regular part of their monitoring plans in their future programmes to provide regular feedback to the SMTs for course correction during the implementation.
- For future resource mobilisation from donors, both by RSPs/RSPN and community institutions, IMI survey results of each CI would be used as an evidence to support the rationale of programme implementation and showcase the strengths of rural organised communities' cadre.

# 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 on. 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 aimed to mobilise 607,270 women into 31,015 COs, 3474 VOs and 314 LSOs during the course of Programme implementation. As of June 2022, a total of 607,772 households represented by their women members have been mobilised into 30,398 COs, 3,476 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

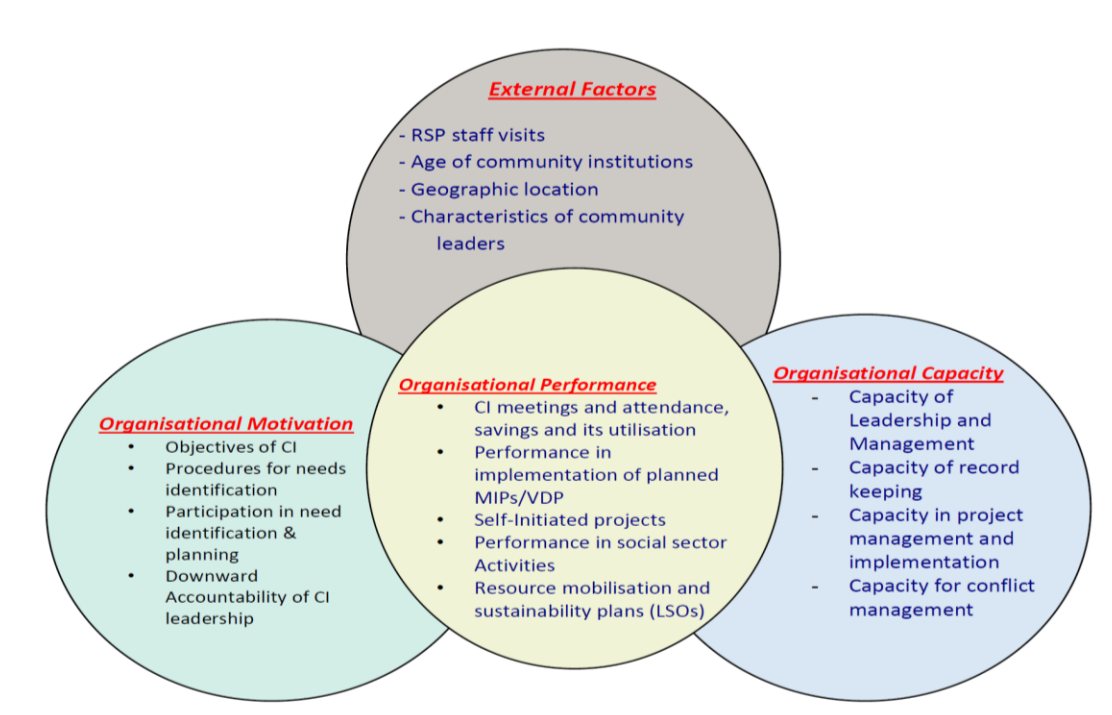
The RSPs can then devise their institutional development activities to fill these gaps. A sample based annual survey of the COs/VOs/LSOs may continually inform the community institutions, implementing staff and other key stakeholders about the institutional development status of community institutions.

This report presents the fourth<sup>3</sup> and final round of the annual survey of community institutions formed as of March 2022. 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 the effect of these external variables on the community institutions’ maturity score is. A graphic presentation of the model is presented in Figure 1:

Figure 1: Organisation Assessment Model



<sup>3</sup> 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>

The fourth round of the Institutional Maturity Index exercise of community institutions covered a sample of 1,250 community institutions with 474 from NRSP, 394 from SRSO and 382 from TRDP: 314 LSOs, 317 VOs and 619 COs. The data for the survey was collected between the month of March and July 2022. Due to the field activities being concluded on the ground, 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 in SUCCESS were selected to be a part of the IMI exercise

**Stage 2: Selection of VOs:** 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 VOs and COs in the second round of IMI survey was done by the respective RSPs' staff keeping in consideration the convenience related to distance, time, and deadline for completing data collection. Therefore, the sample VOs and COs of second round of survey was included in the third round in order to make comparison with the second round; however, one additional COs per VO was randomly selected to increase the coverage of COs in the sample of the third round. The same sampling of third round was adopted in the final round of the survey. RSPN acknowledges that while all the LSOs are assessed and the findings are a true representation of all the LSOs, the selection of the VOs and COs may contain some selection bias. However, we believe that the sample of COs and VOs are large enough to give us a good picture of the prevalent weaknesses, strengths and challenges faced by the COs and VOs, serving the purpose of identifying capacity gaps and suggesting corrective measures for these CIs.

The methodology of the third and fourth IMI exercise is 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 VOs 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 VOs and 317 COs. Additionally, the third round covered a sample of 1,261 community institutions with 484 from NRSP, 397 from SRSO and 380 from TRDP: 313 LSOs, 320 VOs and 628 COs. The sample community institutions of the fourth IMI are presented in Table 1.

Table 1: Sample community institutions for the 4<sup>th</sup> IMI 2022

RSP	District	LSOs	VOs	COs	Total CIs
NRSP	Matiori	30	30	54	114
	Sujawal	37	37	70	144
	Tando Allahyar	26	26	52	104
	Tando Muhammad Khan	28	28	56	112
SRSO	Kamber Shahdadkot	52	52	101	205
	Larkana	47	47	95	189

TRDP	Dadu	66	67	133	266
	Jamshoro	28	30	58	116
<b>Total</b>		<b>314</b>	<b>317</b>	<b>619</b>	<b>1250</b>

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, supervised by the M&E Managers of RSPs and M&E officer of RSPN. 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 4<sup>th</sup> 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, 2022

INDICATORS	COs	VOs	LSOs
Average age of sample CIs (in months)	45	44	38
Total membership of the sample CIs	13,618	4,438	7,967
Average members per CIs	22	14	25
% of CI members within PSC 0-23	71	71	71
% of literate members	7	14	27
% of marital statuses (married)	93	89	88

#### 3.1.1 Community Organisations (COs)

**Age:** The average age of the COs in the sample is 45 months, with the earliest five COs formed in May 2016 which are located in the districts of Kamber Shahdaktot and Tando Muhammad Khan.

**Membership:** Overall the 619 sample COs have 13,618 members. There are on average 22 members per CO.

##### Members' profile:

- 78% of the members of the sample CO fall in the age bracket of 31 to 60 years, followed by 12% in the age of 18 to 30 years and 10% above 60 years.

- 71% of the CO members fall in the poverty score of 0-23.

- 93% members are not literate, while 5% have received education less than 10th grade, and only 2% members from the CO sample have received education till 10th grade or above.

- 93% of the members are married, 5% are widows, 1% 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 44 months, with the earliest formed in Tando Muhammad Khan (NRSP) district in March 2016.

**Membership:** Overall the 317 sample VOs have 4,438 members. Each of the sample VO has on average 14 members (7 COs, two members from each CO).

##### Members' profile:

- About 78% of the members of the sample VOs fall in the age bracket of 31 to 60 years, followed by 17% in the age of 18 to 30 years and 5% above 60 years.

- Around 71% of the VO members fall in the poverty score of 0-23.
- Majority of the members of the sample VOs, around 86%, are not literate, while around 9% have received education less than 10th grade and around 5% have received education until grade 10th or above.
- 89% of the members of the sample VOs are married, 7% 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 38 months, with the earliest formed in Tando Allah Yar (NRSP) in May 2016 and the latest LSO formed in Larkana (SRSO district).

**Membership:** Overall the 314 sample LSOs have 7,967 general body members. Each of the LSO has on average 25 general body members (12 VOs, two from each VO), and 11 executive committee members.

#### **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 15 women per CO attended the FGDs for the fourth round of IMI. This number is lesser from the IMI in 2019 and 2021 which had 17 women participants on average; however, it is up from 14 women on average per CO from the findings of IMI 2018.

In SRSO, this number is the highest i.e. 16 members per CO, whereas in the TRDP and NRSP districts the average is 15 members and 14 members per CO respectively.



### 3.2.2 VO Participation

On average 13 women attended the FGDs in the year 2022. This number is a little than the IMI 2021 and 2019 which had 14 respondents each, whereas, it is the same to an average of 13 women per VO in the IMI 2018 exercise.

The SRSO participation rate remained proportionate to its 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. Whereas TRDP, which has an average membership of 16 in its VOs, exhibited the participation rate of 14 members on average per IMI meeting in the VOs.

### 3.2.3 LSO Participation

On average 15 women attended each FGD which is reduced from 18 women recorded in the IMI 2021, 17 participants in IMI 2019 and 16 women in the IMI 2018. In NRSP, on average 15 members attended each IMI FGD in its 121 LSOs. In SRSO, the average remained 16 members per LSO in the 99 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

- All 619 sample COs were able to show the proceeding/ *karwai* register and attendance record. Ninety-nine percent of records were found to be good, while 1% was fair.

- 84% of sample COs have savings records and most of them (82%) were good in quality. Seventy-seven percent have member saving passbooks records and 84% of the passbook quality was good and 11% was found to be fair, while 5% of them was not good.

- 95% of sample COs had their Micro Investment Plans (MIPs) developed and their records were available. Five percent of sample COs have not filled MIPs of their members whereas in another 8% and 5% COs, the record existed yet the quality was found fair and not-good respectively.

- Out of 619 sample COs, 96% COs monthly progress reports were found and 93% of these COs had their records maintained in a good quality. The records that needed improvement were mainly of CO savings passbooks, CO monthly progress report and micro investment plans.

