

A photograph of two men in white shirts, one younger and one older, looking down at documents. The younger man is on the left, and the older man is on the right. They are both holding pens and appear to be in a meeting or office setting. The lighting is warm, suggesting an indoor environment with natural light.

**AN INSTITUTIONAL ASSESSMENT OF
LOCAL SUPPORT ORGANISATIONS IN
AZAD JAMMU AND KASHMIR (AJK)**

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RURAL SUPPORT PROGRAMMES NETWORK (RSPN)

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List of Abbreviations

AJK	Azad Jammu & Kashmir
AJKRSP	Azad Jammu & Kashmir Rural Support Programme
BoD	Board of Directors
CBO	Community Based Organisation
CEO	Chief Executive Officer
CIF	Community Investment Fund
CNIC	Computerised National Identity Card
CO	Community Organisation
CRP	Community Resource Person
CSO	Civil Society Organisation
CMST	Community Management Skills Training
DM	District Manager
EC	Executive Committee
GAD	Gender and Development
GB	General Body
HRD	Human Resource Development
ID	Institutional Development
LMST	Leadership Management Skills Training
LSO	Local Support Organisation
MIP	Micro Investment Plan
NIC	National Identity Card
OD	Organisational Development
PSC	Poverty Scorecard
Qtr	Quarter
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SM	Social Mobilisation
SMT	Social Mobilisation Team
SO	Social Organiser
SMT	Social Mobilisation Team
TOP	Terms of Partnership
UC	Union Council
VDP	Village Development Plan
VO	Village Organisation
WCO	Women Community Organisation

Preface

The Local Support Organisation (LSO) is the apex body of the three tier social organisational structure of the Rural Support Programmes (RSPs). It consists of a social structure where male and female Community Organisations (COs) are federated at the village-level into a Village Organisation (VO), which are then further agglomerated at the Union Council (UC) level to form the LSO.

The RSPs of Pakistan have been pursuing the LSO programme for the last 5 years and by the end of March 2011 a total of 472 LSOs have been reported to have been formed across the country. No doubt, Azad Jammu and Kashmir Rural Support Programme (AJKRSP) has been spearheading the LSO programme in AJK and by the end of March 2011, a total of 108 LSOs were formed in as many UCs in AJK. The total number of UCs in AJK is 189, so 58% UCs have already been covered with the LSO programme. Such a high coverage was achieved in a period of around two years, mainly due to the enthusiasm and commitment of the community leaders of AJK under the dynamic leadership of Mr. Atiqu ul Rehman, CEO AJKRSP.

Contrary to the participatory nature of the CO, the LSO is a representative body. Generically it is a civil society organisation (CSO). Therefore, it has to be governed by the established best practices of CSOs. In social mobilization, quantity or scale is required for large scale social movement and macro level impact of development. However, quality is a prerequisite for effective and efficient operations of Community Based Organisations (CBOs), and their programmes and projects. Therefore, quality can never be compromised at the cost of quantity, and vice versa.

In its meeting held in October 2010, the Board of Directors (BoD) of AJKRSP resolved to carry out an institutional assessment survey of LSOs formed in the four districts of Rawalakot, Bagh, Haveli and Sadhnoti, with technical support of RSPN. The RSPN management assigned the task to the author. The author discussed the matter in detail with Mr. Attiqu ul Rehman and agreed upon a plan of operation.

The researcher is deeply thankful to the leaders of the LSOs and their members for giving their valuable time and for providing information and data from all available sources and means. The researcher is thankful to AJKRSP and RSPN management for providing him the opportunity to carry out this interesting assignment. The researcher is especially thankful to Mr. Attiqu ul Rehman and his team, specially Mr. Ajmal Elahi for their support, guidance and excellent logistical arrangements during the course of this study. Needless to say, only the researcher is responsible for the errors and omissions of the study.

Muhammad Ali Azizi
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Objectives

The objectives of the Institutional Assessment Study of the LSOs are as under:

1. To assess the institutional capacities of the LSOs and their member VOs to pursue their organisational goals and objectives;
2. To identify institutional capacity gaps in the LSOs and VOs;
3. To recommend capacity building measures to fill up the gaps.

Methodology

The identification of the LSOs to be studied was made through a selective random sampling method. A total of 8 LSOs were selected out of 48 LSOs formed in these four districts. The bases for sampling were the number of LSOs formed in each district, the age of the LSOs and the women only LSOs.

Table 0.1: List of Study LSOs

District	Total LSOs in District	Study LSOs	Type of LSO	Formation Date
Rawalakot	12 (1 Woman)	1. Pachiot	Mixed	18-11-08
		2. Bazme Sahar Bhantinee	Mixed	13-03-09
		3. Chinar Khali Draman Abbaspur	Mixed	04-01-10
		4. Pearl Rawalkot Town	Women	04-04-10
Bagh	12 (1 Woman)	5. RCDO Topi	Mixed	19-11-08
		6. Bagh Rural Development Org.	Women	20-01-10
Haveli	7	7. Shah Zaman Foundation Chajal	Mixed	25-02-09
Sadhnoti	5	8. Nairian	Mixed	28-08-08

The LSO is an apex body formed by VOs of a particular UC, and the VO is also an apex body formed by COs of a particular village. Naturally then, an LSO could not be studied in isolation of its member VOs and COs. Therefore, one VO was selected randomly from each LSO and two COs, one man and one woman, were also randomly selected from the same VO for the study. In case of women only VOs, two women COs were selected. The purpose of the study of the member VOs and COs was to first assess their own institutional capacity, and second to check the nature of institutional relationship between each tier of the three tiered institutional model. A third objective was to cross check and verify the authenticity of resolutions passed by VOs and COs for nomination of their members into the General Body (GB) of the

LSOs and VOs, and for demands of services and support from them. Lastly, the fourth objective was to document the perceptions of CO members about the performance of their respective VO and LSO.

Table 0.2: Type and number of study organisations

Organisation	Total	Mixed	Men	Women
LSO	8	6		2
VO	8	6		2
CO	16	2	5	9
Total	32	14	5	13

Three sets of questionnaires were developed, one for each of LSO, VO and CO (see Annexes 5-7). The following methods were used to collect data and information:

1. All questionnaires were filled in by the researcher himself. Data entry, cleaning and analysis were also conducted by the researcher with the technical support of M&E professionals of RSPN.
2. The LSO questionnaire was filled in a meeting in which the majority members of the Executive Committee of the LSO were present. The meetings were held in the LSO offices. The VO and CO questionnaires were filled in the GB meetings of the respective VOs and COs.
3. Information and data was also collected from the written records of the respective organisations as far as possible. In case of non-availability of written record, verbal statements of the community leaders were relied upon.
4. All financial and non financial records of the study organisations were checked to see whether they were properly maintained or not.
5. The resolutions submitted by COs to VOs and LSOs, and by VO to LSO were cross checked with the minute book of the concerned organisation to verify whether they were genuine or fake.
6. The profiles of LSOs, VOs and COs were crossed checked with AJKRSP official records.

An organisation is formed to pursue certain goals. To achieve those goals, the organisation’s members will have to first agree upon clear objectives. To strive for achieving the set objectives in a coordinated manner, the organisation should have a proper organisational structure, and governance and management systems. Moreover, the organisation must have a proper operational plan in hand. To implement the operational plan, the organisation will need to generate and manage human, financial and other resources from internal and external sources, hence the importance of external relations. For effective implementation of the operational plan, the organisation must have a monitoring system in place. Moreover, the organisation will need to report progress on its activities and achievements to its governing body as well as to donors and other major stakeholders. This warrants proper record keeping of both financial transactions and non-financial decisions,

and also agreements. Finally, to continue its own existence as well its operations in the future, a sustainability strategy is obligatory.



The researcher discussing various aspects of the assessment process with members of VO Bhudani Bari, LSO Nairian

Given the inclusive and participatory culture of the LSO, gender equality and poverty targeting are its integral functions.

Therefore, the following institutional capacity framework has been used to assess the strength and weaknesses of the LSOs and VOs:

1. Clarity and Direction

2. Governance System
3. Management System and Infrastructure
4. Human Resources Management
5. Financial Management
6. Programmes and Projects
7. External Relations
8. Sustainability
9. Gender
10. Poverty Targeting

Chapter 1: Clarity and Direction

Goals and Objectives of LSO and VO

Dynamic and viable organisations are driven by their goals and objectives. Therefore, the goals and objectives of the LSO and VO must be based on felt, commonly shared development issues and they should be achieved following commonly accepted values. Hence, it is foremost important that the goals, objectives and values of the LSO and VO are developed and set in a participatory manner and widely shared with their major stakeholders. Moreover, the operational plans and activities of the LSO and VO must also be properly aligned with their stated goals and objectives.

Indicator 1.1: The LSO and VO has clearly articulated its goals and objectives in writing and are shared with the member organisation and other major stakeholders

Assessment: The goals and objectives of 100% study LSOs were clearly defined in writing and in most cases properly displayed on their office walls. All LSOs have developed their institutional presentations on flip charts, and the goals and objectives are integral part of it.

It was found that the goals and objectives have been developed and approved by the LSO GB. In two LSOs, the goals and objectives have been reviewed and revised to accommodate new ideas, and to further refine the existing ones.

In the case of VOs, the goals and objectives are also developed in written form and are approved by the GB. Similarly the goals and objectives are part of their presentations. The goals and objectives are displayed on the walls of the VO office.

Observations:

1. The goals and objectives of LSOs and VOs have not been shared with their member VOs and COs respectively in written form. Therefore, their general members have only a vague idea about the goals and objectives of their LSO and VO.
2. In some LSOs, the goals and objectives stated in the bylaws significantly differed with the ones given in their presentations and displayed on office walls. The reason was that the registered LSOs have to follow the list of goals and objectives stipulated under the registration act. Therefore, they simply listed down those objectives in their bylaws submitted to the registration authority.

Recommendations:

1. Keeping in view the strategic importance of the goals and objectives of the LSO and VO, it is recommended that these should be shared with their member VOs and COs respectively in writing.

2. The goals and objectives must be the same in all official documents of the LSO and VO. There would be no harm if the LSO broadens its objectives by adding the ones which are mandatory under the registration act.

Proper alignment of programmes and projects with organisational goals and objectives:

<p>Indicator 1.2: The programme activities are aligned with goals and objectives of LSO and VO</p>

Assessment: The programmes and projects of all LSOs and VOs are properly aligned with the stated objectives. They are, *inter alia*, social mobilisation, poverty targeted initiatives, women focussed activities, income generation, asset creation, education, health and hygiene, human rights, resource mobilisation from internal and external sources, and management and maintenance of completed projects.

Chapter 2: Governance System

Governance is the process, by which authority is conferred on the decision making bodies of an organisation, by which they make the rules and regulations, and by which those rules and regulations are enforced and modified. In the case of the LSO, governance is the set of policies, roles, responsibilities, and processes that guide, direct and control how the LSO bodies (General Body, Executive Committee, Special Committees) and its member VOs and COs cooperate to achieve their shared goals.

The GB is the governing body of the LSO, and it may delegate selected power, roles and functions to the BoD or the EC as well as Special Committees (SC). Active involvement and participation of the representatives of member VOs is the key prerequisite for the good governance of the LSO. The LSO must represent the majority households of its constituency through its member VOs and men and women COs. Inclusion of the poorest households and women in the COs and their fair representation in the LSO GB and EC is critical given that LSOs are inclusive bodies. The LSO GB and EC must represent the varied interests of different groups and segments of their constituencies around clan, tribe, language and religion. To sum up, **the governing body of the LSO must be participatory, democratic and inclusive, and its implied operations should be transparent, efficient and effective.**

The assessment of LSOs and VOs against the governance indicators are as follows:

Household Coverage:

Indicator 2.1: Around 70% HHs are organised in member men and women COs

Assessment: The average household coverage in the LSOs is 66%. The range is 48% to 89%. Only 50% LSOs have 70% and above household coverage. Interestingly, the average household coverage in VOs is also 66%, however, the range here is 37% to 100%.

Table 2.1: Household coverage in LSO UCs

Name of LSO	Date of formation	Total HHs in UC	Organised HHs	%age of Organised HHs
Nairian	28-08-08	2,259	1,602	71%
Pachiot	18-11-08	3,300	1,971	60%
Bazme Sahar	13-08-09	2,100	1,640	78%
Chinar Khali Draman	04-01-10	3,986	2,155	54%
Pearl	04-04-10	2,053	987	48%
RCDO Topi	19-11-08	3,506	2,520	72%
Shah Zaman Foundation	25-02-09	2,755	2,455	89%

Bagh Rural Dev. Org.	20-01-10	2,300	1,388	60%
Total		22,259	14,718	66%

Observation: The household coverage is less than 70% in 50% LSOs.

Recommendation: Household coverage should be given proper importance in LSO planning. The LSO should collect village wise household coverage data and plan household coverage in consultation with the concerned VOs. The CRPs should be hired only for those villages where coverage is significantly low. Otherwise the GB members of the VOs should take the responsibility of CO formation. The VO should take the primary responsibility of CO formation while the LSO should do monitoring and assure quality control. The AJKRSP field staff should do monitoring and verify proper formation of COs according to the established procedures and standards.

Increase in household coverage by LSOs

It is noteworthy that the household coverage in the study UCs has significantly increased by 34% after LSO formation. The range of household increase varies from 11% to 124%. The reason for high coverage in LSO Nairian (124%) and Shah Zaman Foundation (69%) is that they hired services of CRPs for CO formation. The LSOs with lower coverage should seriously think about hiring services of trained CRPs for speedy coverage, or using the existing cadre of CO/VO/LSO leaders.

Table 2.2: Household coverage increase by LSOs

Name of LSO	Date of formation	Total Member HHs before LSO	Organised HHs By LSO	%age of HHs organised by LSO
Nairian	28-08-08	756	940	124%
Pachiot	18-11-08	1,651	320	19%
Bazme Sahar	13-08-09	1,260	380	30%
Chinar Khali Draman	04-01-10	1,830	325	18%
Pearl	04-04-10	867	120	14%
RCDO Topi	19-11-08	1,971	549	28%
Shah Zaman Foundation	25-02-09	1,450	1,005	69%
Bagh Rural Dev. Org.	20-01-10	1,248	138	11%
Total		11,033	3,777	34%

Ratio of men and women members in LSO area:

Indicator 2.2: At least 33% organised members are women in mixed LSOs
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Assessment: The ratios of organised men and women members in the 6 of the mixed LSOs are 49% and 51% respectively. The range is 33% and 62%. Thus 100% LSOs are up to mark for this indicator.

Table 2.3: Ratio of men and women members in mixed LSOs

Name of LSO	Date of formation	Total Members	%age of men members	%age of women members
Nairian	28-08-08	1,884	43%	57%
Pachiot	18-11-08	1,971	47%	53%
Bazme Sahar	13-08-09	1,640	33%	67%
Chinar Khali Draman	04-01-10	2,155	54%	46%
RCDO Topi	19-11-08	2,520	62%	38%
Shah Zaman Foundation	25-02-09	2,455	46%	54%
Total		12,625		

Recommendation: Under the current practice, the focus is on household coverage. Therefore, whether a male becomes a CO member or a woman becomes a WCO member, the household is considered covered. So when the household is covered by a male member, no further effort is normally made to organise a woman member in a WCO.

