



**INSTITUTIONAL DEVELOPMENT INDEX (IDI)  
of Men and Women Community Organisations**

## About this Study

This study has been prepared with the financial support of Canadian International Development Agency in collaboration with Sarhad Rural Support Programme (SRSP)

The views, findings, interpretation and analysis expressed in this study may not reflect views of Canadian International Development Agency.

## Cover photograph

Community Dialogue in Teri Mengal, Tehsil Upper Kurram  
(Kurram Agency, November 2011)

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First Dialogue for formation of  
WCO Qubadshah Khel in Village  
Zeran, Tehsil Upper Kurram  
(Kurram Agency, April 2011)

## **ACRONYMS**

<b>AKRSP</b>	Aga Khan Rural Support Programme
<b>CBO</b>	Community Based Organisation
<b>CIDA</b>	Canadian International Development Agency
<b>CMST</b>	Community Management Skills Training
<b>CO</b>	Community Organisation
<b>CPI</b>	Community Physical Infrastructure
<b>FATA</b>	Federally Administered Tribal Areas
<b>FLADP</b>	FATA Livelihood Area Development Programme
<b>FR</b>	Frontier Regions
<b>IDI</b>	Institutional Development Index
<b>LMST</b>	Leadership Management Skills Training
<b>MCO</b>	Men Community Organisation
<b>MER</b>	Monitoring, Evaluation and Research
<b>PKR</b>	Pakistan Rupee
<b>RSPN</b>	Rural Support Programmes Network
<b>SRSP</b>	Sarhad Rural Support Programme
<b>VDP</b>	Village Development Plan
<b>WCO</b>	Women Community Organisation

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First Dialogue for formation of WCO Basoo, Tehsil Upper Kurram (Kurram Agency, December 2010)

## Executive Summary

This evaluation study (assessing Institutional Development Index or IDI) is based on analysis of primary data collected through a sample survey of men and women Community Based Organisations (CBOs) nurtured by the Sarhad Rural Support Programme (SRSP) with financial assistance of Canadian International Development Agency (CIDA) in Kurram Agency. During the process, 30 CBOs (22 men and 8 women) were assessed in Lower, Central and Upper Kurram. The number of members of selected sample was 1,020, of which 75% (760) were present and responded to questions during this IDI exercise.

The survey was conducted through trained and experienced community resource persons. The data was verified at local level by the Agency Team Leader and then shared with Head Office, SRSP. For data punching, an independent team of consultants was hired. Finally,

analysis and report writing was undertaken by Programme Manager, Planning, Monitoring, Evaluation and Research at Head Office, Peshawar duly supported by Knowledge Management Specialist and MER at RSPN. The final analysis was shared with and reviewed by the Chief Executive Officer, SRSP.

One of the main objectives of the exercise was to assess the level of development of Community Based Organisations. To do this, the Institutional and Organisational Assessment model (IOA) developed by Universelia and IDRC, Canada was modified for this exercise. The modified tool helped in assessing four major aspects/parameters of Institutional Development:

1. Organisational Motivation
2. Organisational Capacity
3. Organisational Performance
4. External factors.

These major four components helped developing key indicators, which were then transformed into fifteen major questions in

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**47% of men and women COs are institutionally developed, while 53% are institutionally independent.**

consultation with assessment team, SRSP management and field teams. Under each question, various permutations were considered and accordingly weightage/scores were assigned. The responses gathered during the exercise facilitated categorisation of respective CO into four major categories i.e. excellent, good, average or poor.

The evaluation results indicated that 55% of MCOs and 50% of WCOs are 'institutionally developed' or in other words these organisations can be graded as 'good'. Similarly, 45% of MCOs and 50% of WCOs are 'institutionally independent' or these organisations can be graded 'excellent' in all major aspects and can sustain without any external support for institutional development. Combining results for men and women COs, at least 47% of men and women COs are institutionally developed (good), while 53% are institutionally independent (excellent).



Community Dialogue in  
Village Kaga Waga II, Tehsil  
Upper Kurram (Kurram  
Agency, April 2009)



Regular CO meetings have also resulted in developing financial capital at community level. On an average, men and women COs have savings of over 40,000 and 17,000 PKR/CO.

# Major Findings

## Organisational Motivation

1. The evaluation indicated a very high percentage of men and women COs being aware of goals and objectives of COs. Poverty eradication, inclusion of poor and socioeconomic development were reported as few of the common goals. This high level of awareness can be attributed to regular interaction of field staff and community members. Experienced field staff and their regular visits play a vital role in motivating COs to understand and realise their COs' mission, goal and objectives.
2. A significant proportion of Men COs (55%) and Women COs (50%) are updating their annual development plans on regular basis and sharing it with SRSP and other development organisations/agencies in the area. The broad based participation of men and women members (64% in men and 100% in women COs) in developing community plans ensures an ownership of all members. The evaluation indicated that leadership in 64% of Men COs continued on the basis of one time election, while remaining 36% are electing leadership on an annual basis. In contrast, 100% of women COs have inculcated democratic values by holding annual elections. Though elections in women are held regularly but change in leadership was not observed and women seemed to be happy with their existing leadership.
3. The evaluation provided strong evidence that leadership of men (82%) and women (100%) consult their members regularly and report on CO activities to their members. A very nominal percentage of COs reported dominance of leaders in decision making. Nonetheless as per results, COs' leadership has been fair in distributing benefits amongst members.
4. There is a need to invest and facilitate men COs to form apex level organisations in Kurram Agency. At least 50% of men COs are not member of village or local support organisations.
5. A significant proportion of men and women COs have either discussed or taken practical steps to benefit women in their respective areas. If further supported and sensitised, these COs can be a good resource to actively lobby women rights in their local areas.

## Organisational Performance

6. The evaluation indicated that women are meeting more regularly as compared to their men counterparts. At least 88% of women COs and 37% of men COs have held eight or more meetings in last twelve months. These men and women CBOs were found to be conducting meetings on monthly basis to discuss local issues faced by communities. Some of the major issues discussed in last three meetings included infrastructure development, generating employment opportunities, education, health of women/children, technical/employable skills training, and peace and development.
7. Women were found to be more enthusiastic in terms of participation in CO meetings. The participation rate in women was found to be higher than men COs. On an average, 80% and above women members are regularly participating in community meetings. Regular CO meetings have also resulted in developing financial capital at the community level. On an average, men and women COs have savings of over 40,000 and 17,000 PKR/CO.
8. Men and Women COs have implemented number of sponsored activities mostly through SRSP-CIDA FATA Livelihood Programme to benefit respective community members/non members. These COs apart from implementing their VDPs through support of external agencies have also taken proactive steps to undertake initiatives on self-help basis. A significant percentage of Men COs (68%) has taken self-help initiatives, which is a good sign of development. The women COs as per results are lagging behind in this area as fraction of women COs (25%) have taken self-help initiatives. The programme needs to further discuss ways and means of developing a mechanism at community level for undertaking self help initiatives.
9. The evaluation found that COs either men and women were well aware on issues of inclusiveness. Majority (50%) of the members in either women or men COs were found to be either poor or very poor.

## Organisational Capacity

10. Proper record keeping is one of the key aspects to gauge institutional capacity. Nearly 97 percent of COs were able to show their proceedings (*karwai*) registers. The attendance record in all 30 men and women COs existed. All men COs had bank receipts, while 25% of women COs failed to produce bank receipts. The programme needs to support men and women COs in updating their saving records to further ensure transparency.
11. The data reflected that only 44% of office bearers (president and managers) received managerial trainings. The figures for women in same category presented a dismal picture as none of the office bearers had received any managerial and leadership trainings. The programme needs to arrange leadership/management skills trainings for all women organisations.
12. Apart from fraction of men COs, all other COs have been efficiently managing between three to six interventions. The professional aptitude on part of COs either men or women had been an encouraging factor. Majority of COs (87% men and 88% women) had set up formal functional committees to support implementation of activities in light of stated objectives of respective COs.
13. In presence of strong local institutions i.e. *Jirga* led by traditional leaders/*Maliks* in tribal areas, COs in either men and women have little space to be engaged and involved in conflict resolution. Nonetheless these local COs, have taken proactive measures in resolving routine conflicts at local levels.



Need prioritisation exercise by communities in Chinarabad (Kurram Agency, March 2009)

## External Factors

14. The relatively young and educated office bearers have a positive correlation with performance and progress of men and women COs, which is evident from evaluation results. All these office bearers, as per evaluation, were local residents thus having energy and time to invest in local development.
15. The trend of full and open participation was observed in 100% women and 60% of men COs. This is a good evidence of facilitative role of local leadership to encourage members to participate and share their views.



# Introduction and Background



Training for Agriculture Extension Workers in collaboration with the Agriculture Research Center (Kurrum Agency, November 2011)

## Models for Assessing Community based Organisations

**S**ocial mobilisation as we know and see in RSPs emanated from innovative and bold approaches adopted by Dr. Akhtar Hameed Khan in Comilla Project (1959) and Shoaib Sultan Khan in Daudzai project (1971). These two projects based on experiences of similar efforts in Africa and Latin America engaged local communities to improve their own condition and situation. The two pioneering projects adopted groups of poor women and men into grassroots organisations, provided skills development and fostered a

cadre of village specialists to accumulate financial capital through savings and increased productivity through planning, efficient and effective use of locally-available resources. They also accessed services and resources from government as well as markets.

The lessons from these two projects provided a sound basis for initiating a similar programme in Gilgit-Baltistan (formerly known as Northern Areas) by Shoaib Sultan Khan in 1982. Here again, the core principle of capitalising on community's potential was one

of the most important factors for the programme to take its roots in the most harsh and difficult environment. An important role of facilitating communities and tapping their potential was assigned to a catalyst organisation (AKRSP). The role of 'support organisation' became more clear and institutionalised with the introduction of similar programmes in all four provinces of Pakistan. As of December 2012, the ten RSPs<sup>1</sup> had fostered a total of 305,561 COs with 5.22 million members in 3,565 union councils of 112 Districts and FATA Areas. Similarly as of December 2012 a total of 715 LSOs had also been fostered by RSPs. These COs had saved Rs. 2,539 million, built 140,398 community physical infrastructure projects with an investment of Rs. 17.4 billion. To date RSPs have given Rs. 81.56 billion as micro-credit to CO members for a variety of productive investments<sup>2</sup>. This approach of social mobilisation has now also been extended to healthcare, education, micro-insurance, promotion of peace building, disaster preparedness and management.

The large scale formation of community based organisations in many developing regions of the world inevitably led to the debate about the efficacy of these organisations and their work. The projects and programmes implemented by these organisations went through routine monitoring and evaluation cycles. Researchers interested in measuring an overall performance of these organisations (as against the

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The core principle of capitalising on community's potential was one of the most important factors for programme to take its roots in the most harsh and difficult environment.

1. AKRSP, SRSP, NRSP, PRSP, BRSP, TRDP, SRSO, GBTI, AIKRSP, FIDA  
2. RSPN Statistical Abstract, 2012

outcome and impact of a certain project or programme) began using various institutional and organisational assessment models that were available and were being used in the field of corporate and public sector management.

One of the earliest efforts can be traced back to an effort at AKRSP in mid-eighties to study community based organisations through a set of qualitative indicators. The appreciation and acceptance of the effort led to development and refinement of the exercise based on internationally developed institutional and organisational assessment tools in AKRSP. For example McKinsey Seven S-Model (1980), Marvin Weisbord Model(1978), Burke and Litwin Model(1992) and Open System Model(1977). All these models had advantages and limitations to be applied at field level. In contrast, Institutional and Organisational Assessment (IOA) Model developed by Universalia and IDRC-Canada (1995) had few comparative advantages. The model was interactive and comprehensive as compared to the other models and was broad enough to be applied to any form of organisation (government, corporate, civil society or informal sector). To assess performance of an organisation, the IOA model takes into account a) organisation's effectiveness b) efficiency c) ongoing relevance and d) financial viability.

The model was adapted with changes to cover necessary aspects related to Community Based Organisations. The modified version entailed four broad areas of investigation

including organisational motivation, organisational performance, organisational capacity and external environment. The model was used by the AKRSP team to conduct various assessment exercises (e.g. Institutional Development Exercise, Institutional Development Survey, Analysing Village Organisation Development or Institutional Development Index). One of the prime objectives of these exercises was to assess level of development of COs for their prospective future independent roles and responsibilities. Similar exercises in other RSPs were also conducted for e.g. in mid 1990s SRSP conducted Assessment of Institutional Maturity (AIM) in its programme areas. The most recent exercise was conducted by an independent firm and RSPN in nine RSPs of Pakistan in 2010.

The modified version for assessing institutional development of men and women COs developed and used by RSPN is presented below:

Based on above mentioned model, this exercise assessed men and women COs on four specific parameters i.e. organisational motivation, performance, capacity and external factors. These four dimensions were developed into variable indicators and then these indicators were converted into specific questions. These questions were then compiled into an instrument which was provided to independent consultants and field assessment teams. The independent consultants and local teams



**The region has appallingly low literacy rates and is poorly served by medical facilities.**

supported by Head Office and Agency Programme Office, Kurram Agency administered this instrument in the field. The exercise reflected that theoretical construct behind the instrument was robust and comprehensive for evaluating the COs fostered by SRSP in Kurram Agency. It is, however, inevitable that the instrument would still not be able to cover all endogenous and exogenous variables that affect

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### External Factors

- » RSP staff visits
- » Age of CO
- » Geographic location of CO
- » Office bearers residential status and education

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### Organisational Motivation

- » Goal, mission and objective of CO
- » Selection of office bearers
- » Participation in problem identification and planning
- » Downward accountability of CO leadership
- » Efforts for formation of apex body
- » Gender issues

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### Organisational Capacity

- » CO leadership
- » Technical capacity
- » CO project maintenance
- » Committee training
- » Conflict management

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### Organisational Performance

- » Frequency of CO meetings and attendance
- » Savings and its utilisation
- » Implementation of planned VDP
- » Self-Initiated projects
- » Socio-economic activities (micro-credit/enterprise)
- » Maintenance of CO records
- » Inclusion of the poor

performance of COs. Since this evaluation was primarily a quantitative exercise, it is more than likely that the data, while being statistically accurate, would not be able to exhaustively list all the reasons of success and failure of COs although it would be able to give an adequately representative picture. The field teams have tried to make up for this possible shortcoming of the exercise by collecting adequate qualitative supporting information and evidence from the field.