Table 3: Status of sample COs' Record Keeping in 2022 [(%) – n=619]

Records	Record Exists			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
Proceedings/ <i>Karwai</i> Register	100	-	-	99	1	-
Attendance Record	100	-	-	99	1	-
Savings Record	84	16	-	82	18	-
Member Savings Passbooks	77	23	-	84	11	5

Micro Investment Plans	95	5	-	87	8	5
CO Monthly Progress Report	96	4	-	93	2	5

### 3.3.2 VO Record-keeping

- All of the sample VOs (100%) 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 good (98%) and fair (2%) by the surveyors based on their assessments of the available records.

-A total of 97% VOs were also able to show the attendance records. This number has improved since the last IMI where about 80% of the VOs were able to show the attendance record.

-A total of 95% of sample VOs had their Village Development Plans (VDPs) prepared and their records were available at the time of the visit. The quality of the record was found to be good (92%) and fair (8%).

- 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, most of the financial records, such as CIF passbook, CIF appraisal form, CIF progress report, CIF beneficiary approval checklist, bank receipts, income/profit CIF record and cash books have improved over time.

- Monthly reports of CRP exist in 87% of the sample VOs; however, the maintenance quality in majority of the sample VOs (66%) 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 good i.e. village action plan or schedule of chlorination (81%), details of CRPs/AEs/CLEWs (93%) and list of beneficiaries (66%). 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 in 2022 [(%) – n=317]

INDICATORS	Status of VO Record Keeping					
	Record Exists?			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
Proceedings/ <i>Karwai</i> Register	100	-	-	98	2	-
Attendance Record	97	3	-	96	4	-
Saving Record	41	59	-	67	14	19
Cash Book	11	89	-	62	17	21
Ledger Register	28	45	27	58	35	7
CIF Register	32	17	51	77	15	8
Bank Receipts	15	31	54	61	21	18

INDICATORS	Status of VO Record Keeping					
	Record Exists?			Record Quality		
	YES	NO	N/A	GOOD	FAIR	Not Good
Village Development Plans	95	5	-	92	8	-
Village Action Plan/Schedule of Chlorination	34	14	52	81	9	10
Details of CRPs/AEs/CLEWs	79	21	-	93	4	3
List of PINS Beneficiary	42	6	52	66	23	11
VO Resolution for Joining LSO	95	5	-	84	16	-
CIF Beneficiary Approval Checklist	4	5	91	48	7	45
CIF Appraisal Form	17	2	81	37	3	60
Record Register of Disbursement and Recovery	29	3	68	31	4	65
CIF Passbook	47	6	47	28	11	61
CIF Progress Report	19	20	61	51	9	40
CIF Beneficiary Tracking Sheet	2	5	93	61	7	32
Income/Profit from CIF	4	3	93	64	14	22
Processing Fee Record	13	17	70	47	4	49
Monthly Report of CRP	87	13	-	29	5	66

### 3.3.3 LSO Record-keeping

-314 (100%) LSOs were able to show the proceeding (*karwai*) registers. 99% of these records were found to be in good quality, whereas 1% of them was fair.

- 314 (100%) LSOs had their attendance record available with them. The quality of the record was found to be good (97%) and fair (3%).

- A total of 98% LSOs had their Union Council Development Plan (UCDP) prepared and their records were available at the time of the visit to the LSOs; 99% of those records were found to be in good quality.

- The financial records of the LSOs have improved over the last year; these records include, cash book, bank book, general ledger, bank reconciliation statement and trial balance which show that for the majority the record existed, the record quality is mostly good ranging from (80%-90%). A detailed summary of the existence and quality of record is being provided in Table 5 below.

-The record keeping of PINS with LSOs have improved as well, 45% of LSO had their Charter of Demand (CoD) available with them; while 55% of the LSOs were not implementing PINS activities. In addition, list of AEs (36%), list of CLEWs (37%) and water source & chlorination schedule (30%) was available; however, the quality of record showed that 81% of CoD, 87% of list of AEs, 57% of list of CLEWs and 82% of water source & chlorination schedule was not in good quality or not filled properly.

-46% of LSOs were able to show the monthly progress report of CRPs; however, more than 44% 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 in 2022 [(%) – n = 314]

INDICATOR	Status of LSO Record Keeping					
	Record Exists?			Record Quality		
	Yes	No	N/A	Good	Fair	Not Good
Proceedings/ <i>Karwai</i> Register	100	-	-	99	1	-
Attendance Record	100	-	-	97	3	-
UCDP	98	2	-	99	1	-
LSO Monthly Progress Report	98	2	-	96	3	1
Cash Book	82	18	-	83	17	-
Bank Book	93	3	-	86	14	-
General Ledger	94	6	-	81	19	-
Bank Reconciliation Statement	86	14	-	89	11	-
Trial Balance	78	22	-	83	16	1
LSO Resolution for joining LSO Network	95	5	-	82	18	-
Charter of Demand (COD)	45	-	55	81	16	3
CIF Appraisal form (of eligible households)	97	3	-	91	9	-
CIF Beneficiary Approval Checklist	93	7	-	91	9	-
CIF Disbursement and Recovery	83	17	-	85	15	-
CIF Passbooks issued	81	19	-	78	22	-
Monthly CIF Progress Report	91	9	-	84	16	-
CIF Beneficiary Tracking Sheet	10	10	-	55	45	-
Income/Profit from CIF	87	13	-	68	32	-
Processing Fee Record	89	11	-	73	27	-
Basic Information about Government Office/Buildings	90	10	-	55	45	-
List of CRPs	92	8	-	64	36	-
Monthly Progress Report of CRPs	46	54	-	46	44	-
List of AEs	36	5	59	87	13	-
List of CLEWs	37	6	57	91	9	-
Water source & Chlorination Schedule	30	6	64	82	18	-

## 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

- In 93 out of the 619 COs (15% COs), the office holders (President and Manager) and some other CO members have received Community Management Skills Training (CMST), while 497 of the COs (80%) said that both President and Manager have received CMST. Moreover, 27 COs (4%) said that either the President or the Manager have received the CMST, not both, and 2 COs (less than 1%) have reported not receiving any CMST since the CO was set up.

- In 62% of COs, the Presidents and Managers were elected or selected by the members as per the defined tenure by the CO members and they maintained a record of it. Whereas, 38% reported that they were elected by members only once. Only one CO reported that the Presidents and Managers were appointed by either influential members of the CO or by RSP staff. Additionally, one CO reported that the RSP staff appointed the office holders.

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. 2% of the COs have an informal mechanism of sharing the monthly progress of CO with its members and with the VOs. While 22% said the CO has a formal mechanism of sharing the monthly progress of the CO with its members, 75% 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 8 COs (1%) in the sample reported that it is not sharing the monthly progress with its members.

### 3.4.2 VO Leadership

- In 72% of the VOs, both President and Manager received Leadership Management Skills Training (LMST) whereas in 28% of the VOs recorded that both their leaders and some other members of the VO have received LMST trainings.

- In 60% VOs, the members are conducting elections/selection by consensus of general-body as per the defined tenure and its records are being maintained. In 40% of VOs, the office holders were elected or selected by consensus by the VO members only once. Only one VO reported that the officer holders were appointed by important or influential members of the VO.

As part of accountability, the FGD participants of the VO assessment were asked whether the VO systematically shares its monthly progress with its member COs and with the parent LSO. Most of the sample VOs (79%) 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). Whereas 20% of VOs have a formal mechanism of sharing the monthly progress only with its members

(for example an agenda item in the VO monthly meeting). Only 3 VOs (1%) have an informal mechanism of sharing the monthly progress with their member COs, and with the LSO they are a member of. 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.

### 3.4.3 LSO Leadership

In 60% 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). Whereas, in 40% LSOs, both President and Manager have been given the LMST. Only one LSO reported that none of the office holders have been given LMST.

- In 42% of LSOs, the executive committee members were elected or selected by LSO general-body member only once. 58% 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. Only 4 LSOs (1%) reported that they have an informal mechanism of sharing their monthly progress with member VOs and 15% 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 (84%) 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. At CO level, the mentioned indicators are updated. The leaders of COs present it at the VO monthly meetings and VOs further share it at LSO monthly meetings. The LSOs 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. The IMI FGD served as a good exercise to motivate the CRPs and the VOs and LSOs to record 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 and by 18% from the 2019 IMI in the year 2021 due to the COVID-19 crisis in the country. However, CNIC registration improved from the last IMI and reached to 86%. In addition to this, almost all the indicators have improved over one last year.



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

Indicators	Status of sample CO member Households (IMI 2022) <sup>4</sup>	Status of sample CO member Households (IMI 2021) <sup>5</sup>	Status of sample CO member Households (IMI 2019) <sup>6</sup>	Baseline Status in the SUCCESS districts (PSC 2016, MICS 2014 and PDHS 2018)
% of deliveries took place through skilled birth attendant or at health facility (public or private) in last one year	92	81	88	49.7*
% households that have vaccination cards for children (0-23 months)	93	91	92	52**
% of households that have latrines in their homes	75	64	52	52***
% of eligible (above 18 years of age) women and men have CNICs	86	75	93	76****
% of married couples with marriage certificates	39	22	20	Not available
% of children (5-12 years) enrolled in school	78	69	76	32***
% of CO members who are aware of at least four basic human rights	92	58	56	Not available
% of children (boys and girls) with birth registration	44	19	21	1*** 11****
No. of forest/fruit trees planted by CO member households per CO	40	58	42	Not available
Participants' knowledge on COVID-19 precautions	96	85	Not gathered	Not available
CO married members of reproductive ages using any modern contraception	49	Not gathered	Not gathered	25*****

\*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  
\*\*\*\*\* According to PDHS 2018

**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

<sup>4</sup> The result is for 13,618 CO member households coming from 619 sample COs in 2022 IMI

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

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

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. 79% of the sample COs have an active savings programme with Dadu having the lowest proportion of such COs (14%) and Larkana, Kambar, Sujawal, Tando Allahyar and Tando Muhammad Khan having the equal highest proportion (100%). The total savings of the sample COs are worth PKR 5.7 million, whereas overall average saving per CO is PKR 11,763. The highest average savings for one CO, PKR 29,527, is recorded in Larkana and lowest average of PKR 1,049 in Dadu. The district-wise average is presented in Table 7.