The LSOs should adopt a policy of having women members from 100% member households in the UC. The rationale for this suggestion is that contrary to men, the CO is the only forum that provides women with such a wide range of development options at their doorstep. Second, women figure as more stable residents of rural areas than men, therefore, practically speaking, they have a great say and control over socio economic matters of the rural households. It follows that without their active engagement, development programmes will hardly bring any effective and sustainable positive changes in their lives.

Membership of COs formed by organisations other than RSPs:

Indicator 2.3: The LSO offers membership to COs formed by organisations other than RSPs.

Assessment: The LSOs are ready to give membership to COs formed by organisations other than NRSP/AJKRSP. In the study LSOs, only 4 COs were formed by AJKCDP and these were already member of LSOs.

Membership of other Civil Society Organisations (CSOs)

Indicator 2.4: The LSO allows other CSOs to become its member.

Assessment: The LSOs had never thought over this issue because they were under the impression that only COs and VOs could become their member. So far no other CSOs had ever applied for membership. The reaction to this proposal was not homogenous in LSOs. Some said they would have no objections. Others expressed serious reservations about this proposal. Their main concern was about the quality and reliability of other CSOs. Therefore they said that they would offer membership to only those CSOs that fulfil their criteria for membership, like commonality of goals and objectives, democratic values and transparent management and record keeping systems. They also said that the decision of membership would be on a case to case basis. An upper limit of 5 to 10% membership to other CSOs was also proposed so that the VOs and COs are able to keep the majority position in the LSO bodies.

Observation: In almost every LSO UC, a number of other CSOs are functioning in health, education and other welfare sectors and they are contributing important development services to the community. They normally had their own sources of internal and external funds, and seasoned social workers. After the formation of the LSO such CSOs either cease to function because their key activists join the LSO or their role is minimised because they are overshadowed by the LSO. In contrast, some stronger CSOs consider the LSO as their competitor for resources. Therefore, having a well thought out policy about other CSOs is important. At present, however, there is no formal policy amongst LSOs on this issue.

Recommendation: LSOs should develop a well thought out common policy on this issue. LSOs of Gilgit, Baltistan and Chitral have a formal policy as well as experience of working with other CSOs. AJK area LSOs can learn from their experience.

Organisation of the poorest households

Indicator 2.5: All poor households who fall under 0 to 24 poverty scores have been organised in men and women COs in the LSO area.

Assessment: The LSOs have carried out Poverty Scorecard (PSC) survey of their UCs with technical support of AJKRSP. However, the result of the survey has not been compiled and shared with the LSOs. Therefore, the study is not in a position to assess the LSOs on this indicator¹.

LSO formation process

Indicator 2.6: The LSO and VO formation process is transparent and all major stakeholders of the UC and village are consulted. Moreover, members of the GB of the LSO and VO have been elected following a transparent and democratic process.

¹ For more discussion on the PSC issue please see Chapter 10

Assessment: Both the LSO and VO formation process is facilitated by NRSP/AJKRSP field team. The field team usually first discusses VO objectives, its formation process with the COs, and the LSO objectives and formation steps with each and every VO formed in the UC. A VO or LSO formation workshop is convened in consultation with



Forest Minister Abdul Qayoum Niazi taking oath of the General Body of LSO Bazm Saher Rural Support Programme

the member COs and VOs. In the case of the VO, member COs nominate their representatives to attend the workshop while in the case of the LSO, the VOs send their nominated members. Generally they nominate their President and Manager. In 75% of the LSOs, the chairperson and the vice chairperson of the UC are active members of VOs. Therefore, they are already part of the process.

Earlier, only VO representatives were involved in LSO formation, but now other prominent personalities of the area like local political figures, representatives of NGOs working in the area and heads of government education and health bodies are also invited in the LSO formation workshop.

The workshop discusses and decides to form the VO or LSO. It also decides the number of representatives in its GB taken from member organisations. Each member organisation then holds its own meeting and nominates its representatives and submits a resolution to this effect to the VO or LSO. *The researcher crossed checked the resolution with the minute books of the member COs and VOs and found that the decision is clearly mentioned in 100% cases.*

The VO or LSO then convenes its first GB meeting and decides its goals and objectives and organisational structure and elects members of its EC. They sign a ToP with RSP. The ToP describes the areas of mutual cooperation, and the roles and responsibilities of the partners in detail. Aside from this, each CO signs a similar ToP with its VO and each VO signs a ToP with its LSO.

Observation: The level of involvement of VOs and COs in the formation process of LSO and VO is commendable. However, currently there is no formal procedure in place to engage stakeholders other than the VOs and COs in the formation process of the LSO and VO.

Recommendation: The VO and LSO formation is a strategic event in the institutional history of the UC. Therefore, stakeholders from all walks of life, including government functionaries like the head of local High School, Middle school, Health Centre etc, the secretary of Union Council, heads of local NGOs and welfare organisations, local heads of national and international NGOs who work in the area and reporters of local and national newspapers should also be invited to participate in the process. To ensure this, AJKRSP should make it an integral part of the LSO formation process. This will increase their ownership in the VO and LSO. Moreover it will help the VO and LSO to access their support, services and funds in the future.

Fair representation of Women in GB of the LSO

Indicator 2.7: At least 33% women represented in the GB of the LSO and its member VOs

Assessment: According to the bylaws of the study LSOs, there should be a minimum ratio of 40% women representatives in both the GB and EC of their LSOs. The average ratio of women membership in the GB of LSOs is 40%. However, the ratio is 30% in 33% LSOs.

The average ratio of women members in the GB of mixed VOs is 57% and the range is 43 to 70%.

Table 2.4: Ratio of Women representatives in GB of mixed LSOs

	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	RCDO Topi	Shah Zaman Found. Chajal	Total
Total GB members	40	28	35	20	97	40	260

Women GB members	16	15	21	10	29	12	103
%age of women GB members	40%	54%	60%	50%	30%	30%	40%

Table 2.5: Ratio of women's representation in GB of mixed VOs

	Budhain i Bari	Bairre e	Kalpar	Wasti Tangra m	Chitra	Tholanga r	Total
Total GB members	14	22	10	12	26	24	108
Women GB members	6	14	7	7	12	16	62
%age of women GB members	43%	64%	70%	58%	46%	67%	57%

Observation: Representation of women in the GB varies across LSOs. In one LSO, the ratio is as high as 60% while in 2 LSOs (RCDO Topi and Shah Zaman Foundation Chajal), it is 30%. The ratio of women COs in these 2 LSOs is 38% and 41%, and the ratio of women members is 38% and 54% respectively. This simply means that the women are not having their due representation in the GB of their LSOs.

Upon query, the leaders of the concerned LSO responded by saying that due to the hilly terrain, transportation facilities in these areas are inadequate and expensive. Unlike men, women cannot walk long distances alone, especially in isolated places. Therefore, despite their request, women from far off areas do not want to become LSO members. Hence they have no option except to nominate male members.

The average percentage of women members in mixed VOs is 57% and the range is 43 to 70%. Women membership in the VOs of RCDO Topi and Shahe Zaman Foundation is 46% and 67% respectively. The high rate of membership of women in VOs compared to the LSOs supports the view of the LSO leaders about the communication problems faced by women.

Recommendation: AJKRSP should motivate the LSOs to adopt a policy whereby all the LSOs allocate 50% instead of 40% seats to women in their GB and EC. After that, dialogues should be held with those LSOs which do not fulfil the condition and guide, and support them to increase women representation. Exceptions would always be there, so if the policy is impractical for a few LSOs for the time being, they should be given exemptions until the appropriate time arrives.

Role of GB in LSO Governance

Indicator 2.8: The GB of LSO and VO have the following powers and they exercise them properly:

1. Approve the bylaws
2. Appointment and removal of EC members
3. Approval of annual plan of operation and budget
4. Approval of annual progress report
5. Appointment of external auditors and approval of audit reports

Assessment: The roles and responsibilities of GB are not clearly mentioned in the bylaws of the LSOs. Instead, all decision making powers have been conferred to the EC.

Since no VO has any written down bylaws, it is difficult to precisely ascertain what powers are assigned to its GB. However, the VO has no Executive Body; therefore, it could be argued that all types of decisions making powers are vested with its GB.

Recommendation: As the name suggest, the EC is primarily responsible for execution of decisions conferred and decided by the supreme decision making body, which is the GB in the case of the LSOs. And that is the logic behind having a two tier organisational structure in LSOs. The LSOs, therefore, should amend their bylaws and empower the GB with its due roles and responsibilities. A simple VO charter should be prepared and then each VO can adopt this after some modifications: this then will be served as VO's bylaws.

Fair representation of Women in EC of LSO

Indicator 2.9: At least 33% women represent in the EC of LSO.

Assessment: As stated earlier, the minimum ratio is 40% according to the bylaws of the LSOs. The average ratio of women membership in the EC of LSOs is 42%. The range is 29% to 57%.

Table 2.6: Ratio of Women representatives in EC of mixed LSOs

	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	RCDO Topi	Shah Zaman Found. Chajal	Total
Total EX.Com members	16	7	7	7	22	20	79
Women members	7	2	4	3	9	8	33

%age of women members	44%	29%	57%	43%	41%	40%	42%
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Observation: The ratio is above 40% in 84% LSOs. However, it is 29% in one LSO, i.e. Pachiot. There are 54% women members in the GB of the LSO. The leaders of the LSO responded by saying that despite their open offer, women are reluctant to become member of the EC simply because they cannot attend the monthly meetings of the EC regularly due to transportation problems. Since the GB meetings are held quarterly or six monthly, women can manage it in one way or other.

Women's marathon to a meeting

The assessment meeting with LSO Pachiot Rural Support Organisation was planned at 10:00 am on 28 February 2011. A few days earlier, heavy snow fall had covered the entire area, resulting a steep fall in the temperature to -5 degree centigrade.

Ms. Nasim Akhtar is the Vice President of LSO Pachiot. She is also the President of Village Organisation Bareen Ballari. Her village is on the opposite side of the hill, so she and her two other colleagues Ms. Shahida and Ms. Yasmeen Akhtar, who are also member of the EC of the LSO walked two hours over a hill top to reach the LSO office to attend the meeting because there is no regular transportation service in the area. The distance is around 15 kilometres one way. The journey becomes more difficult and dangerous during snow fall and rainy seasons. That day they had started their journey at 6 am in an extremely cold and chilly morning and they had to cover the same distance to get back to their village right after the meeting. So literally, it was a day long journey, which seemed more difficult than a marathon for these women because they had to walk over steep slops occasionally covered with snow and dangerously slippery due to snow melting.

Fair representation of poor and poorest members in EC of LSO

Indicator 2.10: At least 10% poorest and 50% poor members represent in the Executive Body of LSO.

Assessment: Due to the absence of PSC data, the LSO members were made to do a wealth ranking of their EC members using the PRA method. The average ratio of representatives of poorest and poor members is 26 and 73% respectively. This is commendable.

Table 2.7: Ratio of poorest and poor members in the EC of LSOs

	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total
Total EC Members	16	7	7	7	7	22	20	17	103
Poorest members	5	1	2	0	4	5	8	2	27
%age of poorest members	31%	14%	29%	0%	57%	23%	40%	12%	26%
Poor members	15	4	6	7	5	14	15	9	75
%age of poor members	94%	57%	86%	100%	71%	64%	75%	53%	73%

Volunteerism

Indicator 2.11: The members of GB and EC of the LSO and the VO work as volunteers.

Assessment: All members of GB and EC of the LSOs and VOs are volunteers. They pay travel cost of meetings and workshops from their own pocket. However, if a member is assigned with such tasks that demand unusual time, responsibility and commitment, like working as a CRP or bookkeeper, he/she may be compensated for rendering such services with payment of a modest honorarium with the approval of the EC. However, no such provision has been made in the bylaws and Human Resource (HR) policy of LSOs.

Recommendation: The bylaws as well as the HR Policy should clearly state such special provisions where the members of the LSO GB and EC could be compensated fully or partially for special duties assigned by the EC or GB as well as reimbursed for actual expenses incurred by the members while rendering official duties.

Bylaws of the LSO and VO

Indicator 2.12: The LSO and VO have a written bylaws approved by their GB

Assessment: Only 25% LSO have properly developed bylaws. Others have simply adopted the sample bylaws developed by NRSP. On the other hand, no VOs have any written bylaws.

Table 2.8: LSOs with a proper bylaws

	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total LSO	%age
Sample bylaws developed by NRSP		*	*	*	*		*	*	6	75%
Bylaws developed by LSO	*					*			2	25%

Observation: Only 25% of the LSOs have properly developed bylaws at hand. The majority of the LSOs have simply copied the sample bylaws developed by NRSP.

No VO has any bylaws in hand.

Recommendation: The bylaws constitute an extremely important document for the LSO and VO. It should be developed after thorough discussion within the organisation as well as with its major stakeholders and be approved by the GB. The purpose of sharing the sample bylaws was to guide the LSOs develop their own set of bylaws and assist its member VOs in developing their own bylaws. It seems that the purpose of sample bylaws has not properly been communicated to LSOs. Therefore, AJKRSP should explain the matter to LSOs and provide facilitation support to develop their bylaws in a proper manner.

Second, the LSOs should also be facilitated in developing bylaws for their member VOs. The sample bylaws given in the Urdu version of Social Mobilisation Manual 2009 could be shared with the LSOs.²

Registration of LSOs

Indicator 2.13: The LSO has been registered under a suitable legal act

Assessment: By the time of the study, 6 LSOs had been registered with AJK District Council under LGRD Act 1990 while the remaining 2 had already started the registration process.

² RSPN (2009); Social Mobilisation ki Amali Kitab 2009 page 114

Table 2.9: Registration status of LSOs

Descriptions	Nairia n	Pachio t	Bazm e Sahar	Chinar Khali Draman	Pear l	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total Reg. LSOs	%age
LSOs registered with Government	*	*	*	*		*	*		6	75%
LSOs in process of registration					*			*	2	25%

Accountability of LSO towards its member VO/COs

Indicator 2.14: The LSO is properly accountable to its member VOs and COs in its plans and actions

Assessment: In the case of LSOs, the following points are important from the point of view of accountability:

1. Active engagement of VO/COs in planning, implementation and monitoring of programme activities
2. Sharing of minutes of meetings and other decisions with VO/COs
3. Progress reporting on programme activities to VO/COs
4. Financial reporting to VO/COs

As discussed earlier that there is a formal system in place whereby the LSOs plan their activities in consultation with member VO/COs and they are actively involved in implementation and monitoring of programme activities. Demand resolutions submitted by COs are filed by the LSO for necessary action. Actions taken on resolutions are informed to the concerned CO through their VO representative or directly to the CO leaders on telephone.

Important and actionable decisions are shared with lower tiers through their representatives. However, copy of minutes of meetings is not shared with them.

Progress reporting on programme activities and financial matters are weak.

Though no such cases have been reported so far where the LSO/VO leaders were changed due to complaints from lower tiers, in one LSO, the Finance Secretary was replaced because he was not giving the requisite time to do his job.

Recommendation: The close relations and active interaction between the LSO management and VO/CO members is partially compensating their deficit in progress reporting. However, they should improve their progress reporting by preparing quarterly and yearly reports in order to improve the LSO image amongst its constituent community as well as other amongst major stakeholders.

Contribution of VO/CO members to LSO

Indicator 2.15: The member VO/COs contribute in cash and kind to support the LSO in its management cost and programme activities

Assessment: Accountability is a two way process. Contribution of constituent members to the apex organisation in the form of membership fee, donation, and share in programmes and project is an effective strategy of keeping it accountable towards its lower tiers.