↓ **Training of Trainers from Kurram Agency on Enterprise Development in Peshawar (SRSP Human Resource Development Center, January 2013)**



## SRSP-CIDA FLAD Programme in Kurram Agency

**T**he deteriorating environment and situation in Khyber Pakhtunkhwa and FATA is an open fact. This turbulent environment has forced many development organisations to either shrink or wind up their projects and programmes. Fair enough from the perspective of these organisations that they do not want to take any risk but then the poor communities are also denied potential opportunities through such organisations (either national or international) to improve their lives and situation. In such a scenario, the likelihood of poor community members becoming soft targets for radical elements increases substantially. Accepting the dual challenge of working in turbulent areas and improving their livelihoods, SRSP in partnership with CIDA designed and implemented a distinctive programme for reducing poverty through integrated interventions in FR Peshawar and Kurram Agency.

The programme, with a modest pace at an initial phase, has gradually developed its roots in communities. So far, 141 community based institutions in FR Peshawar and Kurram Agency have been formed. Apart from formation of CBOs, the programme has taken proactive measures to initiate livelihood-centered activities, including small-scale infrastructure schemes, enhancing technical and vocational skills of communities and social sector services including establishment of community based schools to benefit, especially, girl child, and arranging medical camps as per local culture and context. The programme has also been able to engage FATA secretariat and political administration productively. Their support role has been phenomenal in expansion of programme to most difficult areas and harsh working environment in FATA. The programme, so far, has visible impacts in engaging local communities and reducing poverty in volatile regions like FR Peshawar and Kurram Agency.

## Objectives and Scope of Study

**O**ne of the fundamental objectives of SRSP-CIDA FLADP's social mobilisation effort is to foster COs as capable grass root organisations, that are functional, transparent, accountable, and broadly representative. The formation of organised forums starts from community, which is then federated into village and local support organisations at higher levels. These community organisations establish linkages with services providers, government line agencies and donors for individuals and overall area development. The level of resources generated for local development, effective linkages with service providers and eventually sustainable operations at local level depend largely on development of these community based organisations. Monitoring of matured CBOs, in view of this context, is a key task for any prospective partner organisation. The maturity or development level of COs would be of interest to all partners especially CIDA to assess whether programme interventions would be sustained once technical and financial resources are withdrawn.

Evidence indicates that investment in social capital for a transformational change leads towards socio-economic development of the people at large. The basic aim of this survey was to assess how far COs have been able to achieve their prime objective and whether these men and women CBOs would sustain if technical and financial support is withdrawn. To assess these, a simple and user friendly Institutional Development Index based on four key



Evidence indicates that investment in social capital for a transformational change leads towards socio-economic development of the people at large.

organisational dimensions i.e. Organisational Motivation, Organisational Performance, Organisational Capacity and External Environment was constructed. These four organisational dimensions comprised specific indicators and related questions as explained and mentioned below:

1. How well the CO mission statement and goals are conceived by the community
2. The planning processes used to identify and prioritise community needs
3. CO member participation in needs identification and planning
4. The CO's networking with other community organisations
5. Frequency of CO meetings
6. Attendance at CO meetings
7. Processes for electing office bearers
8. Accountability of office bearers
9. The CO's role in conflict resolution
10. CO efforts to address women's issues
11. CO efforts to include poor households
12. Whether office holders and others have received management training
13. CO involvement in technical training
14. Procedures for managing CO activities
15. CO record keeping

The scope of this study was restricted to response analysis on set of questions mentioned above. Based on responses of members of CO, the respective COs were given scores on a 4 point scale in respective questions/indicators in four major categories as also explained above. With a scale from 0 to 3 for each indicator, the maximum possible score a CO can get was 45. The 15 indicators were then summed up to give each CO an Institutional Development Score. The Scoring levels were classified as: Inactive (COs scoring below 25%), Institutional Infancy (COs scoring between 25-50%), Institutional Development (COs scoring below 50-75%), and Institutional Independence (COs scoring over 75%).

## Methodology and Framework

- » Assessment of COs Development Index covered a sample of 22 men and 8 women community based organisations (list of sampled COs attached) as per following details:

Areas	MCO	WCO	Grand Total	%
Central Kurram	4	0	4	13
Lower Kurram	1	0	1	3
Upper Kurram	17	8	25	83
<b>Grand Total</b>	<b>22</b>	<b>8</b>	<b>30</b>	<b>100</b>

The original design included assessment of COs from FR Peshawar as well but then the security situation in FR Peshawar did not allow placement of field teams and conducting assessment exercises.

- » These COs were selected through systematic random sampling technique. In case of men, these COs were either village or *mohallah* based, while the selected women COs were *mohallah* based as also mentioned below in the table:

Location of COs	MCO	WCO	Total	%
Village Based	11	0	11	37
Mohalla Based	11	8	19	63
<b>Grand Total</b>	<b>22</b>	<b>8</b>	<b>30</b>	<b>100</b>

- » Before field exercises, thorough discussion on assessment exercise between core management and FATA field management was conducted. Based on these discussions, a detail questionnaire entailing three major sections was developed and shared with FATA team and SRSP management.
- » Keeping security situation of FATA in mind, local men and women enumerators from Kurram agency were hired and trained on the questionnaire. In addition, an independent team of consultant comprising two consultants and two data punching professionals was also hired.
- » After detail training for three days, the enumerators were exposed to real life situation through placement in one of SRSP's programme areas. The field test provided enumerators with an opportunity to gather responses from local communities and identify any loop holes in the questionnaire. During the exercise, the two independent consultants carefully observed and supported enumeration team.



Training communities on Policy Advocacy (Kurram Agency, May 2011)

- » The SRSP MER team at head office provided field team/ independent consultants with sampling and survey framework, tools, and instrument to carry out field exercise. The entire assignment, from design to field work and data analysis was conducted from February 26, 2013 to May 17, 2013, while interpretation of results and final report along-with editing was completed in June/ July 2013.
- » The trained team was then sent to Kurram Agency to collect field data. Data was collected using a detailed questionnaire (attached as an annex), which was completed in discussion with a focus group of CO members, and cross-checked wherever possible against the COs' written records. The first section of the questionnaire recorded factual details about the CO and its activities. In second section, the enumerator ranked the CO's institutional development against 15 indicators on a 4 point scale. The section also recorded data on RSP support to CO, and CO member opinions about the support. The field team leaders were also asked to give, confidentially, their personal assessment of the quality of focus group discussion. The last section of questionnaire recorded data on community's access to standard public services and facilities in order to provide an indication of community's overall level of development, as a likely contributory factor to CO's institutional development.
- » The data once completed was checked by Agency Programme Coordinator for any possible errors. The completed set of questionnaire was shared with the Planning, Monitoring, Evaluation and Research section at the head office. The team of consultants and data punching professionals ensured timely entry of data received from Kurram Agency.
- » Based on fifteen major indicators grouped under four major organisational dimensions, output tables were developed and generated. The respective tables under four major organisational dimensions were analysed and a detail analysis report was prepared and shared. The report after necessary feedback from CEO, SRSP, RSPN and CIDA team was finalised and presented.
- » One of the major limitations of the evaluation exercise was to engage local team from Kurram Agency for data collection though cautious checks were developed to gather viable data and record unbiased responses.



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The field team leaders were also asked to give, confidentially, their personal assessment of quality of focus group discussion.



Release of Installment in  
Community Meeting for  
implementation of DWSS in Village  
Mana, Tehsil Upper Kurram  
(Kurram Agency, November 2011)

# Organisational Motivation

If mission, goal and objectives are clear to community members then such community based organisations are likely to sustain and progress with passage of time. The conceptual clarity of members keeps the organisation alive and on-track. Such community based organisations provide opportunities to its members for improving their livelihoods. Some of the prominent Development Indicators identified under this component are as follows:

- i) Objectives, goals, mission of the CO as understood by the members
- ii) Participation in need identification and planning
- iii) Election or selection of office bearers
- iv) Downward accountability of CO leadership;
- v) Broad-based participation in need identification and planning
- vi) Efforts to form apex level body of COs
- vii) Mainstreaming gender issues

## Objectives, Mission and Goal of Community Based Organisations

The evaluation indicated that a very high percentage of members in men and women community organisations were clear on mission, goal and objectives. These men and women COs have clearly written down their mission, goal and objectives (table 01 below). Poverty reduction, socioeconomic development, linkages with organisations and agencies and inclusiveness were some of the common goals reported.

**Table 01: Members Clarity on Goal, Objectives, Mission and Vision of CBOs**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	Members do-not have idea about mission, goal & objectives of COs	0	12	3
Avg.	1	Members have a diverse opinion about Mission, Goal and Objectives of the CO and it is not written	0	0	0
Good	2	Members opinion about mission, goal & objectives is same but it is not written	23	0	17
Excellent	3	Mission, Goal and Objectives are written down and members are fully aware of it	77	88	80
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

## Participation in Need Identification and Planning

A very high percentage of COs was found to prepare and share their development plans with local, national and international organisations in their areas. The table 02 reflects a healthy culture of updating annual development plans by men and women COs.

**Table 02: System and Processes at CO Level for Need Identification and Planning**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	Unavailability of members/area development plans and resolutions	0	0	0
Avg.	1	Members/area development plan prepared once without revisions	4	0	3
Good	2	CO has prepared members/area development plans and resolutions shared with supporting organisations.	41	50	44
Excellent	3	CO prepares development plans annually and share it on regular basis with other organisations	55	50	53
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

The high percentage of COs preparing and developing their plans is a fair reflection of organisational motivation for socioeconomic development of local areas. The data revealed that 47% of men and women CBOs termed community development plans to be essential, while remaining 53% termed it to be very useful for identifying community development needs. The results (table 03) also indicated that women COs are more transparent and ensures participation of all the members in process of identification and planning as compared to men COs.

**Table 03: Broad-based participation in identification and planning**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	No proof of participation	0	0	0
Avg.	1	Less than 50% of membership signed latest resolution, Micro investment plan and/or CO/Village development plan	0	0	0
Good	2	51-75% of membership signed latest resolution, MIP/CODP or VDP	36	0	27
Excellent	3	Resolution discussed in CO meeting and all CO members signed	64	100	73
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

## Election or Selection of Office Bearers

An important characteristic of functioning of CBOs is that it provides leadership opportunities to all members and supports democratic processes at grassroots level. The mode of selection or election of COs presidents and managers plays a vital role in development process. A response analysis indicated that women COs have inculcated democratic values by holding regular, annual elections. In case of men 36% of COs are holding regular election, while 64% have selected office bearers once only and are happy with their performance as also reflected in table 04 below:

**Table 04: Election/Selection of CO President and Secretaries**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOS	Total
Poor	0	Office Bearers appointed by SRSP staff	0	0	0
Avg.	1	Office Bearers appointed by notables in community	0	0	0
Good	2	Office Bearers selected by consensus (once only)	64	0	47
Excellent	3	Elections/ selection by consensus annually	36	100	53
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

As greater emphasis is now being given to democracy therefore figures related to men COs conducting annual elections is quite encouraging. To avoid elite capture, based on the table 04 above, it would be appropriate to ensure regular elections, especially, in men COs. This would ensure developing second line of leadership besides providing equal opportunities to all members. Responding to importance of regular elections, there seemed to be unanimity as 93% of men and women COs deemed elections as necessary. Interestingly, there is a visible difference of opinion about timing of elections between men and women organisations. While women think that elections to elect president and secretaries should be held annually, men (55%) think that election should be held on 3 yearly bases.

## Downward Accountability of COs leadership

Based on the figures and tables above, the COs (men and women) by and large has an inherent culture of involving and engaging members in planning and identification of development interventions at local level, which also suggests that leadership of communities hold themselves 'downward accountable' to all members and this can be assessed by reviewing the table 05:

**Table 05: Downward Accountability of COs' Leadership**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	Take most of the decisions and rarely consult members	0	0	0
Avg.	1	Take all decisions but do distribute benefits to some members	4	0	4
Good	2	Dominate but distribute benefits fairly among members	13	0	10
Excellent	3	Consult fully & report regularly about all CO accounts & activities	82	100	86
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

The evaluation provided strong evidence that leadership of men (82%) and women (100%) consult their members regularly and report on CO activities to their members. A very nominal percentage of COs reported dominance of leadership nonetheless COs leadership was found to be fair in distributing benefits amongst members.

### **Efforts to form Apex Level Organisations**

Linkages and networking play an important role in resource mobilisation leading towards socioeconomic development of respective communities. Community organisations are catalyst in tapping benefits as a result of networking locally and with government agencies particularly line departments, national and international NGOs. Developing formal links with other COs leads to formation of VDO at village level and the same is federated at a higher level to constitute either Local Support Organisations or Network (especially in case of Kurram Agency). Though limited in number, all women organisations were either a part of village development organisation or a network at higher level. In comparison, half of the men organisations have federated into village development or local support organisations as presented in table 06:

**Table 06: Contacts of COs with other COs, VO and LSOs**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCos	Total
Poor	0	CO has had no contact with any other COs	9	0	7
Avg.	1	CO has created informal linkages with neighboring COs	9	0	7
Good	2	CO has discussed formal links with other COs to form VDO or LSO	32	0	23
Excellent	3	CO is member of a VDO or LSO	50	100	63
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

Majority (90 percent men and 100 percent women) COs consider membership with VDO or LSO as useful or very useful. Amongst number of possible benefits, a large number of men and women COs expressed that networking provides an effective opportunity to undertake joint efforts to resolve local issues, share and create awareness and acquire necessary support for new projects.