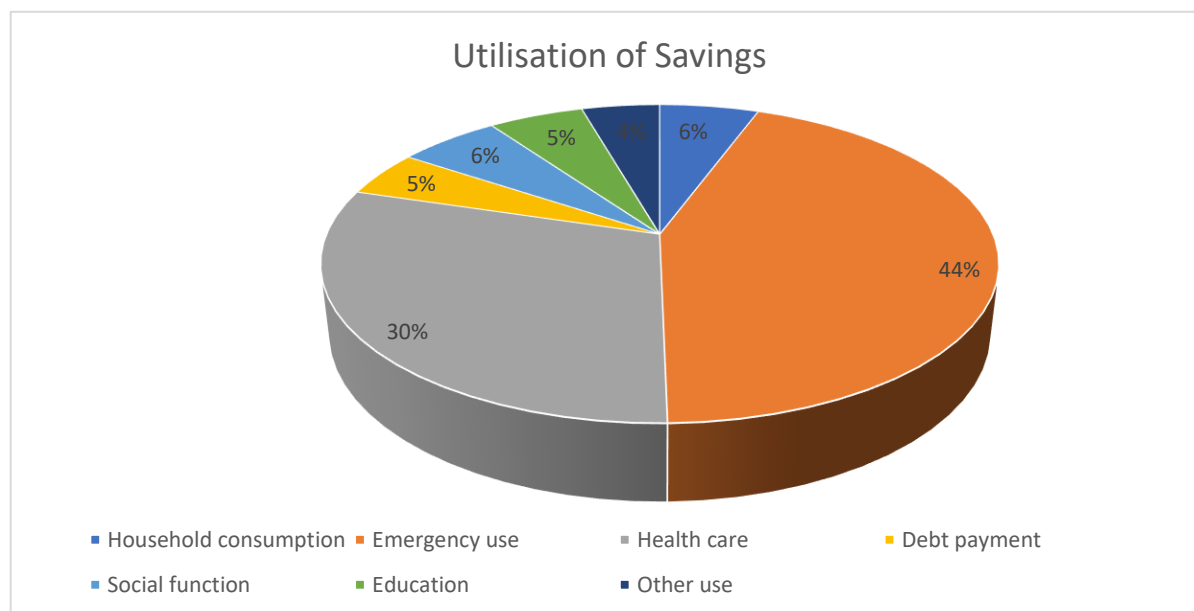
Among the COs with a savings programme, the percentage of members contributing to the savings also differs. It is estimated that 98% of the members in the sample COs of Matiari are saving the highest among the eight SUCCESS districts, whereas 96% of the CO members in Tando Allahyar and Tando Muhammad Khan are equally contributing to the savings. On the other hand, 10% of sample COs members 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 1,554 savings per member and the lowest is recorded in Dadu with PKR 70 savings per member. Likewise, the highest number of average saving per member in one CO meeting is in Larkana with PKR 13 and lowest in Dadu with PKR 3. The district-wise average is also presented in Table 7.

Table 7: Status of Savings and utilisation in the sample COs, 2022

Indicators	Dadu	Jamshoro	Larkana	KSK	Matiari	Sujawal	TAY	TMK	Total
Total Number of sample COs	133	58	95	101	54	70	52	56	619
COs with savings	19	46	95	101	53	70	52	56	492
%age of COs with savings	14	79	100	100	98	100	100	100	79
Total savings	19,930	110,260	2,805,078	608,344	726,544	343,113	507,866	666,174	5,787,309
Average savings per CO	1,049	2,397	29,527	6,023	13,708	4,902	9,767	11,896	11,763
Total members in COs with saving programme	286	968	1,805	2,020	1,166	1,400	1,092	1,232	9,969
% of members saving	10	76	86	91	98	91	96	96	73
Average savings per member	70	114	1,554	301	623	245	465	541	581
Average savings per member per CO meeting	3	11	13	11	10	6	12	7	75
No. of COs utilising savings	2	43	5	50	53	70	52	44	319
% of COs utilising savings	11	93	5	50	100	100	100	79	65

Majority of the sample COs (445 out of the 619 COs with savings), have kept their savings with CO leaders (President or Manager). 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% each in Matiari, Sujawal and Tando Allahyar to a mere 5% in Larkana district. Out of those sample COs which are saving, a majority of the participants (44%) said that the savings are being utilised in emergency use, while 30% said that the savings are being spent on health care including deliveries, pre-natal or post-natal care, surgeries and so on. About 4-6% of the saving are being utilised in household consumption, debt repayment, social function, education and other use. Figure 2 presents the detail of utilisation of savings.

Figure 2: Utilisation of COs Savings, 2022



**Development Activities implemented through the Local Support Organisations:** The LSOs start their development activities with preparation of union council development plans. 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 LSOs do through self-help, (2) activities planned and implemented with the help of RSPs through the SUCCESS and PINS programmes, and (3) activities that need support from the government and 4) activities which are undertaken with the support of other development organisations.

A total of 98% LSOs has developed their UCDPs. 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, 2022

<b>Development of Activities</b>	<b>Number of Activities</b>	<b>Number of Households Benefitted</b>
<b>RSPs<sup>7</sup></b>		
Community Investment Fund (CIF)	-	118,730
Income Generating Grants (IGGs)	-	63,204
Technical Vocational Skills Training (TVST)	-	42,416
Micro Health Insurance (MHI)	-	137,532
Completed Community Infrastructures (CPIs)	2,680	213,854
PINS- Moringa Campaigns	1,937	n/a
Fishponds	19	7986
Goat Beneficiaries	-	15,890
Paddy Fish Farms	20	-
Kitchen Gardening	-	206,667
Trained CLEWs	204	n/a
Trained Agri-Entrepreneurs	4,465	n/a
Number of Farmer Field School	1,920	n/a
Community Poultry Entrepreneurs	-	9,687
Demo Latrines	1,931	n/a
<b>Self-Help</b>		
Cleanliness Campaign and Tree Plantation	285	700,739
COVID Awareness Sessions and PPE Distributions	9	11,580
Distribution of Various Items (Clothes, Money)	2	45
Small CPI Construction through Donations	2	27
<b>Linkages with Government Line Departments &amp; Elected Representatives</b>		
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	111	126,952
CPIs (Hand Pumps, Culverts, Pavements, Toilets)	22	5,106
Distribution of Various Items (Ration, Solar Lights, Cloths, PPEs)	27	6,816
Education (Schools Opening, Renovation, Enrolment)	4	610
Health Camps (Immunisation, Family Planning, HIV Screening)	14	22,056
COVID 19 Vaccination	311	1,265,770
Opening of a Hospital	1	300
Livestock Vaccination	311	540,897
Registration of Beneficiaries for Ehsaas/BISP Programme	15	11,771
Tree Plantation	1	1,500

<sup>7</sup> Taken from SUCCESS KPI and PINS reports at the end of the IMI survey

Development of Activities	Number of Activities	Number of Households Benefited
<b>Linkages with Other Organisations</b>		
Awareness Sessions (Health, Women's rights, Nutrition)	48	28,626
Cleanliness Sessions and Campaigns	3	3,300
CPIs (Hand Pumps, Toilets)	34	16,809
Distribution of Various Items (Ration, Solar Lights, Cloths, PPEs etc.)	33	13,533
Education (School Enrolment and Renovation)	2	510
Formation of Business Development Group	2	40
Health Camps (Immunisation, Family Planning, HIV Screening, COVID-19)	22	23,041
Social Support (Shelter, Assistance in Marriage etc. )	5	171

### 3.6 Women Empowerment

In the last year (2021) survey, indicators related to women empowerment were added in the 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 same indicators were used to in the current year (2022) survey as well. The chosen indicators (see table 9) 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 (81%) was reported in women mobility indicator followed by the women's knowledge about their rights indicator (80%). The member participants reinforced that due to the participation in the Programme activities, their mobility to the RSPs office, banks, 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, 65% or more percent 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. A total of 17% and 16% of women reported no increase in the communities' decision and leadership role indicators respectively. However, the FGD data reveals that women's inclusion in community's decisions

was non-existent before the Programme; however, over the course of Programme implementation, it has enhanced.

Table 9: % of Sample COs participants reporting changes on women empowerment indicators, 2022

<b>Women Empowerment Indicators</b>	<b>Very High Increase</b>	<b>High Level of Increase</b>	<b>Some Increase</b>	<b>No Increase</b>	<b>Negative Change</b>
Women’s ownership and control of household assets	79	14	3	4	-
Women’s income and ability to paid work	78	14	4	4	-
Women’s ability in household decision making	77	13	5	5	-
Women’s ability to contribute to community decisions	59	14	10	17	-
Women’s leadership role in their communities	58	12	14	16	-
Women mobility	81	12	3	4	-
Ability to better feed themselves and their children	78	15	3	4	-
Women’s knowledge about their rights	80	12	7	1	-
Women’s knowledge or awareness about their nutrition	65	29	5	1	-

### 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. Eighty percent of participants reported that there has been a very high increase in women’s ownership and control on household assets followed by 79% reporting “very high increase” in women’s mobility. 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. Similarly, women have started accessing public and private services from the cities which increased their mobility.
- On the other hand, 12% 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. Similarly, against the indicator of women’s leadership role in their communities, 8% reported no increase.
- Moreover, while a mere percentage of women (1-2%) reported a negative change against four indicators, they surveyor did not report the reasons of these negative change.