The table below portrays the portfolio of VO/CO contribution to their LSOs. Around 25% VOs are collecting membership fee from COs and are paying to the LSOs. About 13% VOs reported that they were collecting donations from general members and paying to the LSO to cover its management expenses. All COs contribute to LSO development plans in the form of cash and kind. In fact the COs not only pay their share of cost stated in the ToP of joint projects but they also pay over and above their agreed share if the cost of the project is swelled due to unforeseen reasons and the donor or LSO is not ready to compensate it. Moreover, 100% of the VOs said that they support their LSOs in implementing their planned projects, in the form of collection of data, identification of projects and beneficiary members, monitoring of project and maintenance and management of completed projects.

Table 2.10: Contribution of VO and its members to LSOs

Type of contribution	Budhaini Bari	Bairree	Kalpar	Wasti Tangram	Dareek Town	Chitra	Tholangar	Azizabad	Total	%age
Membership fee collection from COs			*					*	2	25%
Cash and kind contribution to LSO programme activities from member COs	*	*	*	*	*	*	*	*	8	100%
Cash donation from COs to LSO management expenses			*						1	13%
Management support in implementing LSO plans and projects by VO	*	*	*	*	*	*	*	*	8	100%

Observation: Membership fee is a critical indicator of organisational ownership by the constituent members as well as of the financial sustainability of the LSO. Two LSOs have already introduced it by the time of the study and many more were willing to adopt it when the researcher highlighted its strategic importance during the LSO meetings.

Recommendation: AJKRSP should raise awareness amongst the LSOs to make membership fee by COs as mandatory. The amount should be affordable by the maximum number of members. The poorest members could be given exemption. Contribution could be made both in cash and kind (like 5 kg wheat per member per year).

Recognition and ownership of LSO by its member VO/COs

Indicator 2.16: The perception of the VO/CO members is positive about the LSO and VO

Assessment: Both the VO and CO members think very highly of their LSO. As shown in the below tables, 63% VOs ranked their LSOs as excellent and 38% ranked them as good. The perception of CO members about their LSO and VO is higher than that of the VOs, as 75% of them endorsed both their LSOs and VOs as excellent and 25% as good. No VO and CO thought that their apex bodies were performing badly.

The researcher argued with those CO members who had not received any services from their LSO and VO so far as to why they think of them so highly when they had not received any tangible benefit from them. Their common response was “It is our own organisation and it is trying its best to resolve our development issues”.

Table 2.11: Perception of VOs about their LSOs

Descriptions	Excellent	Good	Not Good
No of responding VOs	5	3	0
%age	63%	38%	0

Table 2.12: Perception of COs about their LSOs

Descriptions	Excellent	Good	Not Good
No of responding COs	12	4	0
%age	75%	25%	0

Table 2.13: Perception of COs about their VOs

Descriptions	Excellent	Good	Not Good
No of responding COs	12	4	0

%age	75%	25%	0
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Democratic and timely elections

Indicator 2.17: The LSO and VO hold their elections on time and in a democratic manner.

Assessment: All LSOs and VOs had held their due elections on time. The elections are held through consensus.

Chapter 3: Management System and Infrastructure

Like any other organisation, the LSO and the VO need a proper management system and infrastructure to run their operations smoothly and to get their activities completed efficiently and effectively. The LSO management is responsible for coordinating activities to implement its operational plan approved by its GB and to achieve its mission.

In the case of the LSO, the EC and a limited number of paid staff, like the Accountant, the Manager and the Social Organiser, perform management functions. The VO does not have a separate management body, so like the CO, the GB of the VO is responsible for managing its operations and activities.

Organisational Structure

Indicator 3.1: The organisational structure of the LSOs and VOs has clearly defined lines of authority and responsibility.

Assessment: As stated earlier, the LSO has a two tiered organisational structure. The GB is the supreme and sovereign body of the LSO that is elected directly by member VOs. All other bodies like EC and SCs are accountable to the GB.

In the bylaws of the LSOs, the roles and responsibilities of EC and office holders are clearly defined. Moreover, authorities to make official payments and receipts of funds are properly defined. However, as stated in the Governance section, the roles and responsibilities of the GB is not clearly stated in the bylaws.

The VO is governed and managed by its GB. Generally the VO does not have any Executive or Management Committee. A President, a Manager and a Treasurer are generally elected by the GB as office bearers. However, there are no written bylaws with VOs. The organisational structure has been briefly defined in the ToP that the VO signs with NRSP/AJKRSP. Therefore, they are practicing most of their procedures verbally on the same lines as COs.

Recommendation: The roles and responsibilities of the GB of LSOs must become part of their bylaws. Second, separate bylaws should be developed for the VOs stating goals and objectives, organisational structure, roles and responsibilities of the GB, and office bearers and financial control system etc.

Decision making mechanism

Indicator 3.2: Key decisions of the LSO are made by the GB and EC of the LSOs and VOs in formal meetings.

Assessment: Besides some weaknesses in the record keeping of the minutes of the meetings, all major decisions of the LSOs and VOs are carried out through properly recorded meetings. The high level of confidence of both the elected members of LSOs and VOs as well as general members in their leaders is clear evidence to this effect. Despite probing questions, no complaint was made by any member against the LSO and VO leaders.

LSO and VO meetings

Indicator 3.3: The GB of the LSO and VO hold their scheduled meetings regularly and timely. Attendance of members in these meetings is according to the quorum requirement established in the bylaws.

Assessment of LSO GB Meeting: There seems no consistent policy among the LSOs over GB meetings. One LSO holds no meeting at all in one year; another LSO holds only one meeting annually; while one LSO holds its GB meeting on a monthly basis. In fact this particular LSO does not hold separate Executive Body meetings, so all its meetings are GB meetings. These are clear manifestations of the lack of clarity among LSOs about the role and responsibilities of the GB.

The average percentage of scheduled meetings held is 83%, but the range varies between 50% to 150% by individual LSOs. In fact, 25% LSOs held 50%, 25% LSOs held 75% and 25% LSOs held 100% and 13% LSOs held 150% of their scheduled meetings during the last calendar year. As mentioned earlier, 13% LSOs held no GB meetings at all.

Attendance in the meeting also varies across the LSOs. The quorum requires 50% attendance of total members. The range is 50% to 89%. Only 2 LSOs have recorded the attendance of the present members properly. Others had mentioned only the number of total members attended. Therefore, number of men and women members who had attended the meeting could not be ascertained.

The minutes of meetings were written by 85% LSOs, but only 14% of them had written them properly. The overwhelming majority, of 71%, have not written the minutes properly.

The minutes of LSO GB meetings resembles the minutes of a CO meeting. Ironically, the Karwai Register (minute book) that was designed for the COs had been issued to the LSOs and VOs for recording minutes of their meetings. The Karwai Register was designed according to the needs of the COs, whereby one page is normally enough to

record the minutes of one meeting. But this does not suit the needs of the VO and the LSO meetings where numerous issues are routinely discussed in detail. Therefore, multiple pages are needed to record the minutes properly.

Table 3.1: Status of GB meetings of LSOs

	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Overall status
No of meetings planned during last 12 months	2	0	4	12	3	1	4	4	30
No of meetings held	1	0	6	9	3	1	3	2	25
%age of meetings held	50%	0	150%	75%	100%	100%	75%	50%	83%
%age of total attendance in meetings	Na	0	89%	50%	74%	70%	76%	61%	
%age of men members' attendance	Na	0	Na	Na		60%	85%		
%age of women members' attendance	Na	0	Na	Na	74%	98%	58%	61%	
Minutes are written properly							*		14%
Minutes are written improperly			*	*	*	*		*	71%
No minutes are written	*	0							14%

Na: Data not available

The main reason for not recording the minutes properly is the lack of training in minutes taking. Only one LSO had properly documented the minutes of its meetings, in an A4 size register, and the reason was that an NGO that runs a community school with the LSO had trained them properly.

Recommendations: The GB meeting of LSO is an extremely important event as all policy and strategic issues are discussed and decided in it. Therefore, LSO leaders should be given proper training in conducting the meetings, recording their minutes and sharing them with major stakeholders. Properly designed minute book and attendance registers should be printed and provided to the LSOs on cost.

Assessment of VO GB meetings: As said earlier, VOs have only one management body which is the GB. Therefore, VOs schedule monthly GB meetings. The average number of meetings held during the last 6 months was 96%. However the range is 50% to 150%. As the table shows, 13% VOs held 150%, 50% VOs held 100%, 25% held 83% and 13% held 50% of their scheduled meetings.

Table 3.2: Status of GB meetings of VOs

	Budhaini Bari	Bairree	Kalpar	Wasti Tangram	Dareek Town	Chitra	Tholangar	Azizabad	Overall status
No of meetings planned during last 6 months	6	6	6	6	6	6	6	6	48
No of meetings held	5	9	6	5	6	6	6	3	46
%age of meetings held	83%	150%	100%	83%	100%	100%	100%	50%	96%
%age of total attendance in meetings	95%	86%	68%	91%	87%	45%	53%	53%	
%age of men members' attendance	90%	89%	50%	77%	0	47%	44%	0	
%age of women members' attendance	99%	83%	72%	98%	87%	50%	58%	53%	
Minutes are written properly									
Minutes are written improperly	*	*	*	*	*	*	*	*	100%

According to the VO ToP, an attendance of 66% members is needed for a quorum. The actual attendance in meetings varies between 45% to 91%. Attendance of meetings in 68% VOs is well above quorum. Interestingly, the percentage of women members' attendance is generally higher than of men's.

Like in the case of LSOs, minutes of meetings are recorded in a Karwai Register designed for COs. The quality of minutes writing is poor and there is no tradition of sharing copy of minutes with major stakeholders. The attendance of members is recorded separately in a savings and attendance register again designed for the COs.

Recommendations: The VO leaders need training in conducting proper meetings and recording their minutes. The attendance of members along with their signature or thumb impression should be taken either in the minute book or in a separate register. Properly designed minute books and attendance registers should be printed and provided to the VOs on cost.

Meetings of EC of LSO

Indicator 3.4: The EC of LSO holds its scheduled meetings regularly and timely. Attendance of members in the meetings is according to the quorum requirement established in the bylaws.

Assessment: The overall status of the executive body meetings is quite good. The LSOs held 100% of planned meetings during the last 12 months. The range of actual

meetings held against planned meetings is 92% and 108%. The quorum requirement for the EC meeting is 70%. The actual attendance ratio is quite high, ranging from 72% to 100%. Attendance of members in LSO Shah Zaman Foundation was not recorded properly; therefore, the ratio of men and women attendance could not be calculated. Records from other LSOs exhibit no significant difference in attendance along gender.

LSO Chinar Khali Draman does not hold Executive Body meetings. Instead it holds its GB meetings on a monthly basis.

Minutes of meetings are written in a Karwai register designed for COs. Minutes are written very accurately but without any proper structure.

Table 3.4: Status of EC meetings of LSOs

	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Overall status
No of EC meetings planned in last one year	12	12	12	0	9	12	12	12	81
No of EC meetings held	11	12	12	0	9	13	12	12	81
%age of meetings held	92%	100%	100%	0	100%	108%	100%	100%	100%
%age of total attendance in EC Meetings	85%	100%	96%	0		72%	74%	79%	
%age of men's attendance	67%	100%	96%	0	0	71%	Na		
%age of women's attendance	86%	100%	96%	0	100%	72%	Na	79%	
- Minutes are written properly									
- Minutes are written improperly	*	*	*	0	*	*	*	*	7
- No minutes are written									

Note: Na: Not available

Recommendations: The LSO leaders should be given proper training to conduct the EC meetings and to record their minutes properly. AJKRSP should print properly designed minute book and attendance registers and provide these to the LSOs on cost.

Sharing of minutes of meetings and other information with VO/COs and other stakeholders:

Indicator 3.5: The LSO and VO has a proper system in place to share minutes of its meetings and other information with its member VO/COs and other major stakeholders

Assessment: There is no formal system of sharing minutes of meetings of LSO and VO with their stakeholders in written form. However, major decisions and

actionable points are communicated to member VOs and COs in different ways. In the case of non urgent matters, the representatives of member VOs and COs are made responsible to communicate the decision to their general members in the next meeting. In case of urgent matters, the same members are made responsible to communicate to their members through informal meetings, word of mouth and cell phone.

The Executive Body of the LSO and the GB of the VO and the CO meet regularly on a monthly basis. To regularise the flow of information, the CO meetings are held in the first and second week of the month, the VO meetings are scheduled in the third week and the LSO meeting is held in the last week. Demand resolutions and suggestions passed by the COs are submitted to their respective VOs. If the submitted resolution is actionable by the VO itself, then the VO discusses and decides the matter and responds back to the CO. If the resolution is meant to be submitted to the LSO, then the VO discusses it and submits it to the LSO. The LSO discusses the resolution in its meeting and informs the CO about their decision, if so required. Otherwise the resolution is filed for future action.

Recommendation: At the moment, most LSOs and their VOs are managing their operations mainly informally. The reasons are the lack of proper capacity and the cost involved in the adopting formal systems. However, the registered LSOs should be given proper training in documenting and sharing major decisions with all major stakeholders. Instead of suggesting the stereotypical ways and means of information sharing, the community leaders should be invited to suggest alternative methods which are both cost effective and efficient.

Participation of member organisations in planning, implementation and monitoring of programmes and projects:

Indicator 3.6: Member VOs and COs are actively involved in planning, implementation and monitoring of LSO programme activities

Assessment: Both the LSOs and VOs chalk out their plans and undertake their development activities through member organisations. Most of the activities are implemented by the COs. The COs pass demand resolutions and submit these to the LSO through their concerned VOs. The LSO tries to fulfil their demands through local resources, voluntary services and external resources. On the other hand, if the LSO receives services and resources from NRSP, AJKRSP, AJKCDP, government departments and local NGOs, it discusses the projects in the EC meeting. The members of the EC then take the message to their respective VOs and discuss it in the meetings of the VOs and identify the beneficiary COs. Finally, the beneficiary COs identify the beneficiary members in case of targeted projects like vocational training, poverty targeted schemes etc. and then pass on their decision through a resolution to the LSO. The LSO then implements the projects through the concerned

COs in consultation with the VOs. The VOs support the LSOs in the monitoring of joint projects.

Observation: In the case of donor funded projects, cost sharing formulas, record keeping, monitoring and reporting formats, and the roles and responsibilities of the implementing partners are generally clearly stated in the project documents and in the ToP. Therefore, the LSO, VO and CO play their due role accordingly. NRSP/AJKRSP staff monitors proper implementation and support on need basis.

But in the case of self help initiatives, formal ToPs and formats are normally not in practice. Therefore, coordination and cooperation among different tiers are carried out informally.

Recommendation: Basically due to lack of proper annual work plan and budget³, the programme activities initiated by the LSOs either on self help basis or with support from donors, roles and responsibilities of partners and stakeholders could not be ascertained clearly. To resolve this issue, the LSOs need capacity building support in work planning and budgeting.

Sufficient Office Space

Indicator 3.7: Adequate office space is available to the LSO and the VO for their current level of operations

Assessment: All LSOs have enough office space. Some have even established training centres. Office space is generally rented. In the case of one LSO, the office space was provided by another NGO free of cost.