## Mainstreaming Gender Issues

Except a fraction of men COs, all other COs (men and women) have discussed, taken practical measures and were actively lobbying women rights as clearly shown in table 07 below:

**Table 07: Steps taken by COs for mainstreaming women in Development**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCos	Total
Poor	0	No concrete steps taken by COs to address women issues	13	0	10
Avg.	1	Women issues are discussed but without any practical measures	41	0	30
Good	2	Few activities related to women have been implemented	27	100	47
Excellent	3	Women Rights are being actively lobbied by COs	19	0	13
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

The predominant view of either men or women COs was that few women had same position as men in the society. Surprisingly, members of few men COs thought that all women have same position as men. This change in opinion can be attributed to gender sensitisation training conducted for activists of CIDA-FLADP. Responding to a question, majority of COs identified education, property and inheritance, food, development work and decision making as some of the major areas under which women were treated unfairly. Some of the major reasons for treating women unfairly as identified by majority of COs was lack of education, culture, traditions, taboos and centuries old customs.



Small land holding farmers attend exposure visit to learn about off-seasonal vegetable production in Village Sameer (Kurram Agency, December 2011)



# Organisational Performance

Organisational performance; an important indicator of institutional development can well be assessed through achievements against planned activities and progress of COs in meeting its Goals/objectives. Some of the visible indicators to assess level of performance of men and women community based organisations are:

- i) Frequency of CO meetings and attendance
- ii) CO Savings and its utilisation
- iii) Implementation of Planned VDP
- iv) Self Initiated projects
- v) Socio-Economic Activities (micro credit and micro enterprises)
- vi) Inclusion of Poor

## Frequency of CO meetings and Attendance

The organisation can perform if it meets on regular basis. In addition, if community gathers more frequently, the likelihood to discuss individual/community issues enhances. Thus appropriate solutions to address these issues can also be sought out collectively. In terms of meetings, the evaluation indicated that women were meeting more regularly as compared to their men counterparts. At-least 88% of women COs and 37% of men COs have held eight or more meetings in last twelve months. The frequency of meetings of men and women COs is presented in table 08 below:

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	No meetings	0	0	0
Avg.	1	Up-to four meetings	18	0	13
Good	2	5-8 meetings	45	12	37
Excellent	3	More than eight meetings	37	88	50
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

Some of the major issues discussed in last three meetings included infrastructure development in local areas, generating employment opportunities for poor and vulnerable, education and health of women and children, establishment of vocational centre, technical and employable skills training, and peace and development. 'Discussion of issues' can further be probed to assess whether issues discussed have been addressed but in current evaluation there were no specific questions which could have indicated 'finding solutions to problems'. Almost all women COs expressed a need to follow its current practice of monthly meetings, while 75% of men COs expressed to meet either on weekly or fortnightly basis.

The degree of interest can be gauged through active participation of all members of respective CO. Women were found to be more enthusiastic in terms of participation in CO meetings. The detail of men and women participation in CO meetings is presented in table 09 below:

**Table 09: Participation and Interest of members in Meetings**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	0%	0	0	0
Avg.	1	1-50%	4	0	3
Good	2	51-75%	23	0	17
Excellent	3	76-100%	73	100	80
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

### Community Organisations' Savings and its Utilisation

These CO meetings have also resulted in developing financial capital at community level. On an average, as per results of survey, men COs have a saving of over 40,000 PKR, while women COs have over 17,000 PKR. Varied responses (help poor, use it in unforeseen events, for interest free loans, self-help initiatives at community level) on utilisation of savings were recorded during the survey.



Community meeting at Hassan Khel (FR Peshawar, January 2011)

## Implementation of Development Plans

The figures also revealed that men and women COs have implemented number of sponsored activities mostly through SRSP-CIDA Fata Livelihood Programme to benefit respective community members and non members as well. Since formation of women COs is relatively new therefore number of sponsored activities implemented by women COs is also low as compared to men COs but still women members benefitting from CIDA-FLADP were found to be reasonably high as highlighted below:

Number of Sponsored Activities						
	Only	Up-to	Up-to	Up-to	Up-to	Up-to
	One Activity	Two Activities	Three Activities	Four Activities	Five Activities	Six Activities
Number of MCOS benefitting	0	3	3	2	9	5
Number of WCOS benefitting	3	1	2	2	0	0

The average member households benefitting from any single intervention is 34. Similarly the average non-members household benefitting in men and women COs were 16 and 7 respectively. A considerable percentage of Men COs (68%) has taken self help initiatives, which is a good sign of institutional development. The women COs are lagging behind as fraction of Women COs (25%) have taken self help initiatives. Not surprisingly, men self help initiatives are communal in nature benefitting large number of members/non members households while women self help initiatives are focused at household level benefitting fewer number of households.

## Socio Economic Activities (Micro Credit and Micro Enterprises)

A considerable number of women members have been supported by SRSP-CIDA FLADP to establish small scale enterprises. The amount of loan provided ranged from 15,000 to 45,000 PKR. According to the data, women in Kurram Agency have used the small loans productively to establish conventional enterprises e.g. tailoring, grocery shops, cosmetic shops, poultry shop.

## Inclusion of Poor

One of the major objectives of formation of CO is inclusion of poor and poorest households in the community. The evaluation supported the argument as the COs either men and women were instrumental in mainstreaming poor in respective COs. The participation of poor in COs also increased their likelihood to benefit from CIDA-FLADP packages and services and come out of poverty. Over 50% poverty was observed in women COs. As much as 64% of men COs had more than 50% of poor households, while 32 percent had upto fifty percent poor members as also reflected in table 10.

**Table 10: Inclusiveness of Poor and Vulnerable**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCos	Total
Poor	0	No poor participation in CO	0	0	0
Avg.	1	Less than 25% members of COs are poor	4	0	3
Good	2	26-50% of members of COs are poor	32	0	23
Excellent	3	More than 50% of members of COs are poor	64	100	73
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

The evaluation showed that average number of members in either men or women COs were 34. The average number of poor members in men and women COs were 22 and 32 respectively. Improvement of skills for socio-economic development, linkages with line departments, and peer pressure on poor to send their children to schools were some of the major roles, in view of men or women members, to be taken up by M/WCOs for poor households. Ironically, more than half of men and all women members thought that CO has done little difference to the lives of poor.

# Organisational Capacity

Sustained institutional development is an endogenous process. It is true that investment in terms of provision of hard components is essential but even more important is developing managerial and leadership capacity of COs (men and women) for viability and sustained existence of COs. The capacity for sustainability of COs has been assessed against the following major indicators:

- i) COs Record Keeping;
- ii) COs Leadership and Managerial Capacity
- iii) COs Technical Capacity
- iv) Committees for Management of Interventions at CO Level
- v) Committees for Conflict Resolution

## CO Record Keeping

Record keeping is one of the most important aspects to gauge institutional Development of men and women community organisations. These records provide strong evidence of specific interventions undertaken with COs besides reflecting capacity of office bearers to document important aspects of community organisations. The COs records were assessed against an agreed list and the results were very encouraging:

- » Nearly 97 percent of COs were able to show their proceedings (*karwai*) registers. The records of 64 percent of men and women COs were found to be 'good', 23 percent had 'fair' and 13 percent had not good records.
- » The attendance record in all 30 men and women COs existed. Fifty percent of COs was found to be maintaining appropriate attendance records, while remaining 50 percent required substantial support for improving the same. Similarly saving details of 50% of COs also needed to be updated.
- » All men COs had bank receipts. At least 25% of women COs failed to produce bank receipts. Similarly, the bank receipts in 50% of men and women COs needed attention.
- » Over 81% men and 75 % women had activity records, while the rest failed to produce activity records.

An appropriate level of record keeping at men/women COs can be attributed to following factors:

- i) Relatively the managers in WCOs and MCOs were found to be young and enthusiastic (with an average age between 25-40). They seemed to possess energy to maintain an appropriate level of record at CO level. Almost all managers in men and women COs were literate (91% of managers in MCOs have an education level of primary and above, while 88% of managers in WCOs have an education level of secondary and above). Experience shows that educated office bearers can record activities and proceedings at CO level.
- ii) The presidents at men and women community organisations were also found to be literate. The average age of presidents, especially at men COs, is at higher side (41-60 and above). Nonetheless they actively provided leadership support for maintaining appropriate record at CO level.
- iii) An element of surprise was untrained cadre of office bearers at men and women COs. As much as 40% of office bearers at men and 100% at women COs were found to have not attended managerial and leadership training. Despite that the level of record keeping was good and can further be improved by providing leadership and managerial trainings to men and women office bearers.
- iv) A considerable number of office bearers in men COs were found to be associated with public sector jobs i.e. teaching, retired armed forces personnel, or civil services. Their exposure to public dealing and offices seemed to have significant contribution for record keeping.

Overall level of record keeping at CO level is presented in table 11 below:

**Table 11: Level of Record Keeping at CO level**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	CO has no records of any thing	0	0	0
Avg.	1	Records & registers of CO are available but needs Improvement	14	50	23
Good	2	All the records/registers are available	64	0	47
Excellent	3	All the records/registers are available and updated regularly	22	50	30
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

## Community Organisations' Leadership and Managerial Capacity

An analysis of the data shows that SRSP-CIDA FLADP needs to invest substantially in developing managerial capacity of office bearers in both men or women COs. The data reflected that only 44% of office bearers (president and managers ) received managerial trainings to manage affairs at men and women COs level. The figures for women in same category presented a dismal picture as none of the office bearers had undergone through any managerial and leadership trainings as shown in table 12 below:

**Table 12: Capacity of Members of Community Based Organisations**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	None of the office holders received CO management training	23	8	43
Avg.	1	Only president or manager of the CO received community management training	23	0	17
Good	2	Both President and Manager received	36	0	27
Excellent	3	The President/Manager and some other members received community management trainings	18	0	13
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

## Community Organisations' Technical Capacity

Once COs (men or women) are formed then a number of technical interventions e.g. physical infrastructure, extension services, technical and vocational skills etc. are undertaken with them. Maintaining an appropriate level in terms of management of such interventions is a good indicator of institutional development. Apart from fraction of men COs, all other COs including men and women have been efficiently managing between three to six interventions as presented in table 13.

**Table 13: Interventions Managed and Undertaken by COs**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	Only one intervention	9	0	6
Avg.	1	Up 3 interventions	23	13	20
Good	2	Up-to 5 interventions	23	75	37
Excellent	3	6 or more interventions with COs	45	12	37
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

### Committees for Management of Interventions at CO level

The serious aptitude on part of COs either men or women had been an encouraging factor. Majority of COs (87% men and 88% women) had set up formal functional committees to support implementation of activities in light of its stated objectives. The details local level mechanism is presented in table 14 below:

**Table 14: COs Devised Mechanism to Manage Activities at CO level**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	No activities were undertaken in the CO	0	0	0
Avg.	1	Few activities undertaken and CO has some informal procedures/ systems for its management	13	12	13
Good	2	Few activities undertaken and CO has set up formal functional committees to manage it	64	0	47
Excellent	3	Few activities undertaken and CO has set up functional committees and all activities are functional	23	88	40
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>

## Committee for Conflict Resolution

To resolve disputes and conflicts, the tribal areas have a strong tradition of involving local committees commonly known as *Jirga* led by traditional leaders/ *Maliks*. In presence of such a strong institution, COs in either men and women have little space to be engaged in conflict resolution nonetheless these local COs have still taken proactive measures in resolving routine local conflicts, especially, in men as reflected in table 15 below:

**Table 15: CO Capacity and Capability to Resolve Conflicts at Local Level**

Category	Score	Indicators	%age of M/WCOs falling in respective scores and categories		
			MCOs	WCOs	Total
Poor	0	No major conflicts in the area and no CO involvement	0	0	0
Avg.	1	Internal Conflicts dealt informally	14	50	23
Good	2	Formal procedures adopted to deal conflict	64	0	47
Excellent	3	CO playing pivotal role in resolving internal/external conflicts	22	50	30
<b>Total (Percentage)</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>N (Total Number of M/Women CBOs Assessed)</b>			<b>22</b>	<b>8</b>	<b>30</b>



## External Factors

**E**xternal factors contribute indirectly to maturity of COs. Though indicators related to external factors are not assigned with any scores or weightage, nonetheless these are important when assessing development level of men and women COs. The prominent indicators related to external factors comprised:

- i) SRSP Staff Visits
- ii) Age of COs
- iii) Geographic Location of COs
- iv) Office Bearers Residential Status and Education

### SRSP Staff Visits to Respective COs

The evaluation revealed a very healthy trend of staff interaction with men and women COs. On an average men COs have been visited twice a month while women COs once a month in last one year by either social organisers or field teams. The action has been reciprocated by members of men COs through regular visits to SRSP Agency Programme Office to discuss technical and programmatic issues with programme team. The joint visits of professionals and field teams have been rated very high by community members during focus group discussions.

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The evaluation revealed a very healthy trend of staff interaction with men and women COs.

## Age of Men and Women COs

The age of COs (men and women) is presented in table below. The Women COs as evident from the table are relatively young. In terms of performance both men and women COs are at par as reflected in the document.