Table 10: % of sample VOs participants reporting changes on women empowerment indicators, 2022

Women Empowerment Indicators	Very High Increase	High Level of Increase	Some Increase	No Increase	Negative Change
Women’s ownership and control of household assets	80	16	4	-	-
Women’s income and ability to paid work	76	15	7	1	1
Women’s ability in household decision making	75	17	4	3	1
Women’s ability to contribute to community decisions	59	15	12	12	2
Women’s leadership role in their communities	61	14	15	8	2
Women mobility	79	11	4	6	-
Ability to better feed themselves and their children	76	21	2	1	-
Women’s knowledge about their rights	75	16	8	1	-
Women’s knowledge or awareness about their nutrition	59	34	4	3	-

### 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. Apart from three indicators (women’s contribution to community decision (59%), women’s leadership role in their communities (63%) and women’s knowledge about their nutrition (67%)) the rest of the indicators reported 80% or more percent “very high increase” against each indicator.
- Moreover, similar to COs and VOs findings, 8% of participants reported no increase in women’s ability to contribute to community decisions and women’s leadership role in their communities each.
- Additionally, from 1 to 2% of women participants reported a negative change against four indicators. The reasons of these negative changes were not captured.



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	82	14	3	1	-
Women's income and ability to paid work	80	14	4	1	1
Women's ability in household decision making	83	12	2	3	-
Women's ability to contribute to community decisions	59	18	14	8	1
Women's leadership role in their communities	63	16	11	8	2
Women mobility	87	9	3	1	-
Ability to better feed themselves and their children	82	11	5	1	1
Women's knowledge about their rights	81	13	5	1	-
Women's knowledge or awareness about their nutrition	67	22	9	2	-

### 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 18 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 last year as well as 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

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

### 3.7.3 Organisational Performance

1. Attendance at community institution meetings.
2. Performance in implementation of Programme activities in SUCCESS (*only VO and LSO*)
3. Performance in implementation of Programme activities in PINS (*only VO and LSO*)
4. Performance in undertaking social sector activities (*only VO and LSO*)
5. Performance in mobilisation of savings (*only CO*)
6. Performance in resource mobilisation (*only VO and LSO*)
7. Performance of VO/LSO in providing support and supervision of lower tier organisation (*only VO and LSO*)
8. Supervision and monitoring of community bookkeeper (*only VO and LSO*)
9. Celebration of cultural festivals and national events (*only VO and LSO*)
10. 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, 48 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 54 for LSO. Scoring levels were classified as: D, Below 25%; C, 26% to 50%; B, 50% to 75%; A, over 75%.

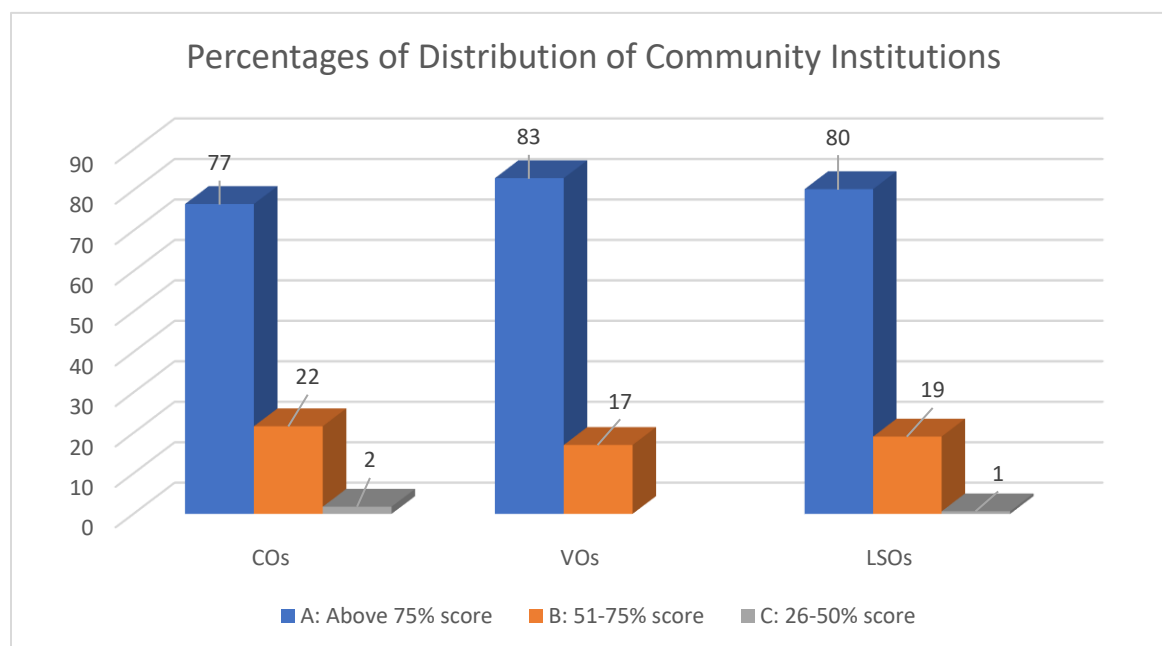
## 3.8 Overall Summary of the IMI Results

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 meagre number of CIs falling in “C” categories.

In comparison to the previous IMI surveys conducted in 2018, 2019 and 2021, the community institutions have shown significant improvement in their ranking over the last few years. 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 2021 survey, 51% of COs, 53% of VOs and 66% of LSOs have graduated to “A” category. Whereas, in the current survey, 77% COs, 83% VOs and 80% LSOs fell into the category “A”, which is a remarkable progress.

Figure 3, shows the summary of the results of the IMI scores for all three tiers of community institutions (COs/VOs/LSOs) for the fourth IMI exercise in 2022.

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 and then “C” category. 77% of the COs scored more than 75% on the IMI and fall in the “A” category. 22% of the COs scored between 50% and 75% making them a part of the “B” category, while 2% of the COs fall in the “C” category with an IMI score of 26% to 50%. These overall results are positive considering a comparison with the findings of the first, second and third rounds of IMI. In the previous IMI exercise, 51% of the COs fell in the “A” category, 46% of the COs in “B” category and 3% of the COs fell in the “C” category. In the 2019 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 12 summarises the overall IMI result of COs by districts and by the number of RSPs as recorded in the fourth round of the IMI exercise.

Table 12: Number of COs by IMI score bands and districts, 2022

RSP	District	A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total
NRSP	TMK	56	-	-	56
	TAY	52	-	-	52
	Sujawal	70	-	-	70
	Matiari	54	-	-	54
SRSO	Larkana	93	2	-	95
	KSK	70	30	1	101
TRDP	Jamshoro	58	-	-	58
	Dadu	21	102	10	133
<b>Total</b>		<b>474</b>	<b>134</b>	<b>11</b>	<b>619</b>

The average score obtained by COs on the IMI was 20 (83), out of a maximum score of 24. The highest score recorded was 24 (100%) for 80 COs. The lowest score achieved by COs is 11 (46%) by six COs in Dadu. The difference between the highest and lowest scores for COs is 13.

Table 13 presents the percentage of scores in each of the three main domains of the IMI. On average, the COs scored 85% with NRSP (85.25%), TRDP (84.5%) and SRSO (85%).

- On average, the sample COs scored the highest on motivation indicators (89%) followed by performance indicators (82%) and then capacity indicators (81%). This trend is consistent in all three implementing RSPs.

- On performance indicators, the district with the highest score is Tando Muhammad Khan (84%), while Jamshoro has the lowest score (80%). In the previous year IMI, Jamshoro remained at the top with 96% score and Dadu scored the least with 69% on performance indicators.

- On capacity indicators, the district of Sujawal scored the highest (82%), while Jamshoro and Tando Allahyar each got the lowest score (80%). In the last year of IMI, Tando Allahyar got the highest with 64%, while Kambar Shahdadkot got the lowest with 52%.

-On motivation indicators, the highest score was obtained by Tando Allahyar (90%), while the lowest scores were recorded in Kambar Shahdadkot (87%).

Table 13: Percentage Score obtained by COs in each domain of IMI by RSP and district

<b>Districts</b>	<b>Motivation</b>	<b>Capacity</b>	<b>Performance</b>	<b>Total</b>
NRSP	<b>89</b>	<b>81</b>	<b>82</b>	<b>85.25</b>
Matari	88	81	81	85
Sujawal	89	82	81	85
Tando Allahyar	90	80	82	85
TMK	89	81	84	86
SRSO	<b>89</b>	<b>81</b>	<b>82</b>	<b>85</b>
Larkana	89	81	82	85
Kambar Shahdadkot	87	81	81	84
TRDP	<b>88</b>	<b>80.5</b>	<b>81</b>	<b>84.5</b>
Dadu	88	81	82	85
Jamshoro	88	80	80	84
<b>Grand Total</b>	<b>89</b>	<b>81</b>	<b>82</b>	<b>85</b>

Table 14 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 data reveals that in 2 sample COs, none of the office holders received management skills training since the CO was set up. Moreover, additionally in 27 sample COs either President or Manager have received the training. Management skill training is instrumental for the CO leaders to carry out development activities in a smooth manner with a participatory approach.

- In three sample COs, there was no record of any proceedings and in additional 19 COs, some record was updated; however, the quality of the record was not quite favourable. While the record keeping maintenance has improved over three round of the survey, COs' record keeping quality has remained a big challenge.