At the moment, VOs normally do not need a separate office space because their activity profiles are quite low. However, old and more mature VOs are increasingly establishing separate offices. Such a demand driven approach is quite reasonable.

Adequate availability of furniture, computers and equipments

Indicators:

3.8: Adequate furniture, computers and other equipments is available to the LSO for the current level of operations

3.9: Furniture, computers and equipments are kept in a well-maintained condition for smooth running of operation

Assessment: No LSO has adequate office furniture, computers or equipments. However, 38% LSOs have some furniture, while 63% possess nothing. Similarly, no LSO has its own computers. Therefore, they keep their records manually.

³ See Chapter 6 for a detailed discourse on Planning and Budgeting

Table 3.5: Availability of furniture, computers and equipments to LSOs

Descriptions	No of LSOs	%age
Adequate furniture, computers and equipments available	0	0
Only furniture is available	3	38%
Nothing available	5	63%
Total	8	

The available furniture and equipments are maintained in good condition.

Observation: The data managed by the LSOs are already huge and therefore, they need computers to keep them electronically. Due to the lack of computers, the office holders use their own personal computers on a need basis. But this is not a healthy practice in terms of transparency, secrecy and reliability. Official data must be stored in official computers instead of private personal computers.

Recommendation: Computer reduces the work load dramatically and provides massive store house of information. Using a computer, the LSOs can remain connected to the world through internet. All the LSO offices have access to electricity. Therefore they should arrange at least one computer for their offices. The cost of a second hand computer ranges in Rs 5000 to 8000, which the LSOs can arrange easily.

Office Management

Indicators:

3.10: The official records and files of the LSO are organised properly

3.11: The LSO decided office timings that suit its office bearers, community members and other major stakeholders

3.12: The office environment is clean, safe and conducive for women members

3.13: The LSO office and its furniture, computers and equipments are never used for personal purpose or for illegal and unethical causes

Assessment: None of the LSOs had any paid staff. Therefore, either the President or the General Secretary manages the LSO office. The office key is kept with any one of these office bearers.

In most LSOs, the available official records are properly filed and organised, because NRSP/AJKRSP has properly trained LSO leaders in it. However, basic data of social mobilisation, including village profiles, PSC data, profiles of COs and VOs formed.

There is no official timing for opening and closing of the LSO office. The office is opened on need basis, like for meeting, training and workshop. Otherwise the office remains closed.

The office environment is generally clean and safe, and conducive for women. Therefore, women feel no hesitation to come to the LSO office. The fact that attendance of women members in LSO meetings are almost equal, and in some cases higher than men is a sound indicator to this effect.

The fact that there were no complaints from the general members against the office manager of the LSO is an indication that the office furniture and equipments are used only for official purposes.

Observation: AJKRSP has been planning to shift files of the COs and the VOs into the LSO office after giving training to LSO leaders.

Recommendation: This is an extremely positive step towards strengthening LSOs by devolving social mobilisation responsibilities to them. However, proper record keeping will be difficult without a paid and trained person. Therefore, no record should be handed over to the LSOs without hiring a trained person for their proper management. The President, General Secretary and Finance Secretary should provide their support to the paid employee. Preferably, this person should also be trained in bookkeeping so that he/she can maintain both financial and non-financial records of the LSO.

Chapter 4: Human Resource Management

Generically, LSO is a Community Based Organisation (CBO) where volunteers are a distinguishing human resource characteristic. Volunteers serve on the governing body of the LSO, act in management positions and often deliver services to members and clients. As the LSO grows, its activities are increased and diversified and it requires a limited number of paid staff to undertake financial management and record keeping. Thus the LSO will always remain a mix of majority of volunteers and a small number of competent and committed paid staff.

Indicator 4.1: Adequate number of trained people exists within the LSO to carry out important tasks to achieve its goals and objectives

Assessment: The table below shows the number of trained persons with LSOs in each capacity area. The majority of the LSOs have an adequate number of experienced and active men and women in the fields of Office Management, Project Management, Social Mobilisation, Internal Resource Mobilisation and Linkages Development. However, they have very few people who have been properly trained in the sectors of Planning, Budgeting, Financial Record Keeping and Proposal Writing.

Table 4.1: Human Resource Profile of LSOs

Capacity Areas	Trained persons	
	Total	Average per LSO
Office management	42	5
Planning and budgeting	30	4
Financial management and record keeping	23	3
Project management (Execution, monitoring and maintenance)	63	8
Social mobilisation	121	15
Proposal writing	16	2
Internal resource mobilisation	126	16
Linkages development	58	7
Total	479	

The table below exhibits the level of the capacity of the trained people in the LSOs. Three indicators have been used to ascertain the level of capacity: first, the LSO achievements in the relevant field; second, the LSO record and documents in the relevant field; and third, the personal statement of the activists.

According to the table, the LSOs have relatively high quality human resource in the areas of Social Mobilisation and Project Management, while they do not have enough trained and experienced people in the fields of Planning, Budgeting, Financial Management and Record Keeping and Proposal Writing.

They have basic expertise in Office Management. However, that is not sufficient to manage official records and data in a professional manner. Similarly, they have a number of people trained in monitoring of programmes activities, but again that is not sufficient enough to carry out monitoring and developing monitoring reports professionally. And same is the case with progress reporting.

Linkage development is a complex issue, as it is heavily driven by external factors rather than by internal capacity. Currently the bulk of linkages developed by the LSOs with government and donor agencies have mainly been facilitated by NRSP/AJKRSP. Having said that, capacity of LSOs in donor relations and proposal writing are critical factors in linkages development. At the moment, the LSOs have basic skills in this area but they definitely need further training.

Table 4.2: Human Resource Profile of LSOs

Capacity Areas	Quality		
	V. Good	Adequate	Inadequate
Office management	50%	50%	
Planning and budgeting			100%
Financial management and record keeping		13%	87%
Project management (Execution, monitoring and maintenance)	38%	50%	13%
Social mobilisation	75%	25%	
Proposal writing		13%	87%
Internal resource mobilisation		87%	13%
Linkages development		87%	13%

Observation: By simply looking at the capacity profiles of the human resources of the LSOs, it can easily be concluded that the stronger areas (Social Mobilisation, Project Implementation and Maintenance, Internal Resource Mobilisation) are the ones where LSO activists had received training and gained experience at the CO level and the weaker ones (Planning and Budgeting, Financial Management and Record Keeping, Proposal Writing, Monitoring and Reporting) are the new capacity areas that have emerged at LSO level. The financial management and record keeping skills required at the CO level is quite different from what is required at the LSO level, therefore, the community activists are unable to manage financial matters of their LSOs. Similarly, monitoring, reporting, filing and data management at the CO level are quite simple and straight forward, and the community leaders are able to handle them properly with technical support from NRSP/AJKRSP. However,

monitoring and reporting of programme activities and data management and filing at the LSO level are difficult and complex, and the LSO leaders are unable to handle them with their existing capacity. This simply means that the community people need proper training in the newly emerging fields to keep them abreast of the new challenges. This is especially true if LSOs are expected to become self sustaining in their operations.

Recommendation: Planning, Budgeting, Financial Record Keeping, Monitoring and Progress Reporting are the core capacity areas of the LSO. Each of these areas warrants a corresponding capacity building programme. A selected number of LSO leaders should be trained as master trainers. They should first implement their skills develop within their own LSO and member VOs as role models. They should then train other LSO and VO leaders through a combination of classroom training and exposure visit to the model LSO and VOs.

Proposal writing is a difficult subject and it would be extremely unlikely that the LSOs find capable people to develop project proposals independently. Therefore, AJKRSP has to support the LSOs for a while. However, some experienced people should be given training in basic concepts and data collection etc. so that they can do the ground work and provide required data and information to the experts who can then in turn compile the proposals easily and quickly.

The financial management issue will be discussed in detail in the next chapter.

Chapter 5: Financial Management

Financial Resources

Indicator 5.1: Adequate financial resources are available for the smooth running of LSO operations at the current level of operation through its own resources

Assessment: Due to lack of proper financial records, it was impossible to determine the operational cost of the LSOs confidently. However, the LSO leaders said that they generally meet their operational cost through donations by members of the EC. In some LSOs, the contribution is fixed on a monthly basis while others collect donations on a need basis. In both cases, the poorest members are exempt from mandatory contributions.

Two LSOs (25%) have established training centres and they earn modest amounts as training fee. The fee amount is used to cover the rent of the premises, honorarium to trainers, training materials etc. In case of surplus income, the amount is transferred into the LSO account, while in case of deficit, the LSO bears it out of its other resources.

Members of the Women LSO Bagh Town gather to meet the researcher during their institutional assessment.



Two LSOs (25%) had introduced a membership fee on member COs. The Women LSO (WLSO) Bagh had introduced membership fee in 2010 while LSO Bazme Sahar adopted in 2011. WLSO Bagh charges a fixed amount on each CO on annual basis. But the membership fee was not mandatory. So in the first year, 75% COs paid their membership fee of Rs 27,000 to the LSO which is quite encouraging.

Cash donation from general members is practiced by 25% LSOs while in kind donation has been experimented by only 13% of the LSOs. Experience elsewhere suggests that donation in kind, if pursued properly would be a more reliable as well as larger source of fund for the LSOs, compared to cash donations.

None of the study LSOs have been able to generate any endowment fund.

Table 5.1: Status of sources of funds of LSOs

Sources of Fund	No of LSO	%age
Membership fee	2	25%
Service Charge Income	2	25%
Donation by Executive Body members	8	100%
Cash donation from general members	2	25%
Donation in Kind from members	1	13%
Income from Endowment Fund	0	0%

Recommendations: Each LSO incurs around Rs. 35,000 annually in operational cost. Currently they develop no proper budget; hence they do not plan and execute a formal resource mobilisation plan. Therefore, they meet their expenses on an ad hoc basis. The LSOs should develop at least a three year budget of their operational cost, and based on that they should develop a three year resource mobilisation plan. Preferably, the LSOs should diversify their sources of income in membership fee, donation from general members, in cash and in kind, and service charge income.

The practice of donation by EC members should be discouraged because in the long run, this practice would prove counter productive as these people would consider themselves the owner of the LSO and thus would influence their power in the decision making process. Moreover, general members would never dare to ask them about LSO accounts, which would constitute a serious blow to the culture of transparency and accountability.

Annual Work Plan and Budget

Indicator 5.2: Process of developing annual work plan and budget has been developed and is followed by the LSO

Assessment: Annual Work Plan establishes what is to be done when, and what financial resources will be required to implement them. Thus, the Annual Work Plan

establishes the basis for the Annual Budget. The budget is not simply a facet of the Annual Work Plan but also a control mechanism. The budget serves as a standard for comparison, a baseline from which to measure the difference between the actual and planned uses of financial resources. Thus, the Annual Work Plan and the Budget are essential documents for effective financial management of the LSOs.

However, there is no proper system of developing annual plans and budget in the LSOs. Therefore, there is no sound and reliable basis for financial management in the LSOs.

Recommendation: LSOs need proper facilitation in developing their Annual Work Plan and Budget. AJKRSP should support LSOs in this regard.

Financial Policy and Reporting Systems

Indicators 5.3: Adequate Financial Policies and Reporting Systems are in place in the LSO

Assessment: Financial Policies (accounting, procurement etc) and Reporting System (report of income and expenses, and financial status to Executive and GB of LSO as well as other stakeholders) are statutory requirements for LSOs. These are basic tools of transparency and accountability. However, no LSO has adopted either any formal financial policies or any financial reporting mechanism. Despite the fact that preparation of financial statement on quarterly and yearly basis has been clearly mentioned in their bylaw, no LSO prepares these documents.

Recommendation: The LSOs should adopt a simple financial policy⁴ and follow it. No proper audit of an LSO can be carried out without a formal financial policy. AJKRSP should arrange training courses for LSO leaders on the understanding and implementation of the financial policy. Moreover, the LSOs should prepare financial records and share Income and Expenditure accounts and Balance Sheets with its EC and GB, and other major stakeholders at least on annual basis.

Accounting System

Indicator 5.4: An accounting system appropriate to the LSO functions exists and is maintained properly.

Assessment: There is no proper accounting system in place within the LSOs.

Recommendation: AJKRSP should develop a simple accounting package and train LSOs in it.

⁴ A specimen has been given on page No 159 of Urdu translation of Organisational Development Manual for LSOs published by RSPN.

Financial Record Keeping

Indicators 5.5: The LSO properly maintain the following financial records:

1. Receipt Book
2. Paid Bills/Vouchers
3. Cash Book
4. General Ledger
5. Bank Reconciliation Statement

Assessment: As shown in the table below, the financial record keeping status of the LSOs is very poor. No LSO maintains complete financial records. Therefore, none of them can report Income and Expenditure Accounts and Balance Sheets to its management and other stakeholders. One LSO maintains a Receipt Book, Paid Bills, a Cash Book and a Bank Reconciliation Statement. But due to lack of the General Ledger, it is unable to extract any financial statements.

Table 5.2: Financial Record Keeping Status of the LSOs

Types of financial Records	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Overall Status	
									Yes	No
Receipt Book	n	n	n	n	n	y	n	n	13%	88%
Paid bills/vouchers	y	n	y	y	n	y	y	y	75%	25%
Cash Book	n	n	n	n	n	y	n	n	13%	88%
General Ledger	n	n	n	n	n	n	n	n		100%
Bank Reconciliation statement	n	n	n	n	n	y	n	n	13%	88%

Y= Yes n= No

Recommendation: LSOs urgently need proper training in financial record keeping.

Authority for Expenditures

Indicator 5.6: Authorities to incur expenditures are clearly defined at all levels and are observed.

Assessment: To ensure a high level of transparency and accountability, the LSOs will have to establish authorities to incur expenditure. Currently, the President and the Finance Secretary of the LSO, or whoever else are the bank signatories, can make all types of expenditures in the LSOs.

Recommendation: The LSOs should clearly assign authorities for expenditures. The authorisation limit the LSO President should be confined to a maximum limit and expenditures above that limit must be authorised by the EC.

Operation of LSO Bank Account

Indicator 5.7: The bank accounts of the LSO are jointly operated by at least two designated signatories.

Assessment: Official bank accounts of all LSOs are operated by two designated signatories.

Financial Reporting

Indicator 5.8: Financial Reporting of the LSO is accurate and timely

Assessment: According to the bylaws, LSOs are supposed to prepare their financial statements on quarterly and annual basis. So it is a statutory requirement for them that they regularly prepare financial statements to report their financial status to the management as well as to other major stakeholders. The annual financial report has to be submitted to the registration authority within a specified period after the closing date of annual accounts. However, no financial statements are prepared by any LSO.

Recommendation: Currently no LSO has any trained accountant capable of preparing financial statements. Therefore, AJKRSP should help LSOs in hiring trained people, who firstly update their financial records and then prepare their financial statements. LSOs should be asked to pay the cost.

In the future, the LSOs should be asked to hire trained men and women to ensure proper maintenance of financial records on time.

Audit of LSO accounts

Indicator 5.9: The LSO accounts are regularly be audited by an external audit firm

Assessment: Only one LSO had had its account audited by an external auditor. But the quality of the audit report is very poor. The auditors themselves had prepared the Income and Expenditure Account directly from the Cash Book. No Balance Sheet has been prepared; therefore, the net worth of the LSO finances is still a mystery. Other LSOs have never been audited by any internal or external auditors.