Age of COs (Men and Women)			
Year of formation of CO	MCO	WCO	Total
2010	11	0	11
2011	6	7	13
2012	5	1	6
<b>Total</b>	<b>22</b>	<b>8</b>	<b>30</b>

## Age, Education and Residential Status of Office Bearers

The positions of President and Secretary in men and women COs are very important especially in terms of local governance at village or union council level. These positions are voluntary and unpaid. Experience shows that true, genuine, honest and competent activist/office bearers can play an important role in developing COs at local level. The following important facts above these activists (presidents and managers) are mentioned below:

- i) Relatively the managers in WCOs and MCOs can be termed as young and enthusiastic (with an average age between 25-40). They seemed to possess energy to maintain an appropriate level of record at CO level. These managers are literate (91% of managers in MCOs have an education level of primary and above, while 88% of managers in WCOs have an education level of secondary and above). Experience shows that educated office bearers can record activities and proceedings at CO level.
- ii) The presidents at men and women community organisations were found to be literate and in middle to old ages (41-60 and above). Their ages did not affect their support in terms of leadership and guidance to maintain an appropriate record at CO level.
- iii) A considerable number of office bearers in men COs were found to be associated with public sector jobs i.e. teaching, retired armed forces personnel, or civil services. Their exposure to public dealing and offices seemed to have significant contribution for managing COs affairs.
- iv) The analysis showed that presidents and managers of 50% of Men COs were farmers by occupation. This indeed reflected economy of Kurram Agency. Due to high level of education in Kurram Agency, a considerable number of

presidents and managers are also associated with public sector institutions e.g. schools or civil services etc as reflected in table below:

Occupation	President			Managers		
	MCOs	WCOs	Total	MCOs	WCOs	Total
Farmer	11	0	11	11	0	11
Farm Labor	0	0	0	0	0	0
Non Farm Labor	0	0	0	0	0	0
Shopkeeper/ Businessman	4	0	4	2	0	2
Teacher	2	1	3	6	2	8
Army/Police	0	0	0	1	0	1
NGO Employee	0	0	0	0	0	0
Civil Govt. Employee	3	0	3	1	1	2
Others	2	7	9	1	5	6
<b>Total</b>	<b>22</b>	<b>8</b>	<b>30</b>	<b>22</b>	<b>8</b>	<b>30</b>

- v) The data showed that all office bearers in Central, Lower or Upper Kurram were living in their respective villages hence were willing to invest their time in activities related to community development.



Community Gathering (Kurram Agency, September 2011)



# Categorisation of Community Based Organisations

## Framework for Categorisation

The overall framework for final categorisation of men and women as per fifteen major indicators is presented below.

Summary of the scores and the final categorisation of Men and Women CO			
Indicator #	Indicator Name	Max. Score	Actual
1	CO Objectives, Mission and Goals	3	
2	Need identification and planning	3	
3	Participation in Need Identification and Planning in Any Activity	3	
4	CO Networking	3	
5	Frequency of CO Meetings	3	
6	Attendance at Last 3 Meetings	3	
7	Election of CO Office Bearers	3	
8	CO Accountability	3	
9	COs Capacity of Conflict Resolution	3	
10	Mainstreaming Women's Issues	3	
11	Inclusion of Poorest Households	3	
12	CO Management Training	3	
13	CO Technical Capacity	3	
14	Managing CO Activities	3	
15	CO Record Keeping	3	
<b>Total Score</b>		<b>45</b>	
<b>% of CO's actual score (Obtained Marks/Total Marks * 100)</b>			
<b>% Range</b>	<b>CO Institutional Development Category</b>	<b>CO Category</b>	
Less than 25%	CO Institutional Development Category 1 (Inactive)		
26% - 50%	CO Institutional Development Category 2 (Institutional Infancy)		
51% - 75%	CO Institutional Development Category 3 (Institutional Development)		
76% & Above	CO Institutional Development Category 4 (Institutional Independence)		

## Categorisation of Men/Women COs

Based on fifteen indicators mentioned above, the categorisation of all 30 COs (22 men and 8 women) is presented below in the tables:

Summary of the scores and the final categorisation of Men and Women CO							
% Range	CO Institutional Development Category	Number of COs in respective categories			Percentage (%) of COs in respective categories		
		Men	Women	Total	Men	Women	Total
Less than 25%	CO Institutional Development Category 1 (Inactive)	0	0	0	0	0	0
26% - 50%	CO Institutional Development Category 2 (Institutional Infancy)	0	0	0	0	0	0
51 - 75%	CO Institutional Development Category 3 (Institutional Development)	12	4	16	54	50	53
76 % & Above	CO Institutional Development Category 4 (Institutional Independence)	10	4	14	46	50	47
<b>Total</b>		<b>22</b>	<b>8</b>	<b>30</b>	<b>100</b>	<b>100</b>	<b>100</b>

From consolidated table above, one can see and assess that 53% of men and women COs are at 'institutionally developed', while 47% are 'institutionally independent'. The healthy figure related to institutional independence is very encouraging keeping in view the overall turbulent environment of Kurram Agency. Secondly these institutionally independent COs have capability and capacity of sustaining without any technical and financial support of external agencies and organisations.

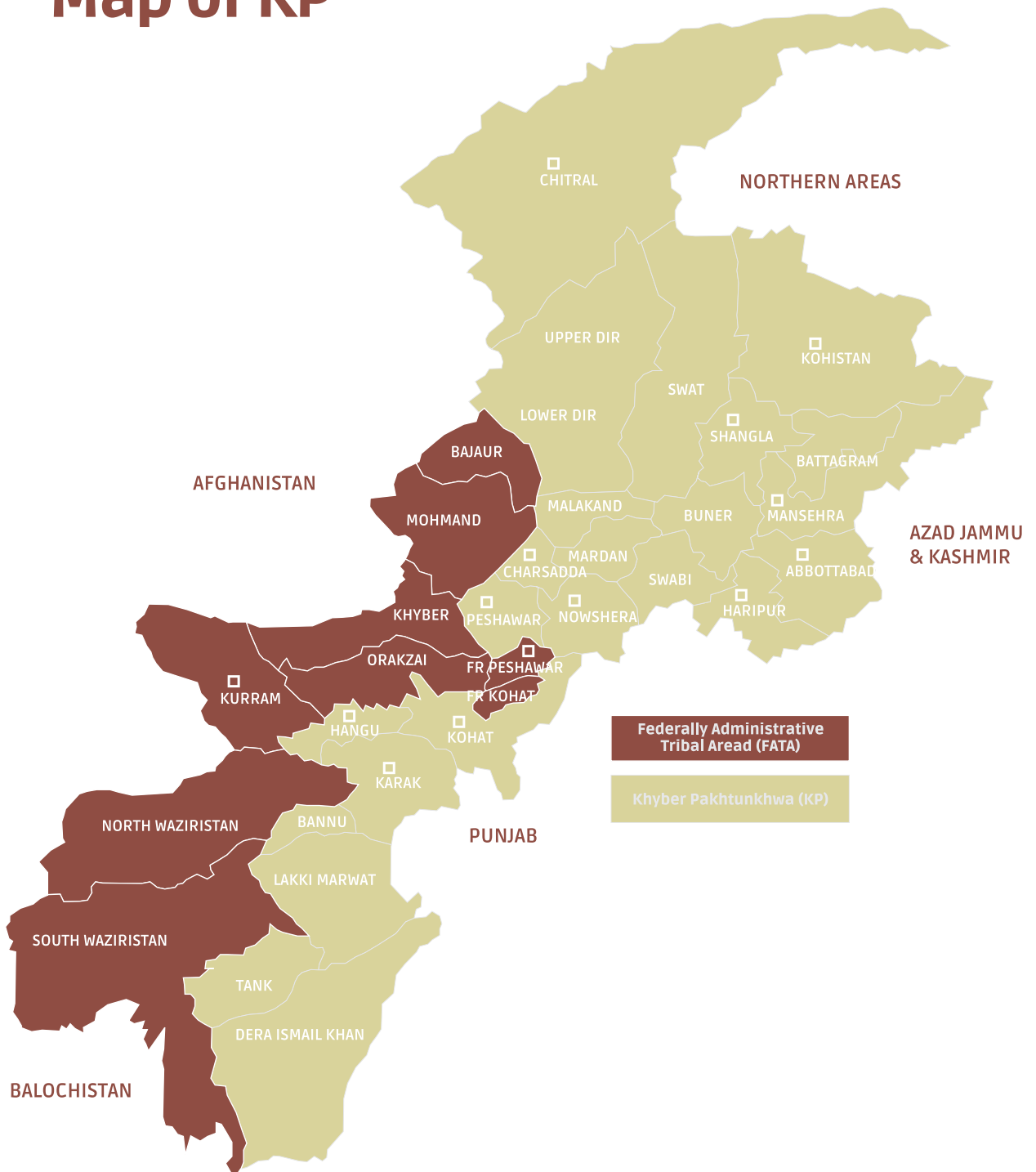
# Way Forward

1. The programme needs to invest and refine annual development plans of men and women COs. Though plans exist and are shared, nonetheless, it is right time to support men and women COs to revisit and refine annual development plans incorporating needs of all members/areas. These plans in future can be shared with other programmes and agencies for any possible support.
2. Change of leadership ensures innovation, development of second tier management, testing new ideas and achievements. The programme needs to support and further develop democratic values, especially, in men COs. Regular annual election, if held, would provide equal opportunities to all members besides enhancing ownership of COs.
3. There is a need to invest and facilitate men COs to form apex level organisations. This would institutionalise inter and intra village linkages and develop collective vision for local areas development. It would also ensure capitalising on comparative advantages of areas and human resources.
4. Men and Women COs can further be supported to mainstream women in development. But careful and cautious approaches need to be adopted keeping strong local traditions of FATA and sensitivity of the issue in view.
5. Meeting needs be regularised with an enhance frequency. This is a critical time in life of these men and women COs to start meeting and discuss modalities of cooperation amongst other COs and prospective partners in development for long terms sustainability.
6. SRSP-CIDA Fata Programme needs to invest substantially in developing managerial capacity of office bearers in both men or women COs. As per results of evaluation, if performance and progress of men and women COs is at an appropriate level, the same can be enhanced and improved through provision of leadership and managerial trainings to office bearers and activists.
7. The level of SRSP support through its programme team has a strong impact. The interaction has resulted in sharing views and ideas by either staff or community members. The level of interaction can either be maintained at same level or enhanced to further develop men and women COs.

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# Map of KP



## Annexes

### Evaluation Instrument

**Sarhad Rural Support Programme (SRSP)**

Serial Number: \_\_|\_\_|\_\_

**CO INSTITUTIONAL ASSESSMENT TOOL**

**Institutional Assessment Survey of Community Based Organizations  
(COs) in FR Peshawar and Kurram Agency**

SECTION I

A. CO Identification Data تنظیم کی شناخت کے بارے میں معلومات				
A.1 CO Name: تنظیم کا نام				
A.2 Date of formation: تاریخ جس دن تنظیم بنی DD/MM/YYYY / /20__				
A.3 CO Type: کس قسم کی تنظیم ہے (Please circle any one)		A3a. MCO.....1 A3b. WCO.....2		
A.4. Village-based or Hamlet/Mohalla-based: گاؤں / علاقہ یا محلہ کی سطح پر تنظیم (Please circle one)		Village based پر سطح.....1 Hamlet based پر سطح.....2 Mohalla Based /+ محلہ کی سطح پر.....3 Others کوئی اور وضاحت.....4		
A5. Unit (Name): یونٹ (Please circle one)		A5a. FR Peshawar.....1 A5b. Kurram Agency.....2		
A6. Agency/Tehsil (Name) ایجنسی / تحصیل				
A7. Division/Area (Name): ڈویژن / علاقہ				
A8. Village (Name): گاؤں				
A9. Assessment Date: تجزیہ کی تاریخ DD/M M/Y Y Y Y / /20__				
A10. Number of participants at this review meeting: اس میٹنگ میں تجزیہ کرنے والے افراد کی تعداد				
A11. Location where the this review meeting is held (Name): جگہ جہاں یہ میٹنگ منعقد ہوئی				
A12. Name of Enumerator: Name: معلومات دینے والے کا نام				
A13. Name of Supervisor: Name: سرپرست کا نام				
A14. Checked/Data Entered by: تصدیق کنندہ کا نام				
B. CO Records (Complete the table detailing the records which the CO keeps.)				
Record ریکارڈ	Register Exists رجسٹر موجود Yes.....1 No.....2 N/A.....3	Date of Last Entry آخری تاریخ کارروائی DD/MM/YYYY	Quality of Record Keeping ریکارڈ کا معیار Good اچھا.....1 Fair گزارہ..... 2 Not Good اچھا نہیں...3	Notes
Karwai Register کارروائی رجسٹر	(B1a)	(B1b)	(B1c)	(B1d)
Attendance Record حاضری رجسٹر	(B1e)	(B1f)	(B1g)	(B1h)
Savings Record بچت کا ریکارڈ	(B1i)	(B1j)	(B1k)	(B1l)
Cash Book کیش بک	(B1m)	(B1n)	(B1o)	(B1p)
Bank Receipts بینک رسیدات	(B1q)	(B1r)	(B1s)	(B1t)
Act records (nos.) سرگرمیاں / ریکارڈ	(B1u)	(B1v)	(B1w)	(B1x)
Any Other?	(B1ab)	(B1ac)	(B1ad)	(B1ae)
B2. Any records which CO members think are not necessary? درج بالا ریکارڈ میں سے کوئی ایسا جس کو تنظیم کے ممبران غیر ضروری تصور کرتے ہیں		Yes ہاں.....1 No نہیں.....2		
B3. If yes, which ones (write name (s) from above CO records)? اگر ہاں تو وہ کون سا ہے				
B4. Reason Why? ضروری نہ سمجھنے کی وجہ				
C. CO Office Holders تنظیم کے عہدیداران				
Description تفصیل	a. President صدر		b. Secretary سیکرٹری	
Name نام	(C1)		(C2)	
Age (in completed years) عمر	C3. ___   ___ Years		C4. ___   ___ Years	
Years in Office کتنے سالوں سے عہدے پر ہیں	C5. ___   ___ Year (s)		C6. ___   ___ Year (s)	
Education تعلیم (circle one option)	C7. None.....1 کوئی نہیں Madrasa.....2 مدرسہ Primary (1-5).....3 پرائمری Middle (6-8).....4 مڈل Matriculate (9-10).....5 میٹرک Above.....6 میٹرک سے زائد		C8. None...1 کوئی نہیں Madrasa.....2 مدرسہ Primary (1-5)...3 پرائمری Middle (6-8)...4 مڈل Matriculate (9-10)...5 میٹرک Above.....6 میٹرک سے زائد	