- All the COs are supposed to have a savings programme and make productive use of their savings. However, in 59 sample COs do not have a savings programme. In another 49 sample COs, few members are participating in saving programme, but its savings are not being utilised productively.

### Areas of Strength

- Clarity on the objectives of CO formation is essential. A total of 522 COs out of 619 sample COs have clear objectives which are written objectives and all the members are aware of them, whereas 82 COs have written objectives but not all members are fully aware of them. In 14 COs, the members have a diverse opinion on the objectives of the formation of a CO which was not clearly written.

- In 296 sample COs, 75% and more participants are aware of the micro investment plans and its objective. Additionally, in 308 COs, from 51 to 74% participants were aware about them.

- In 384 sample COs, they have a defined tenure for the office holders, they are conducting elections by consensus and record is being maintained. Additionally, in 233 COs, 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 467 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.

- In 497 sample COs, both President and Managers have been given management training, while in 93 COs, along with officer bearers, some other CO members have been given these trainings as well.

- The record keeping has been improved over the last three IMI survey. In 482 COs, all record was available which was being updated regularly.

- 301 COs out of 619 sample COs have the attendance of 75% or over in the monthly CO meetings.

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

Table 14: Score-wise percentage of COs on Institutional Assessment Indicators (n=619)

Indicators	Scores			
	0	1	2	3
Objectives conceived by CO	1	14	82	522
Micro Investment Plans	5	10	308	296
Elections	1	1	233	384
Leadership	8	10	134	467

Management Training	2	27	497	93
Record Maintenance	3	19	115	482
Attendance	-	13	305	301
Savings Mobilisation	59	49	86	425

### 3.8.2 Summary of the IMI results for the VOs

- Most of the VOs (83%) fall in “A” category with a score of 75% and above and 17% VOs fall in the “B” category with a score range of 51% to 75%; none 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 (53%) fell in “A” category, 44% VOs fell in the “B” category and 3% of the VOs fell in the “C” category. In the 2019 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%). Whereas, 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 88%. The highest percentage is recorded for 19 VOs from three different districts and lowest percentage for one VOs (52%) in Dadu. The difference between the highest and lowest percentage is 48%.

Table 15: 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	28	-	-	28
	Tando Allahyar	26	-	-	26
	Sujawal	37	-	-	37
	Matiari	28	2	-	30
SRSO	Larkana	46	1	-	47
	Kamber Shahdaskot	48	4	-	52
TRDP	Jamshoro	30	-	-	30
	Dadu	20	47	-	67
Grand Total		263	54	-	317

Table 16 presents the percentage of scores in each of the three main domains of the IMI. On average, the VOs scored 87%, with 86.5% for TRDP, 87.5% for SRSO and 88.25% for NRSP VOs.

On average, the sample VOs scored the highest on capacity with 84%, followed by performance indicators with 81% and the least score on motivation indicators with 79%. This trend is consistent across all three RSPs where motivation domain scores the least on average as compared to the capacity domains which scored the highest.

- On the motivation indicators, VOs in NRSP scored the highest (80.25%) followed by SRSO (79.5%), then TRDP (78%). The highest % score was for VOs in Tando Muhammad Khan from NRSP (83%) and lowest for those of Dadu from TRDP (77%).

- On capacity indicators, VOs in NRSP scored higher (85%) as compared to TRDP (84%) and SRSO (83.5%). The highest % score was for VOs of Tando Muhammad Khan and Jamshoro (86% each) and lowest for Larkana with 82%.

- On performance indicators, VOs in NRSP (81.75%) scored higher as compared to SRSO (81%) and TRDP (79%). The highest % score was in Tando Muhammad Khan (84%) and the lowest in Dadu and Jamshoro districts of TRDP (79% each).

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

<b>RSP/District</b>	<b>Motivation</b>	<b>Capacity</b>	<b>Performance</b>	<b>Total</b>
<b>NRSP</b>	<b>80.25</b>	<b>85</b>	<b>81.75</b>	<b>88.25</b>
Matiari	80	85	81	88
Sujawal	78	84	81	87
Tando Allahyar	80	85	81	88
Tando Muhammad Khan	83	86	84	90
<b>SRSO</b>	<b>79.5</b>	<b>83.5</b>	<b>81</b>	<b>87.5</b>
Kamber Shahdadkot	79	82	81	87
Larkana	80	85	81	88
<b>TRDP</b>	<b>78</b>	<b>84</b>	<b>79</b>	<b>86.5</b>
Dadu	77	82	79	86
Jamshoro	79	86	79	87
<b>Grand Total</b>	<b>79</b>	<b>84</b>	<b>81</b>	<b>87</b>

Table 17, 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 6 sample VOs reported that less than of 26% participants were aware about the development of the Village Development Plans and its objectives, followed by 3 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, six of sample VOs reported that no activity was undertaken by the VOs against village development plans. An additional one VO reported upto 25% of activities being conducted on the VDPs.

- In 8 of sample VOs, some records and registers were found; however, they required a lot of improvement.

- In 4 of sample VOs, there was no social sector activity including education, health, nutrition and social protection undertaken, while in 14 sample VOs, one or two activities were conducted and VOs kept some record of those activities.



- 12 sample VOs has not undertaken any activity for mobilising resources from donations in cash and/or in kind. An additional 11 sample VOs have undertaken one or two activities of resource mobilisation but they have not kept any record.

- 9 of the sample 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. Additional 33 of sample VOs reported having celebrated one event.

- For the PINS indicator, 19 sample VOs, who were implementing PINS activities, reported that less than 26% participants were aware about the development of the village action plans and its objectives, followed by 1 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, 19 sample VOs reported that no activity was undertaken by the VOs against village action plans.

### **Areas of Strength**

- The objective of forming the VOs was clear to the VO members in majority of the VOs (233 out of 317). Out of 317 sample VOs, 151 VOs 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.

- Majority of the VOs have systems in place for preparing a VDP based on the MIP and CO priority needs. 235 sample VOs reported that more than 75% participants are aware about the development of the village development plans and its objectives, followed by 73 VOs where members from 51% to 75% are aware about it.

- In most of the VOs (188 out of 317), they have defined tenure for President and Manager and they have been conducting elections by consensus regularly whose records are being maintained. In additional, 128 VOs, 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 250 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 64 VOs, they have a formal mechanism of sharing the monthly progress only with its members.

- In 277 sample VOs, both the President and the Manager have received LMST. In another 90 VOs, not just the leaders but also some other VO members have received the trainings.

- 211 VOs 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, 73 VOs 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. 266 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 88 VOs have performed some activities and have set up formal committees that are functional for some projects and activities.

- In 247 sample VOs, the attendance of the members in these meetings has predominantly been recorded as more than 75%, whereas 68 VOs have attendance from 51% to 74%.

- In terms of the Programme implementation activities, 275 VOs report that more than 50% of the planned activities have been undertaken by the VO against the VDP. Another 35 VOs have undertaken between 26%-50% of the activities as per their VDPs.

- For the PINS related indicator, 122 VOs which are implementing PINS report that more than 50% of the planned activities have been undertaken by the VO against the VAP. Another 10 VOs have undertaken between 26%-50% of the activities as per their VAPs.

- In 240 sample VOs, they have undertaken five or more social sector activities in education, health, nutrition and social protection, while in 59 VOs, three or four activities were conducted and VOs kept some record of those activities.

- 209 sample VOs have undertaken five or more activities of resource mobilisation and kept some record as well. An additional, 85 VOs have conducted three to four activities for mobilising resources from donations in cash and/or in kind and kept some record of it.

- One of the key functions of the VO is to provide support to its member CO. 76 sample VOs have visited more than 50% but less than 80% of the member COs, providing institutional support to strengthen it. In another 233 VOs, the members visited more than 80% COs for supervision of on-going activities and provided institutional support.

- 201 sample VOs rank the overall performance of the bookkeeper in implementation of CIF/IGG as 'highly' satisfactory whereas another 76 VOs find their support satisfactory.

- 167 VOs report to have celebrated or participated in more than three cultural festivals, national or any kind of event whose record was maintained. Moreover, 108 of sample VOs reported having celebrated or participated in two to three events.

Table 17: Score-wise percentage of VOs on Institutional Assessment Indicators (n=317)

Indicators	Score				
	0	1	2	3	4
VO objectives conceived by VO members	-	2	15	67	233
Village Development Plan	6	3	73	235	n/a
Village Action Plan <sup>8</sup>	19	1	25	106	n/a
Elections	-	1	128	188	n/a
Leadership of VO	-	3	64	250	n/a
Leadership Training	-	-	227	90	n/a
Record Keeping	-	8	25	73	211

<sup>8</sup> This indicator is applicable for VOs who are implementing PINS

Indicators	Score				
	0	1	2	3	4
Project Implementation	1	2	88	226	n/a
Attendance	1	1	68	247	n/a
Performance on VDP	6	1	35	275	n/a
Performance on VAP <sup>9</sup>	19	-	10	122	n/a
Performance on social sector activities	4	14	59	240	n/a
Resource Mobilisation	12	11	85	209	n/a
Supervision and Institutional Support to CO Members	-	8	76	233	n/a
Support by CBK	32	8	76	201	n/a
Cultural Festivals	9	33	108	167	n/a

### 3.8.3 Summary of the IMI results for the LSOs

Table 18 summarises the overall IMI result of LSOs by districts and by RSPs.

- Most of the LSOs (80%) fall in the “A” category with an IMI score of above 75% followed by 19% of the LSOs falling in the “B” category with a score range of 51%-75%. The rest of the LSOs (1%) fall in the “C” category with a score between 26% and 50%. In the previous IMI, most of the sample LSOs (66%) fell in category “A”, while 31% fell in category “B” and 3% in category “C” respectively. In the 2019 IMI, most of the sample LSOs (75%) fell in category “B”, while 17% fell in category “A” and 8% in category “C” respectively. On the other hand, 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 2022 is 42 out of a maximum score of 55 which is 76%. The highest percentage recorded was 100% for seven LSOs from three different districts and the lowest percentage achieved by the LSO is 44% in Matiari district. The difference between the highest and lowest percentage for LSO is 56.