Recommendation: Audit of financial accounts by an external auditor is a statutory requirement for all registered LSOs. Therefore, the LSOs must take immediate steps in this respect. As a first step, AJKRSP should audit LSOs.

Financial Management and Record Keeping of VO

Assessment: The financial management and record keeping situation is the same in VOs as they are in the LSOs.

Recommendation: The recommendations made for the improvement of the LSO's financial management and record keeping systems are also valid for VOs.

Chapter 6: Planning and Budgeting

Indicators:

- 6.1 The LSO and VO has a 3 year Development Plan
- 6.2 The LSO and VO has an annual Work Plan and Budget
- 6.3 The LSO and VO properly implement the Annual Work Plan and Budget

Assessment: No LSO or VO has a properly developed 3 year Development Plan or Annual Work Plan in hand. However, 50% LSOs have a list of prioritised activities with them that they call their Planning. There is no tradition of developing a proper Budget at the LSOs and VOs. In fact they have never been trained in proper planning and budgeting therefore they do not know how to develop them. Most of the LSOs and VOs are practicing whatever they have been taught by NRSP and AJKRSP.

Recently, LSO leaders were given a short training in developing a Village Development Plan (VDP). But the VDP in effect is only a list of prioritised development activities.

Table 6.1: Status of Annual Work Plan nad Budget by LSOs

LSO has developed annual plan and budget	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Overall Status		
									Proper Plans	Improper Plans	No Plans
Proper Plan & Budget									0		
Improper Plan without Budget		Y	Y	Y	Y					50%	
No Plan & Budget	Y					Y	Y	Y			50%

Recommendation: Development programs are the strongest signal of the success and value of the LSO. To deliver relevant development programmes efficiently and effectively, the LSO must have proper Operational Plans. LSOs rarely undertake a detailed planning process. As such, their planning remains short term and ad-hoc. To overcome this weakness, the LSO must have 3-5 year operational plans drawn from its objectives. The Operational Plans should establish the activities and budgets for both the operated and programme parts of the LSO for the next 3-5 years. As a next step, the LSO should develop an annual operational plan directly drawn from the 3-5 year plans.

The budget is a detailed plan of income and expenses expected over a certain period of time. In other words, a budget is the organisational plan stated in monetary terms. The budget can provide guidelines for managing future revenues and expenditures of the LSO. The purpose of budgeting and budgetary control procedures is to:

- prepare annual and/or operational budgets of the LSO
- record monthly expenditure against each budget code
- record cumulative expenditure to date by budget code
- compare and monitor cumulative expenditure by budget code to the original (or revised) budget allocations from the donors.

The LSOs and VOs urgently need proper training and facilitation in development planning. Therefore, AJKRSP should develop a training module and train master trainers in the LSOs. The master trainers should be given the responsibility of facilitation and support to both their LSO and member VOs in developing 3 year development plans as well as an Annual Work Plan and Budget.

Participation of member organisations in LSO and VO Planning

Indicator 6.4: The programme priorities of the LSOs and VOs are defined in collaboration with member organisations

Assessment: There is a proper system in place whereby COs regularly submit their demand resolutions for programmes and services to their VOs as well as to the LSOs. The LSOs and VOs keep these resolutions filed and incorporate them in their plans whenever resources become available through internal and external sources.

Self help Activities

Indicator 6.5: The LSOs and VOs regularly plan and implement programmes and projects on self-help basis

Assessment: Table below exhibits the status of self help activities initiated by the LSOs. The average number of self help initiatives is 18 and the average cost comes to Rs 1.22 million. Data of cost of self help activities was not available with 2 LSOs. It is worth noting that a single activity of flood relief donation to effected people of Khyber Pakhtunkhwa dominates the cost of self help activities in most of the LSOs.

Table 6.2: Self help initiatives by the LSOs

Descriptions	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total	Average
No of activities	4	3	28	6	5	73	16	5	140	18
Cost (Rs million)	na	2.93	1.23	na	0.03	1.25	1.88	0.04	7.34	1.22

na= Data not available

Table 6.3: Self help initiatives by VOs

Descriptions	Budhaini Bari	Bairree	Kalpar	Wasti Tangram	Dareek Town	Chitra	Tholangar	Azizabad	Total	Average
No of activities	Na	8	3	2	30	4	na	3	50	8
Cost (Rs million)	Na	0.268	0.033	0	0.289	0.227	na	0.5375	1.35	0.23

na= Data not available

Observation: Due to a lack of training, the LSOs do not keep record of self help initiatives properly. In fact, most LSOs do not consider such activities as part of their annual plan. There are huge potentials for self help activities in the LSOs and VOs. Therefore, leaders of both the LSOs and VOs need proper orientation in the importance of self help initiatives as well as proper training in their planning, budgeting, monitoring and reporting.

Goodbye to Thana and Kachuri

Right after the formation of the LSO, The Rural Community Development Organization (RCDO) in Union Council Topi, District Bagh, realized that due the widespread in-fighting, disputes and crimes across the area, the social fabric of the society was severely fragmented. The local community was heavily paying its price in social, cultural and economic terms. For example feuds amongst rival groups were reflecting over development projects as due to the disagreement over the type and/or location of the projects, allocation of government funds to the UC was suffering severely. Moreover, unnecessary court litigation against each other was on the rise, where, despite paying heavy fees and bribes to the courts and lawyers, nobody was receiving the due justice, instead businesses, and families were becoming bankrupt. As a result of such lawlessness, the youngsters were increasingly becoming gangsters and they were committing all types of crimes, *inter alia* theft and abduction of girls.

The LSO leaders discussed the matter in its meeting and decided to tackle it on a self help basis. They therefore set up a “Reconciliation Committee” on 13 March, 2008 which handles cases of disputes and crimes in the UC.

The Reconciliation Committee comprises of 25 members of the GB and 8 members of the Executive Body elected from the COs, VOs and the LSO. Thus it has representation from all over the UC. It has developed its own bylaws and holds annual elections to select members. It meets on a monthly basis. Moreover, it calls emergency meetings on a need basis. The absentee members have to pay a fine that is deposited in the committee fund account.

The Committee selects a 3 member arbitration team to adjudicate on cases that come up to it. Care is taken to select the most suitable persons according to the nature and demand of the case. If the accused does not accept the verdict of the Committee, they are put under a social boycott, until they accept the verdict. So far,

all verdicts have been accepted.

Since 13 March, 2008 the committee has resolved 113 cases, the details of the cases are as follows:

S. No	Type of Cases	No
1	Murder	1
2	Land Disputes (ownership rights and site selection for development projects)	55
3	Women's Abduction	13
4	Theft	15
5	In-fighting and other common disputes	29
	Total	113

The single murder case was 15 years old, in which two people were killed by the murderer and he was since hiding in no go areas. The arbitration committee reconciled the case by paying blood money to and seeking forgiveness from the victim's family.

By virtue of this committee, society at large has benefited greatly. The actions of the committee have resulted in a 98% drop in the number of crimes in the UC. The people get swift justice at no cost. They do not have to go to the police or to the courts which helps them avoid giving heavy fees and bribes as well as a waste of precious time. The criminals have moved away from bad deeds and are working for their livelihoods instead. Earlier on, those who committed crimes used to get away by paying bribes, however now they are punished by a fine and seeking forgiveness from the victim parties. The image of the CO, VO and LSO has increased many folds among common people; hence their trust in their local institutions has also multiplied.

Cost effective Implementation of LSO activities:

Indicator 6.6: The LSO programmes are being implemented efficiently and effectively

Assessment: Without proper financial records, it is difficult to confidently ascertain the cost efficiency of the programmes and projects. However, the fact that the beneficiary members contribute towards their programmes and projects in the form of cash donation and free labour is a clear indicator of their trust in the honesty of the LSO and VO leaders. Additionally, despite repeated queries by the researcher, there were no complaints reported by the general members about any unnecessary expenditures by LSO and VO leaders. Neither were there any reports of such complaints made to AJKRSP staff, who monitor the LSOs and VOs on a regular basis.

Also, the members of the Executive Body, who manage the financial matters themselves make regular cash contribution to meet the operational cost of the LSO besides providing their valuable time towards meetings and workshops, and towards managing programmes and projects. These are reliable enough indicators that the programmes and projects of the LSO and VO are cost efficient.

The fact that the completed programmes and projects initiated by LSO and VO are still being managed and maintained by the beneficiary community through regular payment of user fee, if required, clearly indicates the effectiveness of the LSO programmes.

Monitoring of Programmes and Projects

Indicator 6.7: The LSO and VO properly monitors their programmes and projects
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Assessment: All LSOs monitor programmes and projects executed directly by them as well as the ones that are implemented by the member VO/COs. In the case of donor funded projects, generally the monitoring mechanisms are defined and monitoring formats are given. The roles and responsibilities of the partner organisations are chalked out in the ToP. Moreover, NRSP/AJKRSP staff also support LSOs and VOs in compiling monitoring formats and data on a need basis. So monitoring of such projects is carried out properly. However, in the case of programmes and projects started through self help initiatives, proper monitoring tools and formats are never developed because the LSO and VO leaders have no training in this field. Therefore, monitoring of self help programmes and projects are carried out informally.

Recommendation: Proper monitoring is the key to efficient and effective implementation of programmes and projects. The LSOs and VOs should develop monitoring indicators and formats for their self help programmes and projects with technical support from AJKRSP, fix responsibilities, and carry out their monitoring properly.

Satisfaction of community members with programmes and projects of LSO and VO

Indicator 6.8: Community members are satisfied with the performance of the LSO and VO
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Assessment: The perception of VO and CO members about the overall performance of their LSO is quite positive as 63% of VO members and 75% CO members ratify their LSO as Excellent.

Table 6.4: Perception of member VO/COs about LSO Performance

Descriptions	VO		CO	
	No.	%age	No.	%age
Excellent	5	63%	12	75%
Good	3	38%	4	25%
Not Good	0	0	0	0
Total	8		16	

Similarly, the perception of CO members about the performance of their VOs is also quite high. Interestingly, the aggregated number of COs ratified their LSOs and VOs as “Excellent and Good” are the same i.e. 12 and 4. However, further analysis revealed that they were not necessarily the same COs in both cases.

Table 6.5: Perception of member COs about VO Performance

Descriptions	No	%age
Excellent	12	75%
Good	4	25%
Not Good	0	0
Total	16	

Reporting of Programmes and Projects

Indicator 6.9: The LSO and VO regularly reports on its programmes and projects to member organisations, donors and other major stakeholders

Assessment: This is another weak management area of LSOs and VOs as none of them have a system of producing proper progress reports regarding their annual plans and projects.

Recommendation: The LSOs and VOs should be trained to develop simple progress reports on quarterly and annual basis and share these with their management, member organisations and other major stakeholders.

Chapter 7: External Relations

External relations are essential for the LSOs to build links and supportive partnerships. These relationships depend on the LSOs becoming known within pertinent communities and establishing an image and track record that reflects their achievements. Building these types of relationships strengthens and widens their impact through partnerships and collaboration with government agencies, donors and other civil society organisations active in the same sectors and geographic areas.

The primary relationship of LSOs is with their community or constituency they serve, whether as an advocate or as a direct service provider. Additionally, the LSOs will make contacts and enhance their reputation with government agencies and officials, with other civil society organisations and with the for-profit business sector. Communities and the constituents of the LSO are best served when the government, business and civil society sectors cooperate to deliver the goods and services communities need and want.

Recognition of LSO by its member communities

Indicator 7.1: The LSO and VO is recognised as a valuable resource by its member communities

Assessment: As exhibited in Tables 6.4 an overwhelming 75% of the constituent communities recognise their LSOs as Excellent and the remaining 25% recognise them as Good. No CO members reported their LSOs as Not Good. Moreover, 100% COs said that they would continue their membership with both their LSOs.

Recommendation: During his meetings with the COs, the author noticed that a number of COs had received no tangible benefits in terms of development projects etc from their LSOs. Despite that they still ranked their LSO as excellent. On query, the CO members responded that the LSO is their organisation and that it always discusses their development issues with them, responds to their demand resolutions and is trying its best to resolve them. Therefore, they think that the performance of their LSO is excellent.

It is, therefore, strongly recommended that the LSOs should at least keep the current level of active engagement with their member COs. Moreover, they should plan and execute such self help activities that demand no or very little cash support and serve the maximum number of COs through programmes and projects. Otherwise, they will tend to develop desperation and begin to envy those COs that are receiving programmes and projects from the LSO.



Verification of records of VO Bhudani Bari, LSO Nairian by the researcher

Mobilisation of volunteers and cash contribution from community members

Indicator 7.2: The LSO is always able to attract adequate volunteer support and cash contribution for their activities

Assessment: As it has been shown in table 2.10, both in donor funded and self initiated programmes and projects, member communities contribute their share of cost in the form of free labour, low paid labour, local material and cash. Moreover, in 25% LSOs, the COs are paying an annual membership fee to the LSO.

Linkage development with donors

Indicator 7.3: The LSO is able to develop linkages with donor community and attract their resources for its programmes

Assessment: The LSOs have been highly successful in attracting donor support for their programmes. On average each LSO has received Rs. 9.29 million to support 32

projects by 4 different donors. Despite the fact that most of these donor funded projects were channelled through NRSP/AJKRSP, the figures are no doubt remarkable. This shows the capacity and capability of the LSOs in successfully implementing development programmes.

Recommendation: The LSO is relatively a small organisation; therefore, establishing development linkages with it independently may not be cost effective for larger donors. Accordingly, active catalytic support of AJKRSP is required in this respect. However, this should never make an excuse for LSOs to not seek development linkages with smaller and larger donors independently. AJKRSP should provide capacity building support to the LSO leaders and act as guarantor if required. AJKRSP should also use its influence to motivate donors for policy reforms in favour of LSOs.

Table 7.1: Status of LSO linkages with donors

LSO linkages with donors	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total	Aver.
No of donors	8	3	2	2	3	11	4	2	35	4
No of projects	28	40	35	33	7	73	35	4	255	32
Total Cost (Rs Million)	6.43	15.66	7.03	7.38	0.46	29.77	3.14	4.45	74.32	9.29

Contact with policy makers

Indicator 7.4: The LSO has contacts with policy makers (politicians, government officials, senior officials in donor community) and engage them in development dialogues

Assessment: Given the socio political set up of AJK, the Kashmir Legislative Council, Local Government Department, Government Line Agencies, Local Administration and donor agencies working in the area are main policy makers regarding local development. The Local Bodies elections have not been held since long therefore, the power of resource allocation has been vested in with the Member Legislative Assembly (MLA).

Out of 8 LSOs, 6 report having established contacts with their relevant MLA. Apart from engaging the MLA in their development issues, they report numerous anecdotal examples of successfully using their influence to allocate government development funds for projects and programmes identified by their member communities.

The two LSOs who have not yet been able to establish any contact with the MLA are both women LSOs working in the town areas of Rawalkot and Bagh. The reason of their failure could be attributed to their less active role in politics. In other words, politicians are more easily influenced with political clout than any other factor. However, one of the women LSOs has established linkages with the Deputy Commissioner office and engaged him in its programmes and projects.

Around 75% LSOs have established development linkages with Government Line Departments. Through these linkages, the LSOs mainly arrange proper distribution of input supplies like improved seed, chemical fertiliser, planting material and to deserving community members and campaigns for vaccination, de-worming and health camps etc using VO and CO platforms.