سکونت (circle one option )	C10. In Village.....1.گاؤں Nearby.....2.قریبی Town.....3.قصبہ Others(Specify)...4. لکھیے اگر کوئی اور ہے تو	C11. In Village.....1.گاؤں Nearby.....2.قریبی Town.....3.قصبہ Others(Specify)...4. لکھیے اگر کوئی اور ہے تو
Other unpaid positions held اس کے علاوہ کوئی دوسرے رضاکارانہ عہدے a- Communal عوامی b- Political سیاسی c- Social/Religious سماجی / مذہبی	C12. Name the position held نام کے عہدے a. _____ b. _____ c. _____	C13. Name the position held نام کا عہدے a. _____ b. _____ c. _____
CMST/LMST training (circle one option )	C14. Yes.....1 No.....2	C15. Yes.....1 No.....2
Primary occupation بنیادی پیشہ (circle one option )	C15. Farmer.....1. زمیندار Farm Laborer.....2. کسان Non Farm Laborer.....3. مزدور Trader/Shopkeeper/.....4. دکاندار / چھوٹا کاروباری Businessman.....5. معلم Teacher.....6. سپاہی / پولیس Army/Police.....7. این جی او میں ملازم NGO employee.....8. سرکاری نوکری Civil Govt. Employee.....9. لکھیے اگر کوئی اور ہے تو	C16. Farmer.....1. زمیندار Farm Laborer.....2. کسان Non Farm Laborer.....3. مزدور Trader/Shopkeeper/.....4. دکاندار / چھوٹا کاروباری Businessman.....5. معلم Teacher.....6. سپاہی / پولیس Army/Police.....7. این جی او میں ملازم NGO employee.....8. سرکاری نوکری Civil Govt. Employee.....9. لکھیے اگر کوئی اور ہے تو

D. CO Members - List of CO Members (verify CO meeting register/records) لسٹ ممبران تنظیم میٹنگ رجسٹر / ریکارڈ کو تصدیق بھی کریں							
S. No. نمبر شمار	Name of CO Member تنظیم کا نام	Residential status: Living in village میں سکونت : گاورں میں Yes.....1 ہاں No.....2 نہیں	Date of joining this CO اس تنظیم کا ممبر بننے کی تاریخ (DD/MM/YYYY)	Active mem* ممبر متحرک Yes.....1 ہاں No.....2 نہیں	Mohalla/Village of CO member گاورں / محلہ / ممبر	Present on the date of CO assessment کیا تجزیہ کرنے والی میٹنگ میں موجود تھا Yes.....1 ہاں No.....2 نہیں	
1.	(D1)	(D2)	(D3)	(D4)	(D5)	(D6)	
2.	(D7)	(D8)	(D9)	(D10)	(D11)	(D12)	
3.	(D13)	(D14)	(D15)	(D16)	(D17)	(D18)	
4.	(D19)	(D20)	(D21)	(D22)	(D23)	(D24)	
5.	(D25)	(D26)	(D27)	(D28)	(D29)	(D30)	
6.	(D31)	(D32)	(D33)	(D34)	(D35)	(D36)	
7.	(D37)	(D38)	(D39)	(D40)	(D41)	(D42)	
8.	(D43)	(D44)	(D45)	(D46)	(D47)	(D48)	
9. and so on and so forth...rows can be added for additional members	(D49)	(D50)	(D51)	(D52)	(D53)	(D54)	
HH participation گھرانوں کی بنیاد پر تنظیم میں شمولیت Total No. of HHs تنظیم میں شامل کل گھرانے		a. HHs having 1 Member in this CO گھرانے جن کا ایک فرد تنظیم کا ممبر ہے		b. HHs having 2 Members in CO جن گھرانوں کے دو افراد تنظیم کے ممبر ہیں		c. HHs with > 2 members in CO گھرانوں کے دو سے زائد افراد تنظیم کے ممبر ہیں	
HH (S)		HH (S)		HH (S)		HH (S)	
D151		D152		D153		D154	

E. CO Activities (projects, grants, training, exposure visit etc through SRSP or linkages with other organizations) since CO Formation تنظیم بننے سے اب تک وہ کون سے امور انجام دیے ہیں جن میں پراجیکٹ، ٹریننگ اور مطالعاتی دورے وغیرہ شامل ہیں											
S. No	Name of Project/activity/event پراجیکٹ یا اور کوئی کام جو تنظیم نے کیے	Name of support organizations تعاون کیا گئے اداروں کے نام	Estimated Cost (PKR) خرچ اندازاً (PKR) خرچ	Estimated Contribution (PKR) تنظیم کی طرف سے تعاون	Status صورتحال Completed..1 مکمل In process..2 جاری Terminated..3 نامکمل ختم ہوئے	Estimated date activity started بورا شروع کیا گیا Estimated date activity end بورا ختم ہوا	How do CO members rate these activities/projects/events which have taken place? اس کام کو تنظیم کے ممبران کس نظر سے دیکھتے ہیں How many households benefited from this activity, project and event? کتنے گھرانے اس کام سے مستفید ہوئے Members Others:	Importance of activities/projects/events which have taken place to CO members? کام کی اہمیت کے بارے میں تنظیم کے ممبران کی رائے Very important.....1 بہت اہم somewhat important.....2 Not important.....3 غیر اہم			
1	(E1)	(E2)	(E3)	(E4)	(E5)	(E6)	(E7)	(E8)	(E9)	(E10)	(E11)
2	(E12)	(E13)	(E14)	(E15)	(E16)	(E17)	(E18)	(E19)	(E20)	(E21)	(E22)
3	(E23)	(E24)	(E25)	(E26)	(E27)	(E28)	(E29)	(E30)	(E31)	(E32)	(E33)
4	(E34)	(E35)	(E36)	(E37)	(E38)	(E39)	(E40)	(E41)	(E42)	(E43)	(E44)
5	(E45)	(E46)	(E47)	(E48)	(E49)	(E50)	(E51)	(E52)	(E53)	(E54)	(E55)
6	(E56)	(E57)	(E58)	(E59)	(E60)	(E61)	(E62)	(E63)	(E64)	(E65)	(E66)

Comments on Rating for

F. CO self initiatives (with CO and members' own ideas and resources, e.g. helping the poor widows, orphans, help poor school children, building something, cleaning irrigation channels etc)										
CO Self help initiatives?(If yes, give details in table below) اپنے وسائل پر تنظیم نے اپنے ممبران کے لیے جو کام کیے مثلاً بیواؤں ، یتیموں یا سکول کے بچوں کی مدد کی ہو جیسے کوئی تعمیر کی ہو یا نہروں میں پھل صفائی کروائی ہو										
اگر ہاں تو اس کی تفصیل فراہم کریں										
S. No.	Description of Initiative کام کو نوعیت	Start Year کب شروع ہوا	End Year کب ختم ہوا	Whose idea*? (See codes below) بنیادی تصور کس کا تھا	Nos. of Ben. HHS. مستفید گھرانوں کی تعداد		Participation شمولیت		CO members' rating of self initiative کام کے بارے میں ممبران کی رائے Quality** Useful***	
					a. Members	b. Others	a. Members	b. Others		
1	(F2)	(F3)	(F4)	(F5)	(F6)	(F7)	(F8)	(F9)	(F10)	(F11)
2	(F12)	(F13)	(F14)	(F15)	(F16)	(F17)	(F18)	(F19)	(F20)	(F21)
3	(F22)	(F23)	(F24)	(F25)	(F26)	(F27)	(F28)	(F29)	(F30)	(F31)
4	(F32)	(F33)	(F34)	(F35)	(F36)	(F37)	(F38)	(F39)	(F40)	(F41)
5	(F42)	(F43)	(F44)	(F45)	(F46)	(F47)	(F48)	(F49)	(F50)	(F51)
6	(F52)	(F53)	(F54)	(F55)	(F56)	(F57)	(F58)	(F59)	(F60)	(F61)

\* President/Secretary / سیکرٹری / صدر .....1, Other member(s) ممبر .....2, Non-Members نہیں ممبر .....3, Customary Activity کا کام روزمرہ .....4, Other (Specify) کوئی اور وضاحت .....7

\*\*Very good اچھا بہت .....1, Good اچھا .....2, Not good اچھا نہیں .....3

\*\*\*Very useful بہت مفید .....1, Somewhat useful .....2, Not useful کوئی افادیت نہیں .....3

Codes: Cash نقدی .....1, Labour مزدور .....2, Kind جنس .....3, other .....4 (circle relevant codes-multiple options possible)

G. CO Activities – Micro Enterprise (Verify with CO Loan registers)			
Are members of this CO supported in establishing Enterprises? کیا تنظیم کے ممبران کو چھوٹے کاروبار کے فروغ کے لیے تنظیم نے مدد فراہم کی		G1. Yes ہاں.....1 No نہیں.....Skip this section .....2	
If Yes: ہاں اگر G2. Total number of households member benefited so far:..... (G2)      _   _   _ گھرانوں کے کتنے افراد اب تک مستفید ہوئے			
G3. Total accumulative amount disbursed to members of this CO: ....(G3)      Rs _____ کل رقم جو کہ ممبران کو جاری کی گئی			
Have CO members utilize the amount in establishing enterprises? کیا تنظیم کے ممبران نے وہ رقم اپنے کاروبار میں لگائی		G4.      Yes.....1 No.....skip to next Q.....2	
If yes: ہاں اگر G5. Types of Enterprise established:      (G5)      i) Small Karyana Shops      کرپانہ کی دکان			
قسم کاروبار جو کہ اس رقم سے شروع کیے گئے (Circle one)		ii) General Stores      جنرل سٹور iii) Cosmetic Shops      بناؤ سنگھار iv) Candle Making      موم بتی سازی v) Nurseries raising      بودے بیچنا vi) Dairy      دودھ کی صنعت vii) Poultry      مرغ بانی viii) Livestock management      مال مویشی	
G6. Major reason for being not able to establish enterprise? (G6.) کاروبار نہ چلنے کا بنیادی وجوہات (Circle one)			
i)      Insufficient amount      رقم ناکافی ii)      Enterprise Failure      کاروبار کا نہ چلنا iii)      Lack of skills      مہارت کی کمی iv)      any other reason (explain)      کوئی اور وجہ			
G7. If there are some CO members unable to establish enterprises, what is the CO doing about them ? تنظیم ان ممبران کے لیے کیا کر رہی ہے جن کے کاروبار نہیں چل سکتے			
H. CO Activities – Savings (verify with CO saving register)			
بچت کے بارے میں تنظیم کی سرگرمیاں			
Description      تفصیل	a. The first year after CO formation	b. In last 12 months	c. Total Savings
CO Savings (Rs): تنظیم کی بچت:	(H1)	(H2)	(H3)
Number of member's saving: بچت کرنے والے کل افراد	(H4)	(H5)	(H6)
Withdrawals (Rs): جو رقم نکالی گئی	(H7)	(H8)	(H9)
Withdrawals (Nos.): کتنے افراد نے بچت	(H10)	(H11)	(H12)
Any internal lending (Rs.): اندرونی قرضہ جات	(H13)	(H14)	(H15)
Number of members benefiting (Nos.): مستفید افراد کی تعداد	(H16)	(H17)	(H18)
Main reasons for withdrawal from savings? (H19) بچت واپس لینے کی وجوہات			
What are the major benefits of CO savings to members? Why do CO members save? (H20) کیا تنظیم کے ممبران بچت کی اہمیت کے بارے میں جانتے ہیں؟ ممبران کیوں بچت کرتے ہیں			
Are there some members without any savings? (H21) کیا ایسے ممبران بھی ہیں جنہوں نے اب تک بچت نہیں کی ہے		Yes.....1 No.....Skip to next Q.....2	
If YES, what are their reasons for not saving? (H22) اگر ہاں تو اس کی وجوہات کیا ہیں			
Does the CO do anything to encourage these non-saving members to make savings? (H23) تنظیم بچت نہ کرنے والے افراد کی بچت کو یقینی بنانے کے لیے کوئی کردار ادا کر سکتی ہے؟		Yes.....1 No.....Skip to section II.....2	
If YES, what does it do? (H24) اگر ہاں تو وہ کیا کردار ہے			