Table 18: 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	27	2	1	30
	Sujawal	35	2	-	37
	Tando Allahyar	26	-	-	26
	Tando Muhammad Khan	26	2	-	28
SRSO	Kambar Shahdadkot	47	5	-	52
	Larkana	43	4	-	47
TRDP	Dadu	20	45	1	66
	Jamshoro	28	-	-	28
Grand Total		<b>252</b>	<b>60</b>	<b>2</b>	<b>314</b>

<sup>9</sup> ibid

Table 19 presents the percentage score in each of the three main domains of the IMI. On average, the LSOs scored 84%, with 85% for NRSP LSOs, 84% for SRSO and TRDP fostered LSOs each. From the last three IMI, these scores have improved significantly.

- The LSOs scored the highest on capacity indicators (87%) followed by performance indicators (74%) and then motivation indicators (73%). The trend is similar across NRSP and SRSO LSOs where the average score of capacity is the highest as compared to performance and motivation indicators. However, for TRDP, the capacity indicators have the highest score, followed by each performance and motivation's equal scores.

- On the motivation indicators, LSOs in NRSP scored the highest (74%), followed by TRDP and SRSO (73% each). The highest % score is in LSOs of Tando Allahyar (79%) and lowest in LSOs of Tando Muhammad Khan and Dadu (71% each).

- On capacity indicators, LSOs in NRSP scored the highest (88%) as compared to SRSO (87%) and TRDP (86%). Across the districts, the highest % score was in LSOs of Tando Allahyar (91%) and the lowest in Dadu (84%)

- On performance indicators LSOs in NRSP scored the highest with 75% as compared to SRSO with 74% and TRDP with 73%. Across districts, the highest average score was in Tando Allahyar (78%) and lowest in Dadu (72%).

Table 19: % 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	<b>74</b>	<b>88</b>	<b>75</b>	<b>85</b>
Matari	73	88	75	84
Sujawal	73	87	74	84
Tando Allahyar	79	91	78	86
Tando Muhammad Khan	71	86	73	84
SRSO	<b>73</b>	<b>87</b>	<b>74</b>	<b>84</b>
Kamber Shahdadkot	73	88	75	84
Larkana	72	86	73	83
TRDP	<b>73</b>	<b>86</b>	<b>73</b>	<b>84</b>
Dadu	71	84	72	83
Jamshoro	75	87	74	84
<b>Grand Total</b>	<b>73</b>	<b>87</b>	<b>74</b>	<b>84</b>

Table 20, 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:

- In four LSOs, they have no proceedings and financial records of anything, while in 9 LSOs, some records and registered were found; however, they required a lot of improvement.
- 3 LSOs have not undertaken any activity for mobilising resources from donations in cash and/or in kind. An additional 12 LSOs have undertaken one or two activities of resource mobilisation; however, 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, 9 LSOs have visited less than 50% VOs for supervision of on-going activities and providing institutional support to strengthen VOs.
- 15 LSOs ranked the overall performance of the bookkeeper in implementation of CIF/IGG as moderately satisfactory.
- 1 LSO reported that the members have not celebrated any cultural festival, national or any kind of event; if they have had such celebrations, no record was maintained. An additional 27 LSOs reported having celebrated only one event.
- 23 LSOs have some knowledge about the importance of a sustainability plan but they do not have a proper sustainability plan in place. Moreover, 3 LSOs do not have any knowledge about sustainability and what it means.
- Under Programme for Improved Nutrition in Sindh of RSPN, 57 eligible LSOs reported that less than of 26% participants were aware about the development of the Charter of Demand and its objectives. Moreover, 59 LSOs reported that no activity was undertaken by the LSOs against the CoDs.

### **Areas of Strength**

- The objective of forming the LSOs was clear to the LSO members in majority of the LSOs (276 out of 314 LSOs). 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 UCDDP based on the VDPs and VO priority needs. 234 sample LSOs reported that more than 75% participants are aware about the development of the union council development plans and its objectives, followed by 74 sample LSOs where members from 51% to 75% are aware about it.
- In most of the LSOs (183 out of 314), they have defined tenure for President and Manager, and they have been conducting elections by consensus regularly whose records are being maintained. Whereas, in 131 LSOs, 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 262 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 48 LSOs, they have a formal mechanism of sharing the monthly progress only with its members.

- In 188 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. While in additional 125 LSOs, both the President and the Manager have received LMST.
- LSOs have been focusing on strengthening their project implementation systems. 242 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 70 LSOs have performed some activities and have set up formal committees that are functional for some projects and activities.
- In 181 LSOs, they have records and registers which are being updated regularly including records of PINS. In addition to this, 95 LSOs have been updating record regularly and their quality is good excluding any record of PINS interventions.
- In 243 LSOs, the attendance of the members in these meetings has predominantly been recorded as more than 75%, whereas 68 LSOs have attendance from 51% to 74%.
- In terms of the Programme implementation activities, 284 LSOs report that more than 50% of the planned activities have been undertaken by the LSO against the UCDP. Another 27 LSOs have undertaken between 26%-50% of the activities as per their UCDPs.
- In terms of the Programme implementation activities in the PINS LSOs which consists of almost 50% of the SUCCESS LSOs, 95 of the LSOs reported that more than 50% of the planned activities have been undertaken by the LSO against the CoD. Another 8 LSOs have undertaken between 26%-50% of the activities as per their CoDs.
- In 255 LSOs, they have undertaken five or more social sector activities in education, health, nutrition and social protection, while in additional 48 LSOs, three or four activities were conducted and LSOs kept some record of those activities.
- 58 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 241 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. 47 LSOs have visited more than 50% but less than 80% of the member VOs, providing institutional support to strengthen them. In another 258 LSOs, the members visited more than 80% VOs for supervision of on-going activities and provided institutional support.
- 234 LSOs ranked the overall performance of the bookkeeper in implementation of CIF/IGG as highly satisfactory whereas another 65 LSO members find their support satisfactory.
- 228 LSOs report to have celebrated or participated in more than three cultural festivals, national or any kind of event whose record was maintained. Moreover, 58 LSOs reported having celebrated or participated in two to three events.

- 227 LSOs have developed a sustainability plan and they have taken steps towards sustainability in accordance with the plan. Moreover, 61 LSOs have developed a plan but have not taken any step as of now.

Table 20: Score-wise percentage of LSOs on Institutional Assessment Indicators (n=314)

Indicators	Score				
	0	1	2	3	4
Objectives conceived by LSO	1	1	36	276	N/A
Union Council Development Plan	3	3	74	234	N/A
Charter of Demand <sup>10</sup>	57	-	30	75	N/A
Elections	-	-	131	183	N/A
Leadership	-	4	48	262	N/A
Leadership Training	1	-	125	188	N/A
Project Implementation	-	2	70	242	N/A
Proceedings & Financial Record Keeping	4	9	25	95	181
Attendance	3	-	68	243	N/A
Performance on UCDP	3	-	27	284	N/A
Performance on CoD <sup>11</sup>	59	-	8	95	N/A
Performance on social sector activities	5	6	48	255	N/A
Resource Mobilisation	3	12	58	241	N/A
Supervision and Institutional Support to VO	-	9	47	258	N/A
Performance of Bookkeeper	-	15	65	234	N/A
Cultural Festivals	1	27	58	228	N/A
Sustainability Plan	3	23	61	227	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 5,161 visits (on average 8) to the COs. Due to the outbreak of COVID-19, the number of visit was restricted. 19 sample COs reported that no SO has visited them, while in three COs, the SO visited around 20 times in the last 12 months, which is the highest reported figure.

Another question was asked with regards to the CRPs where COs reported on average 4 visits by the CRP to each CO in the last 12 months. 111 COs had not been visited by a CRP in the last year, whereas one CO was visited by the CRP for about 14 times in a year.

<sup>10</sup> This indicator is only applicable for those LSOs which are implementing PINS.

<sup>11</sup> *ibid.*

616 of the sample COs said that the CO visits the RSP office often. CIF and IGG disbursement related work 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 bank related work, CRP meetings and record sharing.

485 of the COs (78%) rated RSP support as very satisfactory, another 136 COs (22%) rated it as satisfactory and 2 COs (2%) reported inadequate. The areas of improvement as suggested by the COs involve increasing the band score for IGG, CIF and MHI potential beneficiaries, demanding more CPIs and more support from RSPs in handling their public issues such as solving drinking water issue in the area.

### 3.9.2 RSP Support for VOs

On average, the social mobilisation team made 9 visits per sample VO, adding up to a total of 2,909 visits. Only four VOs recorded no SMT visits in the past 12 months, whereas one VO recorded 25 visits by the SMT over the past 12 months.

The community resource persons visited the sample VOs 12 times on average, with a total of 3,794 visits in the last 12 months. Five VOs reported that no CRP visited their VO whereas 8 VOs noted that 24 visits had been made by 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 four times by other RSP staff in the last year. Nine VOs mentioned that RSP staff visits made monthly visits during the last 12 months, while 21 VOs recorded no such visits.

315 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 TVST and CPI related work and further to participate in the monthly progress meeting, workshops and trainings.

256 of the sample VOs (81%) rated RSP support as very satisfactory, another 60 VOs (19%) rated it as satisfactory and one VOs viewed inadequate support from RSPs. The areas of improvement as suggested by the VOs involve enhanced capacity to deal with the CPIs and its recover, the sustainability strategy to run the VOs, stronger linkages with the government line departments, more support from RSPs in initiation of more development activities.