It is expected that these relationships will help the LSOs becoming known within pertinent government agencies and donor communities and establishing an image and track record that reflects their achievements.

Table 7.2: Status of LSO linkages with Policy Makers

Policy Making Body	No of LSOs with linkages	%age
Member Legislative Assembly (MLA)	6	75%
Local Government	3	38%
Government Line Departments (Agr/L.Stock/Forestry/Health/Zakat)	6	75%
Deputy Commissioner	1	13%

Assessment: Despite the increasing trend of LSOs having linkages with Government bodies and donor agencies, it is worth noting that these are all informal, ad hoc and in most cases personalised. Therefore, both LSOs and RSPs need to work hard to make them institutionalised and formal, because only then will they be able to influence the development policies of the government and non-government agencies in favour of the poor and other marginalised groups.

Networking and sharing of resources with civil society organisations

Indicator 7.5: The LSO networks and shares resources with local, national and international civil society organisations to pursue objectives of common interest
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Assessment: According to the table 7.3 given as below, 63% of the LSOs have established development linkages with 13 different Civil Society Organisations. However, most of these linkages are one-sided, i.e. the other Civil Society Organisations provide resources and services to the LSOs. None of these relationships are for networking and lobbying for common issues.

Table 7.3: Status of the LSO having relations with other Civil Society Organisations

No of LSOs having development relations with other Civil Society Organisations	5
%age of LSOs	63%
No of Civil Society organisation	13

Recommendations: The LSOs first need to establish their own networks at Tehsil and District level and then offer other Civil Society Organisations to become

member of the network to take joint actions to pursue issues of common wider interest of the community.

Contact with Local Government

Indicator 7.6: The LSO has contacts with Local Government and engage them in its development programmes

Assessment: Though there are no elected bodies of Local Government at the moment in AJK, the Local Government system exists and is active. The development planning is carried out by the Local Government in consultation with Kashmir Council members. The projects are executed through village councils, which are a type of project committee.

The entire system of Local Government is heavily politicised, corrupt and inefficient. Therefore, LSO leaders are least interested in establishing linkages with the Local Government from the platform of their LSO. Only 3 or 38% LSOs reported having relations with the Local Government, for trivial issues like birth registration, which has become compulsory in AJK.

LSOs can bring about significant amount of transparency and accountability in the system, provided they are given the roles and responsibilities of Village Councils. However, it requires proper policy advocacy with the policy makers by both AJKRSP and LSO leaders.

Table 7.4: Status of LSO having relations with Local Government

No of LSOs having development relations with Local Govt	3
%age of LSOs	38%

Relations with for profit business sector

Indicator 7.7: The LSO has relations with the private business sector for technical expertise, material and human resources for its programmes

Assessment: Despite availability of numerous opportunities for exchange and intermediation of community resources with private business sector, no LSO has yet established any formal or informal relations with them. The main reason seems to be the lack of innovative ideas and experience within LSOs in this sector.

Recommendation: This is an area with unlimited options and huge benefit opportunities for both the local community and the business sector. However this is highly risky as well. Therefore, AJKRP should facilitate the LSOs in this respect by using its existing expertise as well as by hiring some experienced consultants.

Requisite knowledge and skills in donor and public relation

Indicator 7.8: The LSO has the requisite knowledge and skills to contact and engage in donor and public relation

Assessment: Though 100% of the LSOs have established a number of development linkages with Government agencies, donor communities and Civil Society Organisations, the fact remains that most of these linkages have been influenced by NRSP/AJKRSP. No doubt the LSOs have basic skills and expertise of donor and public relations, they still need further training in terms of proposal writing, monitoring, reporting, financial management and record keeping, all of which are essential to create as well as sustaining these relationships.

Invited press attending an event convened by the LSO Pearl, Dareak Town Area, Rawalakot



Print and electronic media has emerged as a powerful tool for public relations. Despite the fact that few LSOs occasionally manage to publish news about their activities in the local and national press, the capacity of LSOs is very weak in this sector. Therefore, the LSOs need proper training to use media in the benefit of the larger public as well as for building their own image in the eyes of the general public, government and donors.

Chapter 8: Sustainability

Sustainability refers to the long-term continuation of an organisation, program or project. The LSO has been conceived as a permanent institution. Therefore, sustainability of its very existence as well its operations to an acceptable level is a key capacity consideration.

Sustainability of completed projects

Indicators:

- 8.1 The programmes and projects of LSOs are supported by the beneficiary community by contributing in cash, local material and labour etc.
- 8.2 The completed projects of LSO are properly managed and maintained

Assessment: As stated earlier, the LSOs generally implement their programme activities through member COs and VOs. The beneficiary communities contribute significantly towards LSO programme activities in cash, local material, labour and user fee etc. A management and maintenance mechanism is built in the design of each project. Therefore, all completed projects of the LSO are well maintained.

Institutional Sustainability

Indicator 8.3: The LSO can attract enough volunteers to implement its programme activities

Assessment: The members of GB and Executive Body are 100% volunteers. Also, the LSOs implement their programmes through member VOs and COs, and their members and leaders are also 100% volunteers. Moreover, the general members of the community readily provide free labour whenever such a need is raised.

It is interesting to note that the Three Tier Structure has a built in mechanism of mutual cooperation, coordination and accountability that directly contributes towards institutional sustainability of the system.

Indicator 8.4: The LSO has developed partners with NGO, Government and others

Assessment: The LSOs have strong institutional links with NRSP/AJKRSP. NRSP/AJKRSP provides social guidance, technical and financial support to the LSOs and also facilitates accessing funds and services from government and donor communities. Also, the LSOs are increasingly establishing development linkages with Government Line Departments, and local, national and international donors independently.

Recommendations: As discussed in length under chapter 7, LSOs are heavily dependant upon NRSP/AJKRSP for developing partnership with government and donor communities. This is a weak capacity area and the LSOs need to work hard to overcome their deficiency.

Financial Sustainability

Diversified Resource Base

Indicator 8.5: The resource base of LSO is sufficiently diversified

Assessment: The resource base of the LSOs is considerably diversified, as the average number of resources comes to 7. The first two resources of funds are mainly used to finance the operational cost of the LSOs. The third resource is mainly used for maintenance and management of completed projects. The remaining resources are mainly used to fund LSO programme activities.

Table 8.1: Resource Profiles of LSOs

Type of Resource	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total	%age
Donation from Ex. Body members	*	*	*	*	*	*	*	*	8	100%
Membership fee from COs			*					*	2	25%
Service Charge Income	*							*	2	25%
Cash Donation – community	*	*	*	*	*	*	*	*	8	100%
In kind donation – community	*	*	*	*	*	*	*		7	88%
Donation from National/International donors	*	*	*	*	*	*	*	*	8	100%
Donation from local NGOs	*	*				*	*		4	50%
Donation from Government	*					*	*		3	38%
Input supplies from Government Departments	*		*	*		*			4	50%
Donation from NRSP/AJKRSP	*	*	*	*	*	*	*	*	8	100%
Line of Credit from Private Bank								*	1	13%
Total	9	6	7	6	5	8	7	6	55	
Average									7	

Observation: Though the resources of funds for LSOs are considerably diversified, the bulk of funds are currently coming from national and international donors and NRSP/AJKRS.

Recommendation: Reliance upon few sources of funds, especially on larger donors is not a healthy sign. Therefore, LSOs should try to raise funds from other resources that are more reliable, like donation from community members in the form of cash and kind, membership fee from COs and the like. Only one LSO has successfully negotiated, with the Bank of Khyber in this case, for providing line of credit to its member COs. Other than that no LSO has yet mobilised any funds from the private sector which promises huge potential.

Fund Raising Capacity

Indicator 8.6: Proposal writing and adequate fund raising capacity exists within LSO

Assessment: While a number of people in each LSO have basic skills and experience in fund raising both from internal and external sources, their fund raising capacity is quite limited compared to their tremendous potential.

Recommendation: As said earlier, LSOs need proper training in resource mobilisation from local communities, Government Departments and Private Sectors.

Proposal development is a professional job. No LSO has such people who can develop project proposals independently. Therefore, NRSP/AJKRSP will have to provide active support to LSOs in this respect. However, LSO leaders should be given training in identifying and prioritising new ideas, collecting data and information, and incorporating community needs and aspirations in the project proposals.

Chapter 9: Gender Equality

The GAD approach to development recognizes that women, poor men and other disadvantaged groups are the victims of social structures that impact them negatively. The ultimate goal of such an approach is to create equitable and sustainable development with women and men as decision-makers through empowering these groups to create social transformation with a gender perspective. It proposes taking into account the different practical and strategic needs of women and men at all stages of a project cycle, which involves gender mainstreaming.

Organisation of women in COs

Indicator 9.1: There are focussed efforts from LSOs on organisation of maximum women in COs

Assessment: Without bringing them into the organised fold, women will never be able to access development programme activities on a sustained basis. Being an organisation of the people, the LSOs are expected to make focussed efforts for organising maximum women.

As stated in chapter 2, the ratios of organised men and women members in the 6 mixed LSOs is 49% and 51% respectively. The range is 33% and 62%. Thus, 100% LSOs are making focussed efforts in organising women.

Women's representation in LSO and VO GB and EC

Indicator 9.2: There is at least 33% representation of women in the LSO and VO GB and EC

Assessment: Representation of women in the leadership positions of the LSO is a strategic measure of their social empowerment. The average ratio of women membership in the GB of LSOs is 40%, while 50% LSOs have over and above 50% members, 17% LSOs have 33-49% members and 33% LSOs have less than 33% members in their GB.

Table 9.1: Ratio of women members in LSO GB

Range	No of LSO	%age
50% and above	3	50%
33% to 49%	1	17%
Less than 33%	2	33%
Average		40%

The average ratio of women members in the GB of mixed VOs is 57% and the range is 43 to 70%.

Table 9.2: Ratio of women members in VO GB

Range	No of VOs	%age
50% and above	4	67%
33% to 49%	2	33%
Less than 33%	0	0%
Average		57%

The average ratio of women membership in the Executive Body of LSOs is 42%. Around 17% LSOs have over and above 50% members, 67 LSOs have 33 to 49% and 17% LSOs have 17% women members in their Ex. Body.

Table 9.3: Ratio of women members in VO Ex. Body

Range	No of LSO	%age
50% and above	1	17%
33% to 49%	4	67%
Less than 33%	1	17%
Average		42%

Recommendation: The LSOs having less than 33% members in their General and Executive Bodies need to address the issue of under representation of women urgently by electing more women members.

*Meeting with VO Budhani Bari, LSO Nairian*

Capacity of LSO leaders in gender analysis and planning

Indicator 9.3: The LSO leaders are properly trained in gender analysis and planning

Assessment: None of the LSO leaders have been trained in gender analysis and planning.

Recommendation: Gender is basically about behaviour change. Behaviour change is a difficult task because it requires sensitisation, awareness raising, motivation, capacity building of men and women, provision of essential resources and creation of conducive environment. Moreover, it necessitates engagement of all stakeholders simultaneously over a sufficiently longer time period.



Members of LSO Pearl, Dareak Town Area, Rawalakot, during a training session

In the case of the LSOs, the RSP field staffs, and men and women leaders of the LSOs, are the main stakeholders. Therefore, all three should be given proper training in gender sensitisation, analysis and planning. Moreover, it should never be reduced to a one-off training event. The LSOs should be supported in collection of gender disaggregated baseline data of their UCs, develop their work plan and budget, and monitoring and reporting formats.

Financial empowerment of women

Women signatory to operate LSO bank account

Indicator 9.4: There is at least one woman signatory to operate the LSO bank account

Assessment: In 5 out of 8 LSOs, one signatory is a woman member which comes to 63%. In the case of mixed LSOs, the ratio is 50%.

Table 9.4. Status of woman signatory in LSO bank account

At least one bank signatory is a woman	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total
	0	0	1	1	1	1	0	1	5

Observation: The study shows that overall 63% of the LSOs have at least one woman bank signatory. However, the ratio goes down to 50% if we exclude the 2 women only LSOs.

Recommendation: Financial authority is a key indicator of empowerment. Therefore, AJKRSP should motivate LSOs to nominate at least one woman signatory for all official bank accounts. There are two options: first, to replace one of the existing man signatories with a woman one; and second, nominate a woman member as third signatory. The LSOs should be given both options.

Allocation of projects and financial resources for development of women

Indicator 9.5: The LSO allocates adequate projects and financial resources for development of women

Assessment: Since the majority of programme activities of LSOs are planned based on the demand resolutions submitted by member men and women COs, a system is in place whereby projects and programmes for women are identified by them. Currently water supply schemes, vocational training, computerised national identity card (CNIC) and medical camps are in high demand from women. Water supply schemes reduce women's work load, vocational training provides women with new income generating skills, CNIC gives women the right to vote, and accessing Government facilities and services, and medical camps provide rural women opportunities to get medical support from medical professionals at the village.

The table below reveals that 88% LSOs are implementing drinking water supply schemes as well as helping women in getting their CNIC from NADRA. Moreover, 50% LSOs are providing different types of vocational training to women while 38% LSOs arrange medical camps where mostly women receive medical checkups, medicines and even operation facilities free of cost.

Table 9.5: Women Focused Programme Activities by LSOs

Type of Programme Activities	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org	Total	%age
Drinking Water Supply Schemes	*	*	*	*		*	*	*	7	88%
Vocational Training	*		*		*			*	4	50%
CNIC	*	*	*	*	*	*	*		7	88%
Medical Camp		*				*	*		3	38%

Recommendation: A lot more has to be done to allocate adequate resources to women focussed activities. The gender sensitisation, analysis and planning training will definitely improve the situation. Therefore, the training should be given to both men and women leaders of the LSOs and VO.

Collection of gender segregated data for reporting and monitoring

Indicator 9.6: The LSO routinely collects gender segregated data for monitoring of its programme activities

Assessment: All LSOs collect gender segregated data of social mobilisation activities because the planning, monitoring and reporting formats are already designed in that manner. But no LSO collects gender segregated data of its other programme activities because they are not planned properly.

Recommendation: This point further emphasises the need for gender planning training because without proper gendered planning, gender segregated data cannot be collected by LSOs.

Chapter 10: Poverty Targeting

The main objective of the RSP fostered social mobilisation programme is reducing poverty of the rural communities of Pakistan. It is an established fact that targeted programmes and projects are the most effective mechanisms for reducing poverty. Therefore, poverty targeting activities should be an integral part of LSO programme activities.

Indicator 10.1: The LSO has identified the poorest and poor households in its area of operation using the PSC method

Assessment: The LSOs have carried out a PSC survey of their entire UCs with technical support of NRSP. However, the result of the survey has not been compiled and shared with the LSOs. Therefore, the study is not in a position to assess the LSOs on this indicator.

Observation: The reason given by AJKRSP is that since the BISP survey was also carried out simultaneously, they abstained from releasing the results of their own survey because they thought that the BISP survey was carried out in a more professional manner. So they were waiting for the BISP survey results.

Suggestion: The BISP survey results are now accessible online. AJKRSP should collect NIC numbers or form numbers of all the households in each LSO UCs and prepare village-wise lists of PSC and share this with the LSOs. After compilation of PSC data, LSOs should be advised to develop action plans to organise the uncovered households, which fall under the 0 to 24 PSC score.