## SECTION II

تنظیم کا تجزیہ A. CO Assessment Data	
<b>تنظیم کے اغراض و مقاصد وغیرہ (One option to be circled)</b> How well the CO missions and Goals are conceived by the community? (A1) کس حد تک تنظیم کے اغراض و مقاصد کو سمجھنے میں مقامی لوگوں کو سہولت محسوس ہوئی	
Score	
1. Members don't have any idea about the CO mission/objectives	0
2. Members have a diverse opinion about mission/objectives of the CO (no written objectives, mission and goals)	1
3. Members have same opinion about mission and objectives of the CO (no written objectives, mission and goals)	2
4. CO has broader missions and goals written down, and members are fully aware about it (members have same opinion as written in paper)	3
<b>تنظیم کے اغراض و مقاصد کے بارے میں یہاں تحریر کریں: Write the mission/goal or objective of the COs:</b>	
<b>ضروریات کی نشاندہی اور منصوبہ بندی (One option to be circled)</b> What systems/process does the CO have for need identification and prioritization? (A2) ضروریات کی نشاندہی کے لیے تنظیم نے منصوبہ بندی کے لیے کون سے طریقہ کار وضع کیے ہیں؟	
Score	
1. No MIP/CO Dev Plan/Village Dev. Plan or resolutions	0
2. CO has prepared a MIP/development plan once only/has not revised it.	1
3. CO has identified needs & submitted resolutions to supporting organizations	2
4. CO prepares development plan and submitted resolutions on regular basis	3
If 1 or 2 in question above, why planning or need identification is not deemed important by CO? اگر جواب 1 یا 2 ہے تو اب تک تنظیم منصوبہ بندی یا ضروریات کی نشاندہی کی اہمیت کو کیوں نہیں سمجھ پائی؟	(A3.) 1. ضروری نہیں..... 2. بہت مشکل کام ہے..... 3. کچھ بھی نہیں..... 4. کوئی اور وضاحت (specify).....
If 3 or 4 in Q above, how does the CO rate its resolutions and plans? اگر جواب 3 یا 4 ہے تو تنظیم اپنی قراردادوں اور منصوبہ سازی کو کس نظر سے دیکھتی ہے؟	(A4.) 1. ضروری..... 2. مفید..... 3. بہت حد مفید.....
How many resolutions has the CO passed in the last 2 years? (A5) ----- گزشتہ دو سالوں میں تنظیم نے کتنی قراردادیں منظور کی ہیں؟ ادارے کو جمع کرا چکی ہے۔   Submitted to support organizations: (A6) ادارے نے تائید کر رکھی ہے۔   Approved by support organizations: (A7)	
<b>Participation in need identification and planning in any activity (One option to be circled)</b> ضروریات کی نشاندہی اور منصوبہ سازی میں شرکت	
<b>Does the CO ensure member participation in needs identification &amp; planning? (A8)</b> کیا تنظیم ضروریات کی نشاندہی اور منصوبہ سازی کے لیے ممبران کی شرکت کو یقینی بناتی ہے؟	
Score	
1. No proof of participation	0
2. Less than 50% of membership signed latest resolution, MIP/CODP or VDP.	1
3. 51-75% of membership signed latest resolution, MIP/CODP or VDP.	2
4. Resolution discussed in CO meeting and all CO members signed	3
If 1 or 2 in Q above, why CO members do-not participate? اگر جواب 1 یا 2 ہے تو ممبران نے کیوں شرکت نہیں کرتے	(A9) 1. نہیں پوچھا گیا..... 2. سربراہ بہتر جانتے ہیں..... 3. اور کوئی وضاحت (specify).....
<b>CO Networking (One option to be circled)</b> تنظیم کی رابطہ کاری What contacts does the CO have with other COs? (A20) تنظیم کے دوسرے تنظیموں کے ساتھ کتنے روابط ہیں	
Score	
1. CO has had no contact with any other COs.	0

2. CO has created informal linkages with _____ # of neighboring COs. تنظیم نے دوسری نزدیکی تنظیموں کے ساتھ غیر رسمی روابط ہیں Explain what for _____ کس مقصد کے لیے		1
3. CO has discussed formal links with other COs to form VDO or LSO. تنظیم نے دوسری تنظیموں وی ڈی او یا ایل ایس او سے ساتھ روابط قائم کرنے کے لیے گفت و شنید کی ہے		2
4. CO is member of a VDO or LSO. تنظیم وی ڈی او یا ایل ایس او کی ممبر تنظیم ہے		3
If 3 or 4 in Q above, how does the CO rate membership of the VDO or LSO? اگر جواب 3 یا 4 ہے تو تنظیم وی ڈی او یا ایل ایس او کے ساتھ اپنی رکنیت کو کس طرح دیکھتی ہے؟		(A21) Essential ضروری .....1 Very useful بہت مفید .....2 Useful مفید .....3 Not useful کوئی افادیت نہیں .....4
What do they hope to get from it? (A22) وہ اس سے کیا حاصل کرنا چاہتے ہیں؟ _____		
<b>Frequency of CO Meetings (check records) (One option is to be circled)</b> تنظیم کے اجلاسوں کی تعداد		
How many CO meetings were held in last 12 months? (A23) 12 مہینوں میں کل کتنی میٹنگ ہوئی ہیں؟		Score
1. None کوئی نہیں		0
2. Up to four چار تک		1
3. Five to eight پانچ سے آٹھ		2
4. More than eight آٹھ سے زائد		3
If None, give date of last meeting: (A24) اگر کوئی بھی میٹنگ نہیں ہوئی تو آخری میٹنگ کی تاریخ		DD MM YYYY _ _ : _ _ : _ _ _ _
<b>Attendance at last 3 meetings (A25)</b> آخری تین اجلاسوں میں شرکت		
How well the members take interest in CO meetings? تنظیم کے اجلاسوں میں شرکت کے لیے ممبران کی دلچسپی		
S. No. نمبر شمار	a. Date تاریخ DD MM YYYY	Total Members کل ممبران
1	(A25) _ _ : _ _ : _ _ _ _	(A26) _ _
2	(A28) _ _ : _ _ : _ _ _ _	(A29) _ _
3	(A31) _ _ : _ _ : _ _ _ _	(A32) _ _
Total کل		(A34) _ _
Percentage (%) of Attendance اوسط شرکت		Score (One score is to be circled) (A36)
0%		0
1% - 50%		1
51% - 75%		2
76% - 100%		3
Were any major issue discussed in the last three meetings? آخری تین اجلاسوں میں کون سے بڑے مسائل پر گفت و شنید کی گئی؟		A37. Yes.....1 No.....2
If YES, list down some issues? (A38) اگر ہاں تو نیچے تحریر کریں _____		
What is the frequency of regular meeting? اجلاسوں کی تعداد		A39. Weekly ہفتہ وار .....1 Fortnightly 15 دن بعد .....2 Monthly ماہانہ .....3 Quarterly ہر چار مہینے بعد .....4 Other (Specify) کوئی اور وضاحت .....5
How frequently does the CO think they should meet? تنظیم کے خیال میں اجلاسوں کی تعداد کتنی ہونی چاہیے		A40. Weekly ہفتہ وار .....1 Fortnightly 15 دن بعد .....2 Monthly ماہانہ .....3 Quarterly ہر چار ماہ بعد .....4 Other (Specify) کوئی اور وضاحت .....5

How important are the meetings? اجلاس کتنے اہم ہیں	A41. Essential ضروری.....1 Important اہم.....2 Not important غیر اہم.....3
<b>Election of CO Office bearers (One option to be circled) تنظیم کے عہدیداروں کو انتخاب</b>	
<b>How were the CO president and manager chosen? (A42)</b>	<b>Score</b>
1. Office holders appointed by SRSP staff ایس آر ایس پی کے سٹاف نے جن عہدیداروں کو مقرر کیا	0
2. Officeholders are appointed by, important people in the CO عہدیداروں کو تنظیم کے اہم لوگوں نے مقرر کیا	1
3. President and Manager elected (selected by consensus) by CO member once only صدر اور منیجر کو تنظیم کے ممبران نے صرف ایک ہی مرتبہ بذریعہ انتخاب یا متفقہ رائے سے منتخب کیا	2
4. CO is conducting annual elections/selection by consensus تنظیم سال میں ایک مرتبہ انتخاب یا متفقہ رائے کا موقع فراہم کرتی ہے	3
Do CO members think elections are necessary? کیا تنظیم کے ممبران انتخابات کو اہم سمجھتی ہیں؟	A43. Yes ہاں.....1 No نہیں.....2
How frequently? کتنی بار	A44. Yearly سال میں ایک بار.....1 2 yearly دو سال بعد.....2 3 yearly تین سال بعد.....3 More زیادہ عرصہ کے بعد.....4
<b>CO Accountability (Circle one option) تنظیم کا احتساب</b>	
<b>How do the President and Manager lead the CO? (A45) صدر اور منیجر تنظیم کو کس طرح چلاتے ہیں</b>	<b>Score</b>
1. Take most of the decisions and rarely consult members. اکثر فیصلے خود کرتے ہیں اور ممبران سے رائے سنا کر ہی لیتے ہیں	0
2. Take all decisions but do distribute benefits to some members. تمام فیصلے خود کرتے ہیں مگر چند ممبران کو مستفید کرتے ہیں	1
3. Dominate but distribute benefits fairly among members. غالب رہتے ہیں مگر فوائد نیک نیتی سے ممبران پر تقسیم کرتے ہیں	2
4. Consult fully and report regularly about all CO accounts and activities. ممبران سے باقاعدہ مشورہ کے ساتھ فیصلے کرتے اور تمام کارہائے نمایاں و کھاتہ جات کی تفصیل ممبران کو دیتے رہتے ہیں	3
How important do CO members think it is that the President and Manager consult them? صدر اور منیجر کی جانب سے مشورہ کو تنظیم کے ممبران کتنی اہمیت دیتے ہیں؟	A46 Essential ضروری.....1 Important اہم.....2 Not important غیر اہم.....3
<b>Conflict Resolution (Circle one option) تنازعات کا حل</b>	
<b>In the last 3 years, has the CO dealt with any internal conflicts? (A48) گزشتہ 3 برسوں میں تنظیم نے کسی اندرونی اختلافات/تنازعات کو حل کیا</b>	<b>Score</b>
1. No نہیں	0
2. Internal conflicts dealt with informally. اندرونی تنازعات کو غیر رسمی طور پر حل کیا گیا	1
3. Internal conflicts dealt with through formal procedures. اندرونی تنازعات کو رسمی طریقے سے حل کیا گیا	2
4. CO has played an important role in resolving both internal external conflicts. تنظیم نے اندرونی و بیرونی تنازعات کو حل کرنے میں اہم کردار ادا کیا	3
List any last three conflicts dealt with: آخری تین تنازعات جن کے فیصلے کیے گئے. اندراج کریں	A49. _____ A50. _____ A51. _____
Who do CO members think should resolve internal conflicts? تنظیم کے ممبران کے خیال میں اندرونی تنازعات کو ختم کرنے کا کام کس کو کرنا چاہیے؟	A52. The CO members? تنظیم کے ممبران کو.....1 The CO members and CO leaders?.....2 The outsiders (outside the CO)?.....3 باہر کے لوگوں کو
<b>Women's Issues (Circle one option) خواتین کے مسائل</b>	
<b>What has the CO done about women's issues? (A53)</b>	<b>Score</b>

خواتین کے مسائل کے حل کے لیے تنظیم نے کیا کیا؟		
1. CO has not done anything about women's issues. کیا تنظیم نے کچھ نہیں کیا۔	0	
2. CO members have discussed women's issues but not done anything about them. تنظیم ممبران نے خواتین کے مسائل کے متعلق گفت و شنید کی ہے مگر ان کا تدارک نہیں کیا	1	
3. The CO has implemented activities for women. تنظیم خواتین کے لیے مختلف سرگرمیاں عمل میں لائی ہے	2	
4. The CO is actively lobbying for women's rights in the community. تنظیم خواتین کے حقوق کے لیے علاقے میں متحرک ہے اور ان کے حقوق کے لیے گروہ بندی کر رہی ہے	3	
List the CO's Activities and Lobbying efforts: ..... تنظیم کی سرگرمیاں اور گروہ بندیوں کا اندراج	Number of women Benefitted تعداد خواتین کی	
A53. ....	A54. _ _	
A55. ....	A56. _ _	
A57. ....	A58. _ _	
A59. ....	A60. _ _	
What do CO members think about women's socio-economic position in their community? تنظیم کے ممبران عورت کی معاشرے میں سماجی و معاشی حالت کے بارے میں کیا سوچتے ہیں؟	A61. All women have same position as men.....1 عورتوں کی ایسی ہی حیثیت ہے جیسی کہ مردوں کی some women have same position as men.....2 چند عورتوں کی حیثیت مردوں کے برابر ہے No woman has same position as men.....3 کسی عورت کی حیثیت مرد کے برابر نہیں ہے	
In what ways are they treated unfairly? (A62) ان کے ساتھ کس طرح سے ناانصافی کی جاتی ہے	..... ..... .....	
If women are treated unfairly, what is the biggest cause of it? (A63) اگر خواتین کے ساتھ ناانصافی ہو رہی ہے تو اس کی وجوہات کیا ہیں	..... ..... .....	
<b>Inclusion of poor households(Circle one option) غریب گھرانوں کی شمولیت</b>		
What proportion of CO members are poor? (A64) تنظیم میں غریب ممبران کی تعداد کس تناسب سے ہے؟	Score	Notes
1. CO doesn't have any poor household as its member تنظیم میں کسی غریب گھرانے کی رکنیت نہیں ہے	0	Total number of households in CO (A65): .....
2. Less than 25% of the members are from poor households 25 فیصد سے کم تعداد میں غریب گھرانے تنظیم کے ممبر ہیں	1	تنظیم میں گھرانوں کی مجموعی تعداد
3. 26-50% of the members are from poor households 26 فیصد سے 50 فیصد تک غریب گھرانے تنظیم کے ممبر ہیں	2	Number of poor households in the (A66) CO: .....
4. More than 50% of the members are from poor households 50 فیصد سے زائد گھرانے تنظیم کے ممبر ہیں	3	تنظیم میں غریب گھرانوں کی مجموعی تعداد
If 1 or 2 in Q above, why are there so few poor members in the CO? اگر جواب 1 یا 2 ہے تو تنظیم میں غریب ممبران کی تعداد کس وجہ سے کم ہے	(A67) Can't make savings.....1 بچت نہیں کر سکتے Don't have NIC.....2 شناختی کارڈ موجود نہیں Can't pay member's contribution.....3 ممبران بچت ادا نہیں کر سکتے No use to them.....4 ان کے لیے مفید نہیں No poor people in community.....5 بستی میں کوئی غریب نہیں ہے Other(specify).....7 کوئی اور وضاحت	
If 3 or 4 in Q above, how much difference has the CO made to the poor members' lives? اگر جواب 3 یا 4 ہے تو تنظیم نے غریب ممبران کی زندگیوں میں کیا تبدیلی لائی ہے	(A68) Big Difference بڑی تبدیلی.....1 Some تھوڑی تبدیلی.....2 A Little معمولی تبدیلی.....3 None کوئی نہیں.....4	
If it has made a difference, what are the most important ways? اگر تنظیم کوئی مثبت تبدیلی لا سکی ہے تو کون سے اہم ذریعے سے یہ تبدیلی ممکن ہوئی	..... ..... .....	