### 3.9.3 RSP Support for LSOs

On average, the social mobilisation team made 10 visits, the community resource person 28 visits and other staff members from the district and PIU made five visits during the last 12 months. The total number of visits made to the VO by SMT are 3,280, by CRP 8,712 and by other RSP staff member a total of 1,708 visits in the last 12 months.

313 out of the total 314 LSOs noted that they have to visit the RSP office often. In most cases this was to deal with the collection of check books, payment of CRPs, JDC meetings, monthly review meeting and participation in workshops and training.



Out of the 314 LSOs, 258 of LSOs (82%) rated RSP support as very satisfactory, 51 LSOs (16%) 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 to run the LSOs independently.

### 3.10 Quality of the Discussion of 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 75% of the sample community institutions (LSOs, VOs, COs) a fully open discussion around IMI occurred where majority of the members actively engaged in the conversation. In 24% of the sample community institutions a small group dominated the discussion, while in less than 1% one or two participants dominated the discussion but some members also spoke up. In only four sample CIs, one or two members spoke and all other remained silent unless directly asked to respond. A total of 79% of the LSOs had a fully open discussion with a majority of the members actively involved in the discussion related to IMI.

Table 21: Quality of Discussion during the FGD for the IMI exercise

<b>Indicators</b>	<b>No. of COs</b>	<b>% of COs</b>	<b>No. of VOs</b>	<b>% of VOs</b>	<b>No. of LSOs</b>	<b>% of LSOs</b>
Only one or two members spoke, all others silent unless directly questioned	3	-	1	-	-	-
One or two dominant but a minority of others also spoke up	9	1	2	1	1	-
Small group dominated discussion but most members involved	145	23	92	29	65	21
Fully open discussion with a majority actively involved	462	75	222	70	248	79

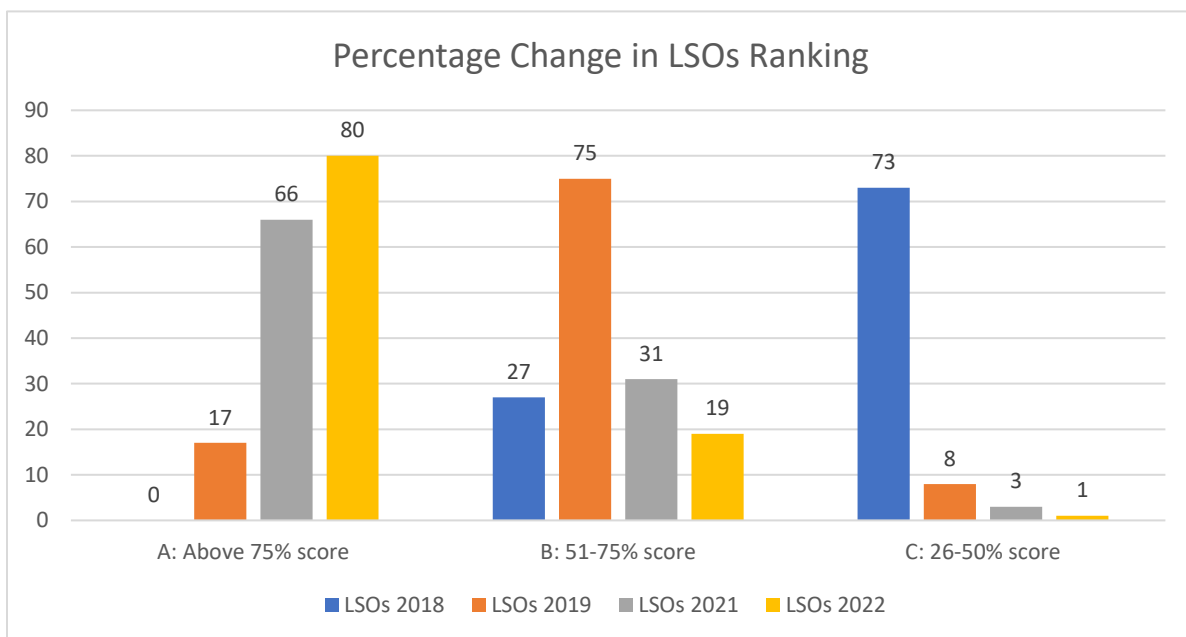
## 4 Tracking Maturity Over Time

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, whereas fourth round adopted the same sampling to that of third round; however, it is insightful to compare the overlapping CIs and their IMI scores recorded in 2018, 2019, 2021 and 2022. The description firstly reflects the overall changes in CIs ranking over four rounds of the IMI survey followed by the comparison of sample CIs from 2018 to 2019, from 2019 to 2021 and later from 2021 to 2022 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; in 2021, most of the LSOs (66%) fell in the “A” category and in the last round, 80% of the LSOs are in the “A” category. In 2018, majority of the LSOs (73%) were categorised into “C” level; while in 2019, most of these LSOs graduated into “B” category (75%), by the end of the third round, 66% fell into the “A” category and in the last round 80% of LSOs belong to the “A” category. No LSO has been reported into “D” category over four rounds of the survey.

Figure 4: Percentage changes in LSOs ranking over four rounds of the survey (n: Y2022=314, Y2021=313, Y2019=313, Y2018=30)



### 4.1.1 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 22 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 22: 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

#### 4.1.1.2 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 24 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 23 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 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 year 2021. Moreover, the score of leadership management skill training has dropped in some LSOs from the 2019 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 2019 IMI survey.

Table 23: Number of LSOs 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	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

#### 4.1.3 LSOs: Tracking Maturity from 2021 to 2022

Out of 314 LSOs, 313 LSOs were part of the 2021 IMI survey which are being compared for their maturity levels over a period of one year from 2021 IMI result to that of 2022 survey. Table 25 demonstrated is cross tabulations of the number of LSOs, with 2021 IMI scores reflected in the row and the 2022 IMI scores reflected in columns. Like the tables above, 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 2022 as compared to 2021.

As shown in Table 24, the highest number of LSOs stayed in the same “A” category over the last year. Followed by the predominantly movement to the highest category “A” due to number of LSOs moving from “B” category to “A” category.

- In the 2021 IMI survey, there were 183 LSOs in “A” out of which 144 LSOs remained in the same category, 39 LSOs moved to “B” and none of them demoted to “C” category in 2022.
- In the 2021 IMI survey, there were 119 LSOs in “B” out of which 17 LSOs remained in the same category, 100 LSOs moved to “A” and 2 moved to “C” category in 2022.
- In the 2021 IMI survey, there were 11 LSOs in “C” out of which 8 LSOs moved to “A” and 3 moved to “B” category in 2021.

Table 24: Number of LSOs and their respective overall IMI scores in IMI 2021 and 2022

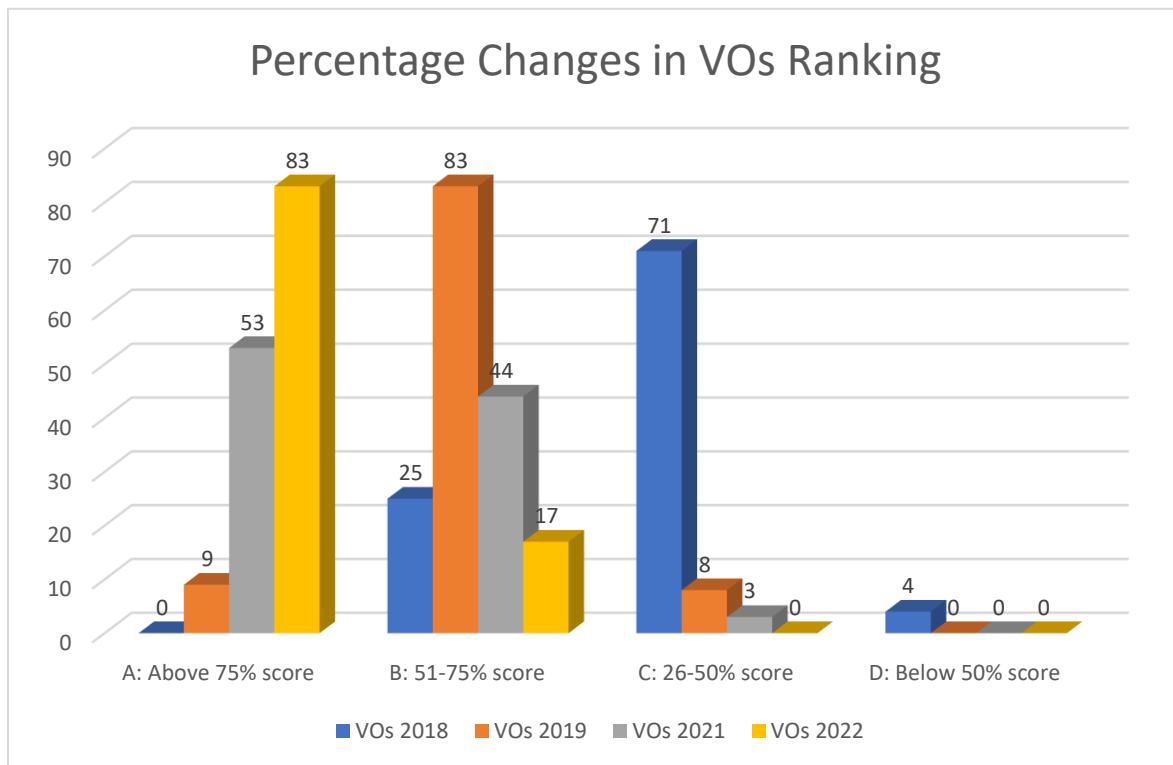
IMI 2022 Scores				
IMI 2021 Scores	A: Above 75% score	B: 51-75% score	C: 26-50% score	Grand Total
A: Above 75% score	144	39	-	183
B: 51-75% score	100	17	2	119
C: 26-50% score	8	3	-	11
Grand Total	252	59	2	313

## 4.2 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, in 2021, most of the VOs (53%) fell in the “A” category and in 2022, 83% of the sample VOs 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%), by the end of the third round, 53% fell into “A” category and in the year 2022, most of them (83%) fall into the “A” category. In 2018, 4% of the sample VOs have been reported into “D” category; however, over the last three rounds, no VO fell in the lowest category.