Indicator 10.2: The LSO has programme activities targeted on poverty alleviation of the destitute and poorest members

Assessment: Almost all LSOs have implemented programme activities aimed at directly supporting the poorest families, widows, disabled persons and orphans both through self help initiatives and donor support. The targeted activities include cash grant from Zakat fund and BISP, construction of shelter houses, provision of sewing machines and cows to widows and other poor women, distribution of food items, and Eidi and Qurbani meat among the poorest families and provision of wheel chairs to disabled persons.

However, these activities are not based on proper poverty targeting plans i.e. identification of the poorest families using the poverty score, developing MIPs in consultation with the targeted family etc. The LSOs take advantage of all types of the funding opportunities available to them to support the poorest families according to the terms and conditions of the donors.

Recommendation: The LSOs need PSC results for systematically developing poverty targeted programme activities. Moreover, they need proper training in developing proper poverty targeted plans.

<p>Indicator 10.3: There has been around 10% representation of the poorest members in the Executive Body of LSO</p>
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Assessment: The Executive Body of the LSO is entrusted with key decision making powers, therefore, proper representation of poor members in this body is critical in securing the interest of the marginalised groups of the society. It is encouraging that the average ratio of poorest members in the LSO Executive Body is 26% while the average ratio of the poor members is 73%.

Chapter 11: Conclusions and Recommendations

The most valuable institutional strength of the study LSOs and VOs is their being home grown, community based organisation. They are well embedded in the local community. They are fairly represented by different social and interest groups around gender, poverty status and social groups.

The close relations and active interaction between the LSO management and VO/CO members is another strong point for these organisations of the poor. The ranking of LSO and VO as “excellent” by the overwhelming majority of common members along with incredible contributions towards their programme activities on the other hand speaks volumes about their trust, ownership and control over their organisations.

Another institutional strength of the LSO and VO is the fact that they are “organisations of the poor”. The average representation of 73% poor and 27% poorest members in the EC of the LSOs is an undeniable proof of this.

The study did not find any significant difference between Women and mixed LSOs and VOs around institutional strength and weaknesses.

At this point in time, most of the LSOs are passing through their early evolutionary phase of institutional development. Naturally, a number of their institutional elements are underdeveloped at this stage. In fact they will have to go a long way along a complex and patchy track of development to achieve their institutional maturity.

The reason is that institutional development involves a number of internal and external factors. Most of these factors, especially the external ones may not be within the reach and control of the organisation in its initial growth phase. Therefore, it has to gradually move along the path of institutional development first by consolidating its current position by best utilising the acquired capacities and resources, and second by systematically trying to expand its portfolio of capacities and capabilities through a balanced mix of training, learning by doing, networking with likeminded organisation, and linkage development with government, donor, and private sector agencies.

It is a matter of great satisfaction that the LSOs of AJK are on the right track of their institutional development. They are based on the sure ground of participatory development. They are gradually taking calculated steps towards adopting formal systems and procedures of governance and management. There is no dearth of committed volunteers at each and every stage of the Three Tier model. Likewise, there are remain tremendous possibilities for internal resource mobilisation.

Ultimately, they would have to equip themselves with the best, and the state of the art systems, procedures and skills pertaining to institutional development.

However, considering their current level of institutional maturity, they need to focus on proper planning, budgeting and financial record keeping. Since these capacities would necessitate proper training through practical measures, it is the responsibility of AJKRSP to support them in designing the training events, arranging resource persons and monitoring their practical applications after training. The LSOs are expected to share in the cost of the trainings and ensure proper utilisation of their learning in the best interest of their constituent communities as well as the institutional sustainability of their organisations.

But before that, AJKRSP needs to give proper training to a critical number of its social mobilization staff in LSO and VO development. They may be well equipped with social mobilization skills, but they have never received any training in Institutional Development. The Organisational Development Manual 2010 published by RSPN could be used as the resource material for developing the training modules.

Annex 1

Profiles of Study LSOs

Name of LSO	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org
District	Sadhnoti	Poonch	Poonch	Poonch	Poonch	Bagh	Haveli	Bagh
UC	Nairian	Pachiot	Bhantini	Khali Draman	Rawalakot Town	Topi		Bagh Town
Registration status	Reg.	Reg.	Reg.	Reg.	In Process	Reg.	Reg.	In Process
Total HHs in UC	2,259	3,300	2,100	3,986	2,053	3,506	2,755	2,300
Organised HHs in UC	1,602	1,971	1,640	2,155	987	2,520	2,455	1,388
%age organised	71%	60%	78%	54%	48%	72%	89%	60%
Total organised members	1,884	1,971	1,640	2,155	987	2,520	2,455	1,388
Organised men members	812	925	547	1,165	-	1,550	1,127	-
%age	43%	47%	33%	54%	0	62%	46%	0%
Organised women members	1,072	1,046	1,093	990	987	970	1,319	1,388
%age	57%	53%	67%	46%	100%	38%	54%	100%
Total COs in UC	89	84	87	98	36	124	84	61
Men COs	35	34	24	45	0	55	37	0
%age	39%	40%	28%	46%	0	44%	44%	0%
Women COs	39	34	50	31	36	47	41	61
%age	44%	40%	57%	32%	100%	38%	49%	100%
Mixed COs	15	16	13	22	0	22	6	0
%age	17%	19%	15%	22%	0	18%	7%	0%
No of member VOs	5	8	11	5	7	14	8	9
Scaling up social mobilisation by LSO								
Total COs before LSO	30	68	67	85	28	97	50	55
Total COS formed by LSO	59	16	20	13	8	27	34	6
%age of total COS formed by LSO	197%	24%	30%	15%	29%	28%	68%	11%
Total organised HHs before LSO	756	1651	1260	1830	867	1971	1450	1248
HHs organised by LSO	940	320	380	325	120	549	1005	138

Assessment of LSOs in AJK

%age of HHs organised by LSO	124%	19%	30%	18%	14%	28%	69%	11%
Total GB members	40	28	35	20	28	97	40	55
Women GB members	16	15	21	10	28	29	12	55
%age of women GB members	40%	54%	60%	50%	100%	30%	30%	100%
Total EX.Com members	16	7	7	7	7	22	20	17
Women members	7	2	4	3	7	9	8	17
%age of women members	44%	29%	57%	43%	100%	41%	40%	100%
Representation of Poorest /Poor members in Ex. Body								
Total Ex. Body members	16	7	7	7	7	22	20	17
Poorest members	5	1	2	0	4	5	8	2
%age of poorest members	31%	14%	29%	0%	57%	23%	40%	12%
Poor members	10	3	4	7	1	9	7	7
%age of poor members	63%	43%	57%	100%	14%	41%	35%	41%
Self-help based activities								
No of activities	4	3	28	6	5	73	16	5
Cost (Rs million)	na	2.93	1.23	Na	0.03	1.25	1.88	0.04
LSO linkages with donors								
No of donors	8	3	2	2	3	11	4	2
No of projects	28	40	35	33	7	73	35	4
Total Cost (Rs Million)	6.43	15.66	7.03	7.38	0.46	29.77	3.14	4.45

Annex 2

Profiles of Study VOs

Name of VO	Budhaini Bari	Bairree	Kalpar	Wasti Tangram	Dareek Town	Chitra	Tholangar	Azizabad
Name of LSO	Nairian	Pachiot	Bazme Sahar	Chinar Khali Draman	Pearl	RCDO Topi	Shah Zaman Found. Chajal	Bagh Rural Dev. Org
District	Sadhnoti	Poonch	Poonch	Poonch	Poonch	Bagh	Haveli	Bagh
UC	Nairian	Pachiot	Bhantini	Khali Draman	Rawalakot Town	Topi	Chajal	Bagh Town
HHs coverage in member COs								
- Total HHs in village	157	625	240	324	212	325	125	260
- Organised HHs in village	157	437	129	119	134	260	101	160
- %age organised	100%	70%	54%	37%	63%	80%	81%	62%
Organised HHs								
Total organised members	157	437	129	119	134	260	101	160
- Organised men members	74	108	30	54	2	140	29	0
- %age	47%	25%	23%	45%	1%	54%	29%	0%
- Organised women members	89	329	99	65	132	120	72	160
- %age	57%	75%	77%	55%	99%	46%	71%	100%
Organised COs								
Total COs in the village	8	19	5	6	6	13	8	17
Men COs	3	5	0	2	0	6	2	0
%age	38%	26%	0%	33%	0	46%	25%	0%
Women COs	2	12	3	2	6	6	4	17
%age	25%	63%	60%	33%	100%	46%	50%	100%
Mixed COs	3	2	2	2	0	0	2	0
%age	38%	11%	40%	33%	0	0%	25%	0%
GB members								
- Total GB members	14	22	10	12	12	26	24	34
- Women GB members	6	14	7	7	12	12	16	34
- %age of women GB members	43%	64%	70%	58%	100%	46%	67%	100%
Self help activities planned and implemented by VOs								
- No of activities		8	3	2	30	4		3
- Cost		268000	33000	0	289000	227000		537500

Assessment of LSOs in AJK

Linkages with donors								
No of donors	5	3	2	0	2	6	1	0
No of projects	9	14	8	0	3	13	1	0
Total Cost (Rs. million)	1.286	2.9176	0.96469	0	0.285	6.01	0.0025	0

Annex 3

Profiles of Study COs

Name of LSO	Name of VO	Name of CO	Type of CO	Member HHs	CO Meetings				Savings	
					No of Planned meetings in last 6 months/year	No of meetings held	%age of meetings held	%age of actual attendance	Average savings per CO meeting (Rs)	Total Savings
Nairian	Budhaini Bari	Budhaini Bari	Women	22	24	11	46%	72%	604	32,117
		Budhaini Bari Fem	Men	22	24	17	71%	83%	705	83,820
Pachiot	Bairree	Barrota	Women	14	12	12	100%	89%	308	44,365
		Kharian	Men	22	12	13	108%	73%	1,368	51,060
Bazme Sahar	Kalpar	Benaka	Mixed	22	3	3	100%	100%	623	1,870
		Kalpur Khas	Women	13	12	12	100%	73%	2100	103,140
Chinar Khali Draman	Wasti Tangram	Wati Tangram	Men	17	4	4	100%	87%	650	2,300
		Galka Tangram	Mixed	27	6	6	100%	77%	833	5,000
Pearl	Dareek Town	Margala	Women	17	12	11	92%	82%	995	114,000
		Dareek Numb	Women	31	12	12	100%	47%	2327	25,600
RCDO Topi	Chitra	Chitra Malkhu	Men	15	6	6	100%	95%	537	65,480
		Chitra Khas	Women	29	6	1	17%	62%	0	37,645
Shah Zaman Found. Chajal	Tholangar	Al Quresh	Women	23	6	7	117%	63%	528	2,815
		Al Quresh	Men	15	6	7	117%	80%	154	5,895
Bagh Rural Dev. Org	Azizabad	Chudhry Muhallah	Women	29	6	6	100%	62%	738	62,000
		Hullar	Women	33	12	12	100%	77%	2323	180,651

Annex 4

The Three Tier Social Mobilisation Approach

Social mobilisation plays a critical role in helping to alleviate poverty permanently. It can do this by ensuring grassroots participation by organising the poor families into their own organisations. Having done this, it is the poor (with some technical assistance) who take steps that they consider necessary for the improvement of their standard of living.

Since the year 2005, RSPs are fostering the Three Tier Social Mobilisation approach, where emphasis has been transferred from fostering just new COs to focusing on developing higher levels of organisations; namely at the village and at the Union Council level, and in the process scaling up social mobilisation to include more households, particularly the poorest households. This would enable these organisations of the people to work on a larger scale and to tap more resources internally and externally.

The Three Tier model is comprised of CO, VO and LSO. The formation process of the Three Tier model and the roles and functions of each tier have briefly been elaborated here.

Community Organization (CO)

A CO comprises of 15-25 households who share common interest and live in geographical proximity. Men and women are mainly organised in separate COs, however, mixed COs are also formed on need basis. The CO is a broad based, multi sector entity. However, it mainly focuses on increasing the incomes of its members through savings, credit and skills training. COs in a village may also work together for carrying out physical infrastructure projects, education and health activities. Hence the COs are generic form of social organization that can be used for different purposes and can change its form according to the opportunities or resources that it accesses.

The CO takes all its decisions through its GB meetings and its affairs are managed by a President and a Manager who are elected by its members and who are trained in basic management skills. The CO maintains a bank account for keeping the savings of its members which are pooled in that account as well as for managing project funds received from internal and external sources.

The COs also act as implementing vehicles for the tasks assigned by the Village Organizations (VOs) and local Support Organizations (LSOs).

In short, the CO is foundation of the Three Tier pyramid, hence the health and strength of the entire structure is mainly based on the quality of its COs.

Village Organization (VO)

The Village Organization is a representative of the COs in a village. A village is defined as a location comprising of several hamlets or a single settlement with a larger population or a location which has clear geographical identity or is known for a defined population. When COs in a given village sign a Term of Partnership to work together for a set of common development objectives and create an organizational structure, their collective institution is called a Village Organization.

Each willing CO nominates one or two members to represent itself at the GB of the VO. The GB then nominates its office-bearers, President, General Secretary and Finance Secretary, from among its members. The VO prepares village development plans, implement Physical Infrastructure projects, social awareness programmes and health and education related projects, i.e. activities which are required and used at the village level. They mobilize human and other resources from the COs. Some VOs also run micro credit by pooling together COs savings or using grant or revolving fund received from external agencies, and hire local level staff from the incomes they earn from the micro credit programme.

The VOs also appoint committees to carry out specific activities such as Health, Education, Credit and Infrastructure effectively in their villages.

Naturally the more vertical an organisation grows the more chances there are of people at the bottom to lose their voices and therefore their interest. The VO is a more natural structure and therefore more relevant and personal to its members (as they are residents of the same village). Taking this into consideration, VOs are in effect building a bridge between the COs and the LSO. Therefore, in order to guarantee that COs retain their power over the LSO (in terms of accountability, direction, activities and having their demands heard), the VO has to be strengthened and allowed to perform its due roles.

The Local Support Organisation (LSO)

An LSO is formed when a reasonable number of COs create a critical mass of social capital in a union council; i.e. in the form of organized households and are clustered into VOs. An LSO comprises of the representatives of all the VOs in a Union Council who join hands for working together through the forum of COs and VOs, primarily for the betterment of the constituent community. Nevertheless the LSO can also extend its services beyond its UC subject to availability of resources.

The LSO has a two tiered structure i.e. the GB (GB) and the EC (EC). Each VO nominates one or two persons to represent the village at the LSO level. The GB of the LSO comprises all such representatives. Generally this number is between 20 to 50 people; depending on the number of villages in a Union Council.

The members of the EC are elected by and from amongst the GB. Ordinarily they consist of five office-bearers such as President, Vice-President, Treasurer, General Secretary and Press Secretary while the remaining representatives act as ordinary members.

The prime duty of the LSO is to keep the COs and VOs active and to form more COs in the settlements which are not covered or those households who are left out in the first round. Given the relatively lower coverage of women, the LSOs try to organise maximum women into WCOs. This is also done in terms of the LSO assisting the VOs in their management and record-keeping. Similarly, when the VOs are capable of carrying out their own management and record-keeping, they are then required to provide assistance to any CO that needs their help in activities such as providing technical support for planning and financial record-keeping.