Has CO done anything to help poor people who are not members? کیاتنظیم نے ان غریب لوگوں کی حالت تبدیل کرنے کے لیے بھی کوئی کردار ادا کیا جو اس کے ممبر نہیں ہیں؟	(A69) Yes ہاں.....1 No نہیں.....2
If yes, what was it? اگر ہاں تو اس کی نوعیت کیا ہے? A70. _____ A80. _____	
What could the CO do now which would be the greatest help to poor people? (A81) اب تنظیم وہ کیا اقدامات اٹھا سکتی ہے جن سے غریب لوگوں کی صحیح طور پر مدد کو ممکن بنایا جا سکے	
<b>CO Management Training (Circle one option) تنظیمی امور میں تربیت</b>	
<b>What community management training has the CO had? (A82)</b> تنظیمی امور کی کون سی تربیت تنظیم نے حاصل کر رکھی ہے؟	<b>Score</b>
1. None of the office holders received CO management training تنظیم کے عہدیداران نے تنظیمی امور کے لیے کوئی تربیت نہیں حاصل کی	0
2. Only president or manager of the CO received community management training. صرف صدر یا منیجر نے ہی تنظیمی امور کے لیے تربیت لی ہے	1
3. Both President and Manager received community management trainings. صدر اور منیجر دونوں نے تنظیمی امور کی تربیت لی ہے	2
4. The President/Manager and some other members received community management trainings. صدر / منیجر اور چند دوسرے ممبران نے تنظیمی امور کی تربیت لی ہے	3
If 2, 3 or 4 in Q above, how useful do CO members think the trainings have been? اگر جواب 2، 3 یا 4 ہے تو تنظیم کے ارکان اس تربیت کو تنظیم کے لیے کتنا اہم خیال کرتے ہیں	
a. For the Trainees برائے تربیت کنندگان (A84) Very Useful بہت مفید.....1 Useful مفید.....2 Not Useful غیر مفید.....3	
b. For the CO برائے تنظیم (A85) Very Useful بہت مفید.....1 Useful مفید.....2 Not Useful غیر مفید.....3	
<b>CO Technical Capacity (circle one score) (A86) تنظیم کی تکنیکی صلاحیت</b>	
Number of Activity سرگرمیوں کی تعداد	Score
1	0
2-3	1
4-5	2
6 or more	3
<b>Circle relevant option from 1-7 (A87)</b> جز 1 تا 7 سے اپنے جواب کے مطابق منتخب کیجیے	
1. CO has some members trained by SRSP and other organizations in agriculture. تنظیم کے چند ممبران کو ایس آر ایس پی یا دیگر تنظیمات نے کھیتی باڑی کی تربیت دی ہے	
2. CO has some members trained by SRSP and other organizations in forestry. تنظیم کے چند ممبران کو ایس آر ایس پی یا دیگر تنظیمات نے جنگلات کی تربیت دی ہے	
3. CO has some members trained by SRSP and other organizations in livestock and poultry. تنظیم کے چند ممبران کو ایس آر ایس پی یا دیگر تنظیمات نے مال مویشی اور مرغ بانی کی تربیت دی ہے	
4. CO has some members trained by SRSP and other organizations in fruit and vegetable production and processing. تنظیم کے چند ممبران کو ایس آر ایس پی یا دیگر تنظیمات نے پھل اور سبزیوں یا ان کی محفوظ بنانے کی تربیت دی ہے	
5. CO has some members trained by SRSP and other organizations in health, education and sanitation. تنظیم کے چند ممبران کو ایس آر ایس پی یا دیگر تنظیمات نے تعلیم اور صحت و صفائی کی تربیت دی ہے	
6. CO has some members trained by SRSP and other organizations in vocational and technical skills (plumbing, electrician, welding, tailoring, beautification, candle making etc). تنظیم کے چند ممبران کو ایس آر ایس پی یا دیگر تنظیمات نے پیشہ ورانہ اور تکنیکی امور کی تربیت دی ہے جن میں پلمبر، بجلی کا کام کرنا، ویلڈنگ، درزی، بیوٹیشن، موم بنی سازی وغیرہ شامل ہوں	
7. Some CO leaders/members visited other COs or VOs or LSO or RSP areas for experience sharing.	

تنظیم کے چند سربراہان / ممبران نے دوسری تنظیموں یا وی او ، ایل ایس او یا آریس پی کا دورہ کیا تاکہ ان کے تجربے سے استفادہ کیا جا سکے		تنظیم کے چند سربراہان / ممبران نے دوسری تنظیموں یا وی او ، ایل ایس او یا آریس پی کا دورہ کیا تاکہ ان کے تجربے سے استفادہ کیا جا سکے	
If score 0 or 1 in Q above, why CO have so few trained members? اگر نذرہ سکور 0 یا 1 ہے تو تنظیم نے کیوں صرف چند ممبران کو تربیت دی ہے	A88. Not offered.....1 پیشکش نہیں کی.....1 Did not want.....2 ضرورت نہیں تھی.....2 Costly.....3 مہنگا ہے.....3 Other (Specify).....7 کوئی اور وضاحت.....7		
If score 2 or 3 in Q above, how does the CO rate the training? اگر نذرہ سکور 2 یا 3 ہے تو تنظیم اس تربیت کو کس درجے پر رکھتی ہے	A89. Very Useful.....1 بہت مفید.....1 Useful.....2 مفید.....2 Not Useful.....3 غیر مفید.....3		
<b>Managing CO Activities (One option to be circled)</b> تنظیم کی سرگرمیوں کا بہتر انتظام			
What systems does the CO have for implementation & maintenance of projects/activities? (A90) منصوبہ جات اور سرگرمیوں پر عمل درآمد اور ان کے انتظام کے لیے تنظیم کے پاس کس طرح کے نظام موجود ہیں			Score
1. No activities were undertaken in the CO تنظیم میں کوئی سرگرمی عمل میں نہیں لائی گئی			0
2. Some activity has taken place in CO and its CO has some informal procedures/systems for project management بعض سرگرمیاں عمل میں لائی گئی ہیں جن کے لیے تنظیم کے پاس چند غیر رسمی طریقہ کار / نظام ہائے موجود ہیں			1
3. Some activity has taken place in CO and CO has set up formal committees that are functional (some projects/activities are functional) چند سرگرمیاں عمل میں لائی گئی ہیں اور تنظیم نے ایک رسمی کمیٹی تشکیل دی ہے جو متحرک ہے [چند منصوبہ جات/سرگرمیاں اب تک جاری ہیں]			2
4. Some activity has taken place in CO and CO has set up functional committees (All CO projects are functional) چند سرگرمیاں عمل میں لائی گئی ہیں اور تنظیم نے ان کی جانچ پڑتال کے لیے مخصوص کمیٹی تشکیل دی ہے [تنظیم کے تمام منصوبہ جات جاری ہیں]			3
<b>CO Record Keeping (One option is to be circled)</b> تنظیم کا ریکارڈ متعین کرنا			
How well the CO does keeps/maintains its records/registers? (check CO registers) (A91) تنظیم کس حد تک ریکارڈ اپنے رجسٹر وغیرہ میں متعین/محفوظ رکھتی ہے			Score
1. CO has no records of anything تنظیم کے پاس ریکارڈ موجود نہیں ہے			0
2. Some records/registers of CO are available but there is a need for lot of improvement تنظیم کے پاس کچھ حد تک ریکارڈ موجود ہے مگر اس کو بہتر بنانے کی ضرورت ہے			1
3. All CO records/registers are available تمام ریکارڈ موجود ہے			2
4. All CO records/registers are available/up dated regularly تنظیم کا تمام ریکارڈ موجود ہے اور اس کو باقاعدگی سے درست طور پر اندراج کیا گیا ہے			3
<b>B. SUMMARY OF THE SCORES AND THE FINAL CATEGORIZATION FOR CO</b> سکور کا خلاصہ اور تنظیم کی حتمی درجہ بندی			
Indicator #	Indicator Name	Maximum score	Actual
1	CO Objectives, Mission and Goals تنظیم کے مقاصد، اہداف اور نصب العین	3	(B1)
2	Need identification and planning ضروریات کی نشاندہی اور منصوبہ بندی	3	(B2)
3	Participation in need identification and planning in any activity ضروریات کی نشاندہی اور منصوبہ بندی میں شرکت	3	(B3)
4	CO Networking تنظیم کی رابطہ کاری	3	(B4)
5	Frequency of CO Meetings تنظیم کے اجلاسوں کی تعداد	3	(B5)
6	Attendance at last 3 meetings آخری 3 اجلاسوں میں شریک ممبران	3	(B6)
7	Election of CO Office bearers تنظیم کے عہدیداران کا انتخاب	3	(B7)
8	CO Accountability تنظیم کا احتسابی عمل	3	(B8)
9	Conflict Resolution تنازعات کے حل کا عمل	3	(B9)
10	Women's Issues خواتین کے مسائل	3	(B10)
11	Inclusion of poorest households غریب ترین گھرانوں کی شمولیت	3	(B11)
12	CO Management Training تنظیمی امور کی تربیت	3	(B12)
13	CO Technical Capacity تنظیم کی تکنیکی صلاحیت	3	(B13)
14	Managing CO activities تنظیم کی سرگرمیوں کا انتظام	3	(B14)
15	CO Record Keeping تنظیم کا باقاعدہ ریکارڈ رکھنا	3	(B15)
<b>Total Score</b> مجموعی سکور		45	(B16)
% of CO's actual score (Obtained Marks/Total Marks * 100) تنظیم کے حاصل کردہ نمبر اور فی صدی			
% Range	CO Institutional Development Category (B17) تنظیم کی ادارتی تکمیل کی درجہ بندی		CO Category (mark one) (B17)
Less than 25%	CO Institutional Development Category 1 (Inactive) تنظیم کی ادارتی تکمیل کا درجہ اول [غیر متحرک]		
26% - 50%	CO Institutional Development Category 2 (Institutional Infancy) تنظیم کی ادارتی تکمیل کا درجہ دوم [ادارتی کم عمری]		

51% - 75%	تنظیم کی CO Institutional Development Category 3 (Institutional Development) [ادارتی تکمیل کا درجہ سوم/تکمیل کا مرحلہ]	
76% & Above	تنظیم کی CO Institutional Development Category 4 (Institutional Independence) [ادارتی خودانحصاری]	
<b>C. SRSP Staff visits to CO in last 12 months</b>		
Number of visits made by Social Organizer (SO) in the last 12 months گزشتہ بارہ مہینوں میں سوشل آرگنائز کے کئے گئے دوروں کی تعداد	C1. ___   ___	
Number of visits made by other SRSP staff in the last 12 months گزشتہ بارہ مہینوں میں ایس آر ایس پی سٹاف کی جانب سے کئے گئے دوروں کی تعداد	C2. ___   ___	
Do CO members have to visit the SRSP office often? کیا تنظیم کے ممبران کو ایس آر ایس پی کے دفتر کا دورہ کرنا پڑتا ہے؟	C3. Yes .....1 No .....2	
If yes in Q above, when was the last visit made? اگر ہاں تو آخری دورہ کب کیا گیا؟	C4. DD MM YY YY _____ _____ _____ _____	
What for? (C5) کس مقصد کے لیے		
CO members views about SRSP support since date of formation تنظیم کی تشکیل کے بعد سے اب تک ایس آر ایس پی کی جانب سے کی گئی مدد پر ممبران کی رائے	C6. Very satisfactory .....1 Satisfactory .....2 Inadequate .....3	
<b>D. Final Discussion حتمی گفتو شنید</b>		
General Discussion among CO members, additional points they wish to add about the CO, CO assessment, reasons for activeness or inactiveness and future plans. Etc. متحرک کے ممبران کی عمومی بحث، اضافی نقاط جو وہ تنظیم کے بارے میں شامل کرنا چاہیں، تنظیم کی جانچ پڑتال، سرگرمیوں کے متحرک یا غیر متحرک رہنے کی وجوہات اور مستقبل کا لائحہ عمل وغیرہ		
D1. _____ D2. _____ D3. _____ D4. _____ D5. _____ D6. _____ D7. _____		
<b>E. CONFIDENTIAL – FACILITATOR ONLY خفیہ معلومات – برائے سہولت کار</b>		
Rank the Quality of the CO Members' Discussion (E1) تنظیم کے ممبران کی گفت و شنید کی درجہ بندی کریں Only one or two members spoke. All others silent unless directly questioned .....1 صرف ایک یا دو ممبر نے خیالات کا اظہار کیا باقی تمام ممبران خاموش رہے تاوقتیکہ ان سے سوال کیا گیا b. One or two dominant but a minority of others also spoke up .....2 صرف ایک یا دو غالب رہے لیکن چند دوسرے ممبران نے بھی خیالات کا اظہار کیا c. Small group dominated discussion but most members involved .....3 ایک چھوٹا سا گروہ غالب رہا لیکن اکثر ممبران گفت و شنید میں شریک رہے d. Fully open discussion with a majority actively involved .....4 مکمل طور پر آزاد گفت و شنید رہی اور اکثریت اس میں شریک نظر آئی		
Notes (E2)		
How would you assess the CO members? آپ نے تنظیم کے ممبران کو کیسا پایا؟	E3. Very much interested in CO...1 Some interest in CO .....2 تنظیم میں تھوڑی سی دلچسپی لینے والا Not interest in CO .....3 تنظیم میں کوئی دلچسپی نہ لینے والا	
How would you assess the CO leaders? CO leaders are committed, dedicated, making efforts to meet the objectives of CO: آپ نے تنظیم کے رہنماؤں کو کیسا پایا؟ کیا وہ تنظیم کے مقاصد کے حصول کے لیے پوری تندی سے کوشاں ہیں	E4. Quite clearly .....1 Somewhat clearly .....2 تھوڑا سا Not at all .....3 بالکل نہیں	
if 3 in Q above, then why did they come for this meeting? (E5.) اگر جواب 3 ہے تو وہ کیوں اس اجلاس میں شریک ہوئے (E5.)		