Figure 5: Percentage changes in VOs ranking over four rounds of the survey (n: Y2022=317, Y2021=320, Y2019=316, Y2018=60)



#### 4.2.1 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 belonged to SRSO, 3 belonged to TRDP (1 in Dadu and 2 in Jamshoro), and 7 belonged 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.

One VO was placed in the “C” category in 2018; however, in 2019 it had made improvements and moved to “A” category. Another VO was placed in the “D” category in 2018, while in 2019, the VO had moved the “B” category. There were 2 VOs, who were from the “B” category, which stayed in the same category.

The rest of the 6 VOs were placed in the “C” category and they have shown improvements across all the indicators to be placed in the “B” category with scores.

#### 4.2.2 VOs: Tracking Maturity from 2019 to 2021

In the year 2021, 298 out of 320 VOs matched from the 2019 IMI; therefore, these VOs were 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	

#### 4.2.3 VOs: Tracking Maturity from 2021 to 2022

In the year 2022, 312 out of 317 VOs matched from the previous IMI; therefore, these VOs are being compared for their maturity levels over a period from 2021 to 2022. The tables demonstrated below are the cross tabulations of the number of VOs, with 2021 IMI scores reflected in the rows and the 2022 IMI scores reflected across the columns.

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

- In the 2021 IMI survey, there were 165 VOs in “A” out of which 144 VOs remained in the same category, while 21 VOs moved to “B” category in 2022.
- In the 2021 IMI survey, there were 137 VOs in “B” out of which 28 VOs remained in the same category, and 109 VOs moved to “A” in 2022.

- In the 2021 IMI survey, there were 10 VOs in “C” out of which, 7 VOs moved to “A” and 3 moved to “B” category in 2022.

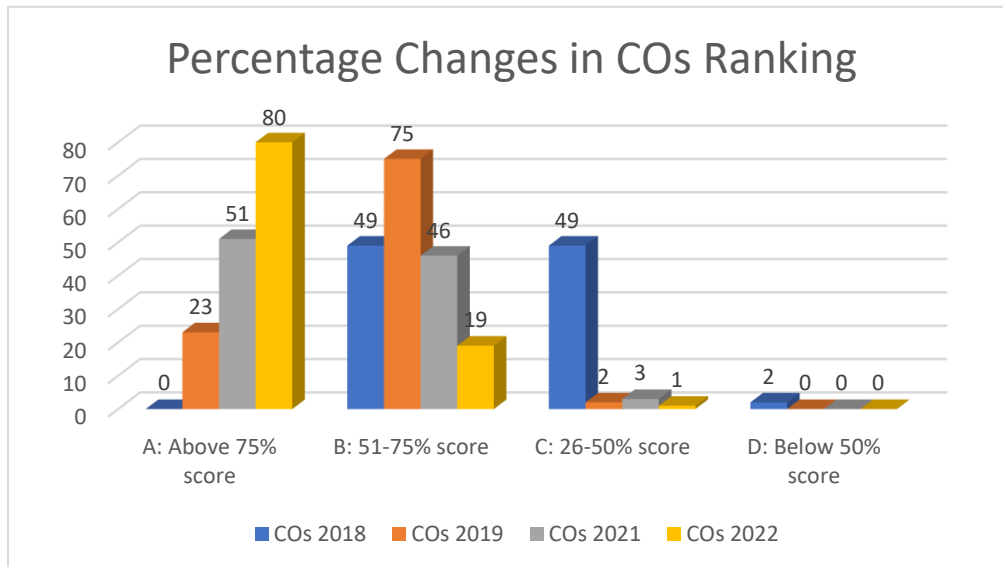
Table 26: Number of VOs and their respective overall IMI scores in IMI 2021 and 2022

IMI 2022			
IMI 2021 Scores	A: Above 75% score	B: 51-75% score	Grand Total
A: Above 75% score	144	21	165
B: 51-75% score	109	28	137
C: 26-50% score	7	3	10
Grand Total	260	52	312

### 4.3 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; in 2021, most of the COs (51%) fall in the “A” category and in the year 2022, 80% of them fall in the “A” category. In 2018, majority of the sample COs were categorised into “B” and “C” level (49% each), while in 2019, most of these COs graduated into “B” category (75%), by the end of the third round, 51% fell into “A” category and in the year 2022, most of them fall into “A” category.

Figure 6: Percentage changes in COs ranking over three rounds of the survey (n: Y2022=619, Y2021=628, Y2019=317, Y2018=120)



#### 4.3.1 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, one was situated in district Jamshoro (TRDP). In the 2018 IMI, the CO scored 45.2% and was thus placed in the “C” category. In 2019, the CO however has jumped up to the “B” category with an overall IMI score of 69%. The other CO was 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.

#### 4.3.2 COs: Tracking Maturity from 2019 to 2021

In the last 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 were 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 27, 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 27: 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

#### 4.3.3 COs: Tracking Maturity from 2021 to 2022

In the current year survey, an overall 535 COs overlapped from the last year survey. The table demonstrated below are the cross tabulations of the number of COs, with 2021 IMI scores reflected in the rows and the 2022 IMI scores reflected across the columns.



As shown in Table 28, the movement to highest category “A” is predominantly due to number of COs moving from the “B” category.

- In the 2021 IMI survey, there were 268 COs in “A” out of which 225 COs remained in the same category and 39 COs moved to “B” and 4 COs moved to “C” category in 2022.
- In the 2021 IMI survey, there were 252 COs in “B” out of which 70 COs remained in the same category, 178 COs moved to “A”, 4 moved to “C” category in 2022.
- In the 2021 IMI survey, there were 14 COs in “C” out of which 3 moved to the “A” category and 11 moved to the “B” category in 2022.
- In the 2021 IMI survey, there was 1 CO who fell in the “D” category which eventually graduated to the “A” category in 2022

Table 28: Number of COs and their respective overall IMI scores in IMI 2021 and 2022

IMI 2021 Scores	IMI 2022 Score			Grand Total
	A: Above 75% score	B: 51-75% score	C: 26-50% score	
A: Above 75% score	225	39	4	268
B: 51-75% score	178	70	4	252
C: 26-50% score	3	11	-	14
D: Less than 26% score	1	-	-	1
Grand Total	407	120	8	535

## 5 Recommendations and Way Forward

The IMI exercise is one of the most useful tools for the management, social mobilisation team and especially for the office bearers of the community institutions to identify the areas of strength and weakness of the community institutions. Based on this, they can plan their capacity building support to the institutions so that these institutions remain functional, effective, sustainable and relevant to address the needs of their members. Based on the findings and a comparative analysis of the four rounds of the IMI surveys, following recommendations are made:

- From the first round of the IMI survey to the last round, a significant improvement has been observed over all these years not only in the calculated scores which determine the CI’s categories, but also in other indicators which are not scored towards the final marking such as CAT indicators, women empowerment, record keeping and so on. In each exercise, community institutions learned about their strengths and weaknesses and over each year, most of them improved their working. This shows that the IMI tool remained effective in the implementation of the programme activities as well as in the assessment outcomes. Therefore, it is a commendable tool for both RSPs and community institutions for the assessment.
- Through a series of IMI round, it is gauged from the findings that the LSOs improved in mobilising resources and developing and implementing the sustainability plan. It is primarily through the findings of the IMI exercise that the discussion around sustainability plan in the

LSOs kicked off which helped CIs to commence drafting the plan and initiate activities around it. After the third round of the survey, the discussions in the LSOs took a turn from planning for the programme implementation activities to drafting the sustainability plan. An agenda item related to institutional development was added in the LSO meetings. CIs leaders ensured 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. This helped the CI members to eventually take ownership of their own institutions and leverage the platforms to the maximum benefit of their community.

- Moreover, the IMI exercise gave a nudge to CIs and RSPs to compile data and present them at the highest tier (LSO level). For example, the indicators of CAT sessions were gathered and recorded by each CRPs which were submitted to the lower tier and reports of each CRP would go to the highest tier. Compiling each CRP report, first at the VO level, and then at the LSO level, was a tiresome task; however, through the series of IMI exercise not only CIs understood its importance but also started recording them very well. Hence, the IMI exercise proved to be helpful in compiling the extensive data into one sheet which depicted the whole union council situation.
- IMI survey is effective, practical and independent exercise which community institutions of SUCCESS can undertake on their own now easily. For sustainability of CIs, it is one of best tried and tested tools. Since SUCCESS activities have concluded on the ground, community institutes are still functional. For them to effectively work in the future with minimal guidance from the RSPs, this tool be effective to self-assess themselves and improve themselves by working on the identified weak areas.
- The implementing RSPs and RSPN are recommended to do this exercise in their future programmes with all the CIs. RSPs have a trained cadre of staff who are specialised in the android-based application, used for the data collection and analysis; they can make amendments in the existing tools and make this a regular part of their monitoring plans in their future programmes to provide regular feedback to the SMTs for course correction during the implementation.
- For future resource mobilisation from donors, both by RSPs/RSPN and community institutions, IMI survey results of each CI would be exemplary evidence to support the rationale of programme implementation and showcase the strengths of rural organised communities' cadre.

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