In addition to this, LSOs help COs and VOs by forging linkages with union council, local extension offices of agriculture, livestock, health and education etc. The LSO articulates a vision for the development of the union council area and its habitants. This vision is acquired through the discussions which are taken place in both COs and VOs. Based on this vision, the LSO, VOs and COs implement a range of productive and constructive activities.

LSO is the best forum for creating an enabling environment for the implementation of new ideas and for awareness raising on issues like human rights, health, family planning etc. An LSO has the strength and capacity to forge linkages with various government and private agencies for accessing a variety of services, purely because of the sheer number of households that they represent. The LSO mobilizes human resources that it has in its GB or in its VOs/COs for carrying out various campaigns such as for eradication of use of addictive drugs, increasing enrollment in schools or promoting reproductive health rights and birth spacing. Most LSOs form different committees for this purpose, in order to ensure the thoroughness of each of its development activities.

By the end of December 2010, the RSPs of Pakistan have cumulatively formed 254,870 COs (107,848 Women COs), 3,140 VOs (400 women VOs) and 441 LSOs (34 women LSOs). The table below shows some basic statistic about the LSO programme by the end of 2010.

Table 1: Summary data about LSO programme in Pakistan

Descriptions	Total	Women only	%age Women only
No of RSPs implementing LSO programme	7		
No of LSO	441	34	7.7%
No of VOs	3,140	400	12.7%
NO COs	31,760	17,613	55.5%
No of Districts	52		
No of UC	436		
Total HHs in LSO UCs	1,099,150		
Organised HHs under LSOs	664,932		60%
GB Members	17,242	7,507	43.5%
EC Members	4,780	2,497	52.2%

Annex 5

LSO Assessment Format

Profile of the LSO			
Name of RSP	Region	District	UC
Name of LSO	Formation date	Total HHs in UC	Organised HHs
LSO Fund: Total	Internal Sources	External Sources	Assessment Date

1. The LSO has identified its goals and objectives in writing

- a. Yes
- b. No

2. The programmes and projects of the LSO are properly aligned with its goals and objectives

- a. Yes
- b. No

3. Around 70% households in the UC are organised into COs and are member of LSO:

a.

Total HHs in the UC	Organised HHs	%age of organised HHs

b.

Organised members in the UC

Men members	%age of men members	Women members	%age of women members	Total members

c.

No of COs in the UC

	Men COs	Women COs	Mixed COs	Total COs
No				
%age				

d.

No of COs formed by RSP/Other NGOs

	Total	NRSP	AJKCDP	Others
# COs formed				
# member COs				
%age of member COs				

4. The LSO has scaled up household coverage through CRPs

COs	Men	Women	Mix	Total	Total Members	Total HHs Organized
Before CRP						
Formed by CRPs						
Total						

5. The LSO has other Civil Society Organisations as its members:

- a. Yes
- b. No

Comments:

6. The LSO has identified poorest HHs through PSC and around 100% poorest households in the UC are organised into COs and are member of LSO

HH category	Total HHs	# organized HHs	%age
Poorest (0 - 11)			
Poor (12 - 24)			
Non poor (25-100)			
Total			

Comments:

7. The GB of the LSO is represented equally by all member VOs

Total VOs in the UC	# Member VOs	%age of Member VOs

Comments:

8. Members of the GB have been nominated by member VOs through a proper resolution:

- a. Yes
- b. No

Comments:

9. At least 33% women represent in the LSO GB

Total Members	Men	Women	%age of Women Members

Comments:

The EC represents varied interests of the constituent community:

10. At least 33% women represent in the LSO EC

Total members	Men	Women	%age of Women

Comments:

11. Poorest and poor members represent in the LSO EC

Total Members	Poorest	Poor	Non Poor
%age			

Comments:

12. All tribes/castes in the area represent in LSO EX. Body

Tribe/Caste	Population Ratio	Members	%age
Total			

Comments:

13. The LSO has a bank account on its name that is operated by at least two designated signatories, and one signatory is a woman

Name	Designation	VO

Comments:

14. The members of the EC work as volunteers

Total members	Volunteer members	Paid members	%age of paid members

Comments:

15. The following capacities exist within the LSO

	V. Good	Adequate	Inadequate	Nil
1. Office management				
2. Planning and budgeting				
3. Financial management and record keeping				
4. Project management (execution, monitoring, maintenance)				
5. Progress reporting				
6. Social mobilisation				
7. Proposal writing				
8. Internal resource mobilisation				
9. Linkages development				

Comments:

16. Adequate office space is available for the current level of operations of the LSO
a. Yes
b. No

Comments:

17. Adequate furniture and equipments is available with the LSO: a. Yes b. No

Comments:

18. Member VOs are actively involved in LSO planning: a. Yes b. No
 If yes, how?

Comments:

19. The LSO has written bye laws approved by its GB: a. Yes b. No
 If yes, date of approval of the bylaws:

Comments:

20. The LSO holds its elections on time: a. Yes b. No
 If yes due date of last election_____ Date of holding election_____
 Due date of next election_____

Comments:

21. Adequate financial procedures and reporting systems are in place: a. Yes b. No
 If yes, explain what and how

Comments:

22. The LSO properly maintains the following financial records

	Up to date	Not up dated	Not exists
1. Receipt Book			
2. Paid bills/vouchers			
3. Cash Book			
4. General Ledger			
5. Bank Reconciliation Statement			

Comments:

23. The LSO regularly prepares the following financial statements

	Quarterly	Six monthly	Annually
1. Trial Balance			
2. Income and Expenditure Accounts			
3. Balance Sheet			

Comments:

24. The LSO has a proper system in place to share important decisions and information with member VO leaders a. Yes b. No
 If yes, explain how

25. The LSO accounts are audited by external auditors a. Yes b. No
 If yes, which years was the LSO audited?

Comments:

26. The GB and EC of the LSO meet regularly on scheduled meetings and minutes of meetings are properly written

# Scheduled GB Meetings during last one year	# Scheduled Exe. Committee Meetings during last one year:
# GB Meetings held No: _____ %age: _____	# Exe. Committee Meetings held: No: _____ %age _____
%age of Total Attendance	%age of Total Attendance
%age of Men's Attendance	%age of Men's Attendance
%age of Women's attendance	%age of Women's attendance
Minutes are written Properly ___ Not properly ___	Minutes are written Properly ___ Not Properly ___

Comments:

27. The LSO has developed a 3/5 year Development Plan and Budget

- a. Yes, with proper plan and budget
- b. Yes, but without proper plan and budget
- c. No Plans and budget

Comments:

28. The LSO has developed an Annual Plan and Budget:

- a. Yes, a proper plan and budget
- b. Yes, but not properly
- c. No plan and budget

Comments:

29. The LSO has planned and implemented activities on self-help basis

Self help activities carried out by the LSO

Activity	Date	Cost	# Beneficiary

Comments: _____

30. The LSO raises funds through internal and external sources for achievement of its objectives

From Internal Sources

Membership fee	Service Charge	Cash Donation	Donation in kind	Others	Total

From external sources:

Name of Donor	Cash Donation	Donation in kind	Total
Total			

Total LSO Funds Rs

Comments:

31. The LSO has developed linkages with external organisations RSP and implemented projects with member VO/COs

Linkages developed by the LSO

Donor	Project	Quantity	Cost	# Benef. HHs	Implemented by (LSO/VO/CO)
Total					

Comments:

32. The LSO has contacts with local government, shares information and resources with them and engage them in its development programmes

Organisation	Activity	Cost	# Benf
--------------	----------	------	--------

Comments:

33. The LSO has relations with private business sector for technical expertise, material and human resources

Organisation	Activity	Cost	# Benf.

Comments:

34. The LSO networks and shares resources and information with other civil society organisations to pursue objectives of common interest

Organisation	Activity	Purpose

Comments:

35. The LSO monitors the activities of its member VO/COs **a. Yes** **b. No**

If yes:

Activities monitors in VOs

1. _____
2. _____
3. _____
4. _____
5. _____

Activities monitors in COs

1. _____
2. _____
3. _____

4. _____
 5. _____

Comments:

36. The LSO supports the VO/COs in their capacity building

Activity	Indicator	Number
1. Increased membership	1. Increase in member HHs 2. Increase in member COs 3. Increase in number of VOs	
2. Improved record keeping	1. Record keeping of COs 2. Record keeping of VOs	Yes/No Yes/No
3. Enhanced savings	Increase in total savings	Rs.

Comments:

37. The LSO has a proper mechanism in place to resolve conflicts and disputes amongst its member organisations and community: a. Yes b. No
 If yes, explain how?

Comments:

38. What are the major successes and achievements of the LSO?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

39. What are the strengths of the LSO?

- 1.
- 2.
- 3.
- 4.
- 5.

40. What are the weaknesses of the LSO?

1.
2.
3.
4.
5.

List of participants

Name	VO/CO	Designation	Signature

Annex 6

VO Assessment Format

Name of RSP	Region	District	UC
Name of LSO	Name of VO	Date of formation	Date of LSO membership
VO Fund: Total	Internal Sources	External Sources	Date of VO Visit

Indicators					
1. Around 70% households in the village are organised into COs and are member of VO:					
Total HHs in the village: _____ Organised HHs _____ %age organised HHs _____					
Organised members in the village					
Men members	%age of men members	Women members	%age of women members	Total members	%age of Total members
No of COs formed					
Men COs	Women COs	Mix COs	Total COs		
Comments: _____					
2. Identified poorest HHs through PSC and around 100% poorest households in the village are organised into COs and are member of VO: a. Yes ___ b. No ___					
If yes, give details					
# Poorest HHs	# organized Poorest HHs	%age			
Comments: _____					
3. At least 33% women represent in the VO GB:					
Total	Men	Women	%age of Women		
Comments: _____					

4. At least 33% women represent in the VO Cabinet/Management Committee:				
Total	Men	Women	%age of Women	
Comments:_____				
5. The VO has a bank/Post Office account on its name				
Name of Bank_____ Branch_____ A/C No_____				
Comments:_____				
6. The VO bank/post office account has at least one woman signatory:				
No of women signatories: ____				
Comments:_____				
7. The VO has written by laws approved by its GB				
Date of approval of the by laws_____				
Comments:_____				
8. The VO properly maintains the following records:				
Cash Book	Receipt Book	Paid bills	General Ledger	Bank Reconciliation
Profit & Loss A/C	Balance Sheet	Minutes Book	Agreements	Loan appraisal
Loan Register				
Comments:_____				
9. The VO accounts are audited by the LSO/External auditor				
If yes, when was the accounts were last audited				
10. The GB and Management Committee of the VO meet regularly on scheduled meetings				
# GB Meetings Planned		# Management Committee Meetings		
GB Meetings held		Mgt. Com. Meetings held		

No _____ %age_____	No _____ %age_____
%age of Men's Attendance	%age of Men's Attendance
%age of Women's attendance	%age of Women's attendance
%age of total attendance	%age of total attendance

Comments: _____

11. The VO has developed the following documents:

- | | | |
|--------------------------------------|--------------|-------------|
| 1. A 3 year Village Development Plan | a. Yes _____ | b. No _____ |
| 2. An annual plan and budget | a. Yes _____ | b. No _____ |

Comments: _____

12. The VO has planned and implemented activities on self-help basis

Activity	No	Cost	# Beneficiary

Comments: _____

13. The VO has raised funds through internal and external sources:

From Internal Sources

Membership fee	Service Charge	Cash Donation	Donation in kind	Others	Total

From external sources:

Name of Donor	Cash Donation	Donation in kind	Total
Total			

Total VO fund Rs. _____

Comments: _____

14. The VO has developed linkages with organisations other than the RSP

Donor	Activity	No	Cost	# Beneficiary

Comments: _____

15. The VO monitors the activities of its member COs

Comments: _____

16. The VO supports the COs to implement their activities

Comments: _____

17. The VO is actively engaged with the LSO and helps implement LSO activities

Comments: _____

18. The VO regularly pays its dues to the LSO

Comments: _____

19. Do the VO members know that they are member of the LSO?

20. Do the VO members know when the LSO was formed?

21. Why the VO became member of the LSO?

22. Has the VO nominated their representatives in the LSO by passing a proper resolution in its GB meeting?

23. What are the contributions of the VO to the LSO?

24. What are the major benefits and services the VO received from the LSO?

25. Has the VO submitted any demand resolution to the LSO? If yes what happened?

26. Does the VO know how often the LSO meets?

27. Does the LSO share decisions made in its meetings with the VO? If yes what, when and how?

28. What is the perception of the VO about the performance of the LSO?

29. Will the VO like to continue its membership with the LSO?

Name of VDO President_____ Signature_____

Name of VDO Secretary_____ Signature_____

Name of Monitor_____ Designation_____ Signature_____

Annex 7

CO Assessment Format

Name of RSP	Region	District	UC
Name of VDO	Name of CO	Date of formation	Male/Female/Mix
Total Members	Men	Women	Savings Rs:

Date of Visit to CO: _____

Indicators														
<p>1. Around 100% poor households in the sub-village/muhallah are organised into the CO:</p> <p>Total Poor HHS: ____ Organised HHS: No: ____ %age: ____</p> <p>Comments: _____</p>														
<p>2. The CO has a fixed date, time and venue for its meetings and holds them regularly.</p> <table border="1"> <thead> <tr> <th># Planned meetings in last 6 months</th> <th># Meetings held in last 6 months</th> <th>%age of attendance of members</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p>Comments: _____</p>					# Planned meetings in last 6 months	# Meetings held in last 6 months	%age of attendance of members							
# Planned meetings in last 6 months	# Meetings held in last 6 months	%age of attendance of members												
<p>3. The CO members deposit their savings in each meeting.</p> <p>Average total savings per CO meeting over past 6 months Rs. _____</p> <p>Comments: _____</p>														
<p>4. The CO has developed HH and collective level MIPs</p> <p>No of HHS having MIP: _____</p> <p>CO level development Plan _____</p> <p>Comments: _____</p>														
<p>5. The CO properly maintains the following records</p> <table border="1"> <thead> <tr> <th>Minutes Book</th> <th>Attendance/ Savings Register</th> <th>Members' Savings Passbook</th> <th>Paid bills</th> <th>Receipt Book</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>					Minutes Book	Attendance/ Savings Register	Members' Savings Passbook	Paid bills	Receipt Book					
Minutes Book	Attendance/ Savings Register	Members' Savings Passbook	Paid bills	Receipt Book										

Loan Register	Members' Loan Passbook			

Comments: _____

6. The CO properly maintains its completed projects

About the VO

- 7. Do the CO members know that they are member of the VO?

- 8. Why the CO became member of the VO?

- 9. Has the CO nominated their representatives in the VO through a proper resolution?

- 10. Does the CO regularly attend VO meeting through its nominated representatives?

- 11. What are the major benefits and services the CO received from the VO?

- 12. Does the VO shares decisions taken in its meetings with the CO? If yes what and how?

- 13. What is the perception of the CO about the performance of the VO?

- 14. Will the CO like to continue its membership with the VO?

About LSO

- 15. Do the CO members know that they are member of the LSO?

- 16. Why the CO became member of the LSO?

- 17. Do the CO members know who represent them in the LSO?

- 18. What are the major benefits and services the CO received from the LSO?

- 19. Does the LSO shares important information and decisions with the CO? If yes what and how?

- 20. What is the perception of the CO about the performance of the LSO?

- 21. Will the CO like to continue its membership with the LSO?

Name of CO President_____ Signature_____

Name of CO Manager_____ Signature_____

Name of Monitor_____ Designation_____ Signature_____