SECTION –III (VILLAGE DATA FORM)

A. Village Identification گاوں کی شناخت	
Village: (A1) _____ گاوں _____	Agency/FR: (A2) _____ ایجنسی _____
Tehsil/Division: (A3) _____ تحصیل / ڈویژن _____	SRSP Field Unit: (A4) _____ ایس آر ایس پی فیلڈ یونٹ _____
Total households: (A5) _____ کل گھرانے _____	Total Population : (A6) _____ کل آبادی _____
B. Distance to Facilities and Services سہولیات اور خدمات حاصل کرنے میں حائل فاصلہ	
FACILITY/SERVICE Km	FACILITY/SERVICE Km
Tehsil Headquarters (B1) _____ تحصیل ہیڈ کوارٹرز _____	SRSP Field Unit (B6) _____ ایس آر ایس پی فیلڈ یونٹ _____
Bus/Wagon Stop (B2) _____ بس / ویگن سٹاپ _____	Local Mandi/Market (B7) _____ قریبی منڈی/ بازار _____
Public Dispensary (B3) _____ سرکاری ڈسپنسری _____	Private Dispensary/Pharmacy (B8) _____ نجی ڈسپنسری / مطب _____
Boys Primary School (B4) _____ لڑکوں کا پرائمری سکول _____	Girls (or mixed) Primary School (B9) _____ لڑکیوں یا اکتھا پرائمری سکول _____
Boys Private Primary School (B5) _____ لڑکوں کے لیے نجی پرائمری سکول _____	Girls Private Primary School (B10) _____ لڑکیوں کے لیے نجی پرائمری سکول _____
C. Village Infrastructure گاوں میں بنیادی سہولیات	
Does the village have mains electricity? کیا گاوں میں بجلی ہے	(C1) Yes ہاں .....1 No نہیں .....2
Estimated proportion of HHs connected: کتنی تعداد میں گھرانوں کو بجلی کا کنکشن دیا گیا ہے	(C2) ¼ .....1 ½ .....2 ¾ .....3 All .....4
What is the village's main source of drinking water? (Circle 1) گاوں کے لیے آبنوشی کا بڑا ذریعہ کون سا ہے	(C3) Tap water (water supply) نلکے کا پانی .....1 Spring چشمے کا پانی .....2 River دریا کا پانی .....3 Canal نہر کا پانی .....4 Motor pump بجلی کا پمپ .....5 Tube well ٹیوب ویل .....6 Dug Well کنوئیں کا پانی .....7 Hand pump دستی پمپ .....8 Reservoir تالاب کا پانی .....9
Is water piped to some houses? کیا پانی پائپ کے ذریعے چند گھروں کو فراہم کیا جا رہا ہے	(C4) Yes .....1 No .....2
Proportion of HHs connected to piped water: گھرانوں کا تناسب جن کو پانی کے پائپ لائن سے جوڑا گیا ہے	(C5) ¼ .....1 ½ .....2 ¾ .....3 All .....4
Does the village have telephones (landline) کیا گاوں میں ٹیلی فون لائن موجود ہے	(C6) Yes .....1 No .....2
Proportion of HHs connected: کتنے گھرانوں کو لائن سے جوڑا گیا ہے	(C7) ¼ .....1 ½ .....2 ¾ .....3 All .....4
Does the village have mobile/wireless loop coverage? کیا گاوں میں موبائل / وائر لیس سروس کی دستیابی ہے	(C8) Yes .....1 No .....2
Proportion of HHs connected: گھرانوں کا تناسب جن کو اس کے ساتھ جوڑا گیا ہے	(C9) ¼ .....1 ½ .....2 ¾ .....3 All .....4
Are there any streets paved/soled? کیا کوئی گلیاں پختہ ہیں	(C10) Yes .....1 No .....2
Proportion of all streets paved: پختہ گلیوں کا تناسب	(C11) ¼ .....1 ½ .....2 ¾ .....3 All .....4
How many shops are there? (C12) گاوں میں کتنی دکانیں ہیں	_____

**D. Village Income گاوں کی آمدن کی**

What are the 5 most important sources of income for the people of the village? (Circle in order of importance)  
(1 is highest and five is the lowest)

اس گاؤں کے مکینوں کی آمدنی کے 5 بڑے وسائل کون سے ہیں  
[اہمیت کے اعتبار سے منتخب کریں] [پہلا درجہ سب سے بلند اور پانچواں سب سے  
پست ہے]

- a. Irrigated Farming (D1).....1/ 2 / 3 / 4 / 5  
زیر آب زراعت
- b. Dryland Farming (D2).....1/ 2 / 3 / 4 / 5  
خشک زراعت
- c. Livestock (D3).....1/ 2 / 3 / 4 / 5  
مال مویشی
- d. Business/Ent (D4).....1/ 2 / 3 / 4 / 5  
کاروبار
- e. Transport (D5).....1/ 2 / 3 / 4 / 5  
نقل و حمل
- f. Farm Labour (D6).....1/ 2 / 3 / 4 / 5  
کھیتوں میں مزدوری
- g. Non Farm Labour (D8).....1/ 2 / 3 / 4 / 5  
غیر زرعی مزدوری
- h. Remittances (D9).....1/ 2 / 3 / 4 / 5  
بیرونی ترسیل
- i. Other (D9).....1/ 2 / 3 / 4 / 5  
کوئی اور ذریعہ

# Terms of Reference

CIDA supported FLADP | Broad Terms of Reference | INSTITUTIONAL DEVELOPMENT INDEX

## Introduction

Canadian International Development Agency is currently supporting numerous projects/programmes in Khyber Pakhtunkhwa and FATA. Since 200X, It has also provided technical, financial and institutional support to SRSP in implementing an integrated programme in FR Peshawar and Kurram Agency. The programme is half way through its implementation phase and has notable achievements in various sectors and areas especially in Kurram Agency.

One of the core aspects of CIDA supported Fata Livelihood Area Development Programme (FLADP) is participation of men and women communities to undertake local level development initiatives in FR Peshawar and Kurram agency. This is done through formation of men and women community based organisations. These community based organisations are developed through various capacity building initiatives to initiate and support programmatic activities in respective areas. At a later stage these CBOs are federated at village and union council levels to form village and local support organisations and establish linkages with services providers, government line agencies and donors for socio-economic development in under-developed areas of KP and FATA.

It is also a fact that mobilisation of communities, level of resources generated for local development, effective linkages with service providers and eventually sustainable operations at local level depends largely on Development of these community based organisations. Monitoring of matured CBOs, in view of this context, is a key task for any prospective partner organisation including SRSP, Government Line Agencies and Donors. The maturity level would be interest to all development partners especially CIDA to assess whether development interventions would be sustained once technical and financial resources through CIDA is withdrawn. The process of gauging institutional Development of COs is not merely a periodic evaluation of COs; it is also a method of monitoring and evaluating vital aspects of the performance of the support organisation and other partners such as line departments. At present there is no systematic procedure/ methodology or monitoring instrument to assess maturity level of CBOs. It is imperative at this stage of programme implementation that a specific methodology and format be developed for gauging institutional Development of COs.

## Objective of the exercise

The process of community level Institutional Development (ID) is a complex process which requires immense time, effort and commitments to foster viable local grass root organisations. In prevailing context of FATA Region and Agency(s), this is

especially true as ID becomes riskier and more critical. Moreover, the socio cultural and current security situations tend to restrict communities and partner development organisations to participate fully and freely in development process, which invariably result in slowing down the process of ID.

Keeping the above mentioned situation in mind, the exercise, at an initial level aims to construct a simple and easily applicable Institutional Development Index entailing four key organisational dimensions i.e. Organisational Motivation, Organisational Performance, Organisational Capacity and External Environment. The IMI would enable FLADP to systematically generate and use this information as a part of a continuous monitoring and gauging impacts of FLAD Programme.

Once developed the IMI exercise would aim to gauge institutional development of the Community Organisations as viable COs, that are functional and capable of interacting directly with service providers and local governments.

## Methodology

Methods of evaluating institutional Development of COs are not new. RSPs in Pakistan have evolved methods and formats for this purpose. SRSP based on such experiences would also develop FLADP specific verifiable indicators e.g. CO meetings, visits by social organisers, level of savings, number and type of trainings delivered, visits by partner agencies etc. to assess Development level of men and women CBOs. The detail formats developed would be completed by field teams (on continuing and periodic basis) with extensive technical inputs by Head Office team. These detail formats regarding various organisational and programmatic aspects would be applied to all CBOs. The results from these detail formats regarding all CBOs would be compiled and shared with all major stakeholders to refine field methodologies and allocate resources accordingly.

## Task and Responsibilities

Owing to social/gender constraints in programme areas, local field teams comprising social organisers and CRPs would be constituted to gather study relevant information. Capacity building of field teams to fill in quality information would be developed by Head Office M & E Team. The Head Office team would also take a lead in Developing study framework, technical inputs to design FLADP specific formats, data analysis and sharing final report.

## Outputs

One of major output of the exercise would be to present a clear picture on level of maturity of men and women CBOs. The information generated would be utilised for continuous monitoring of CO's development and at a later stage the same could also be used to gauge impact of the FLAD Programme.

## List of COs selected for the study

List of selected Community Organisations formed in Kurram Agency for Institutional Assessment							
S.NO	Name Of MCO/WCO	Village	Code	MM/YY Date Of Registration	M	Name President	Name Secretary
1	Mulla Bagh	Zeran	U	02/2010	49	Jamil Hussain	Mahbub Ali
2	Inziri	Inziri	C	4/2010	30	Anwar Ali	Habib Hussain
3	Ahmadzai	Ahmadzai	U	4/2010	26	Syed Muhammad	Syed Ghulam
4	Bughday Misri Kaley	Bughday	U	5/2010	38	Jauhar Ali	Rahib Hussain
5	Livenkhel Malana	Malana	U	6/2010	34	Sharif Hussain	Muhammad Amin
6	Hassan zai sehra	Sehra	U	6/2010	40	Munir Hussain	Rajab Ali
7	Quaid Abad	Pewar	U	10/2010	34	S Jawad hussain	Israr Hussain
8	Upper Bisato	Bisato	L	11/2010	45	Rashid Hussain	Nawab Hussain
9	M. Akbar Shah Kaley	Kharpachay	U	11/2010	29	S Jawhar Hussain	S Qabil Huassain
10	Bushehra # 1	Boshara	U	11/2010	27	Mir Zaman	Mohd Rahim
11	Bushara Yard	Bushara	U	2/2011	34	Shakir Meneer	Ismail Nabi
12	Bushara Khan Kalay	Bushara	U	2/2011	28	Seraj Ahmed	Gul Zada
13	MCO Ghazi Patay	Shurko	L	4/2011	25	Dolat Hussain	Hassan
14	MCO Taida	Taida	U	4/2011	26	Rafiq Hussain	Iltaf
15	MCO Gido	Teri Mangal	U	11/2011	40	Haji Gul Baaz	Rassol Khan
16	MCO Saray Kalay	Saray village	U	1/2012	35	Gulzar Ali	Bashir Ali
17	MCO Haq Dara	Tri Mangal	U	4/2012	26	Zardad	Gul Sharif
18	MCO Bazay Kalay	Para Chamkani	C	5/2012	25	Haji Zarmad Khan	Ismail
19	WCO Khoz Mela	Zeran	U	9/2011	52	Nargas	Sardar begum
20	WCO Karmani Kalay	Kirman	U	9/2011	40	Bibi Tahira	Bibi Zaynab
21	WCO Shah G Khel	Zeran	U	9/2011	46	Bibi Sadeeqa	Bibi Sogra
22	WCO Hassan Zai Sahra	Zeran	U	8/2011	55	Ameena Jana	Moina Sultan
23	WCO Grahi Ahmed Zai	Ahmed Zai	U	7/2011	33	Bibi Masooma	Bibi Zohra
24	WCO Basoo	Basoo	U	12/2010	25	Hameeda Begam	Sajida Hussain
25	WCO Kubadshah Khel	Zeran	U	4/2011	27	Gul Bibi	Bibi Laila
26	WCO Yousef Khel Sehra	Khirman	U	4/2011	33	Aabida Katoon	Maryum Bibi
27	MCO Hssan Abad, Shenay	Shney	U	8/2011	35	Ahmed Hussain	Nisar Hussain
28	MCO Saray Kalay	Saray village	U	1/2012	35	Gulzar Ali	Bashir Ali
29	MCO Haq Dara	Tri Mangal	U	4/2012	26	Zardad	Gul Sharif
30	MCO Bazay Kalay	Para Chamkani	C	5/2012	25	Haji Zarmad Khan	Ismail



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