

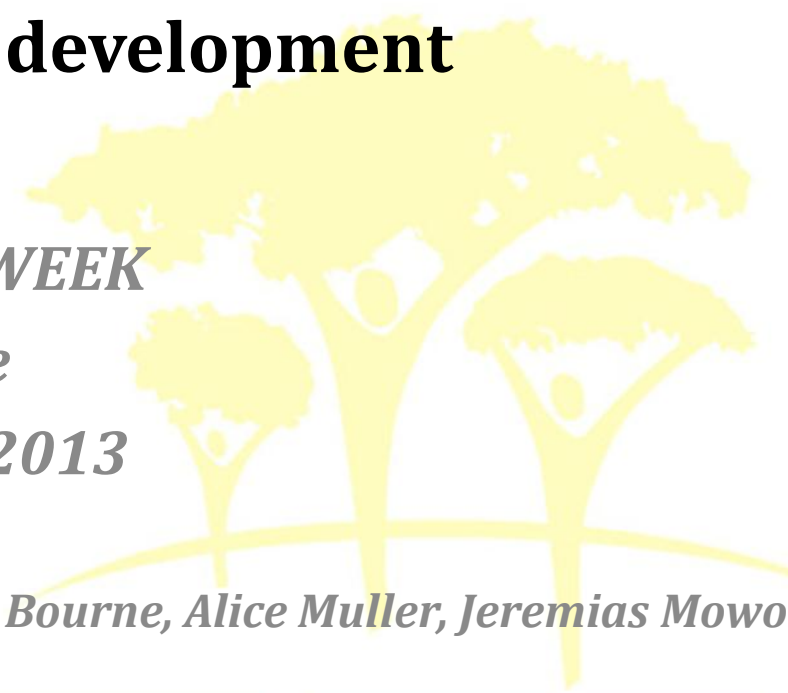


Tracking institutional change of grassroots organizations in rural development

AFAAS EXTENSION WEEK

GICC, Gaborone

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Joseph Tanui, Verrah Otiende, Joan Kimaiyo, Mieke Bourne, Alice Muller, Jeremias Mowo

Introduction

- Structure of grassroots organizations:
 - Formal rules – constitutions and agreements
 - Informal rules – customs and traditions
 - Coalitions of people sharing values, goals and perspectives
 - Community organized to protect and advance own interests
- Studies attest to the importance of capacity development for grassroots organizations
- Creating a favorable environment for these organizations provide necessary infrastructure for growth

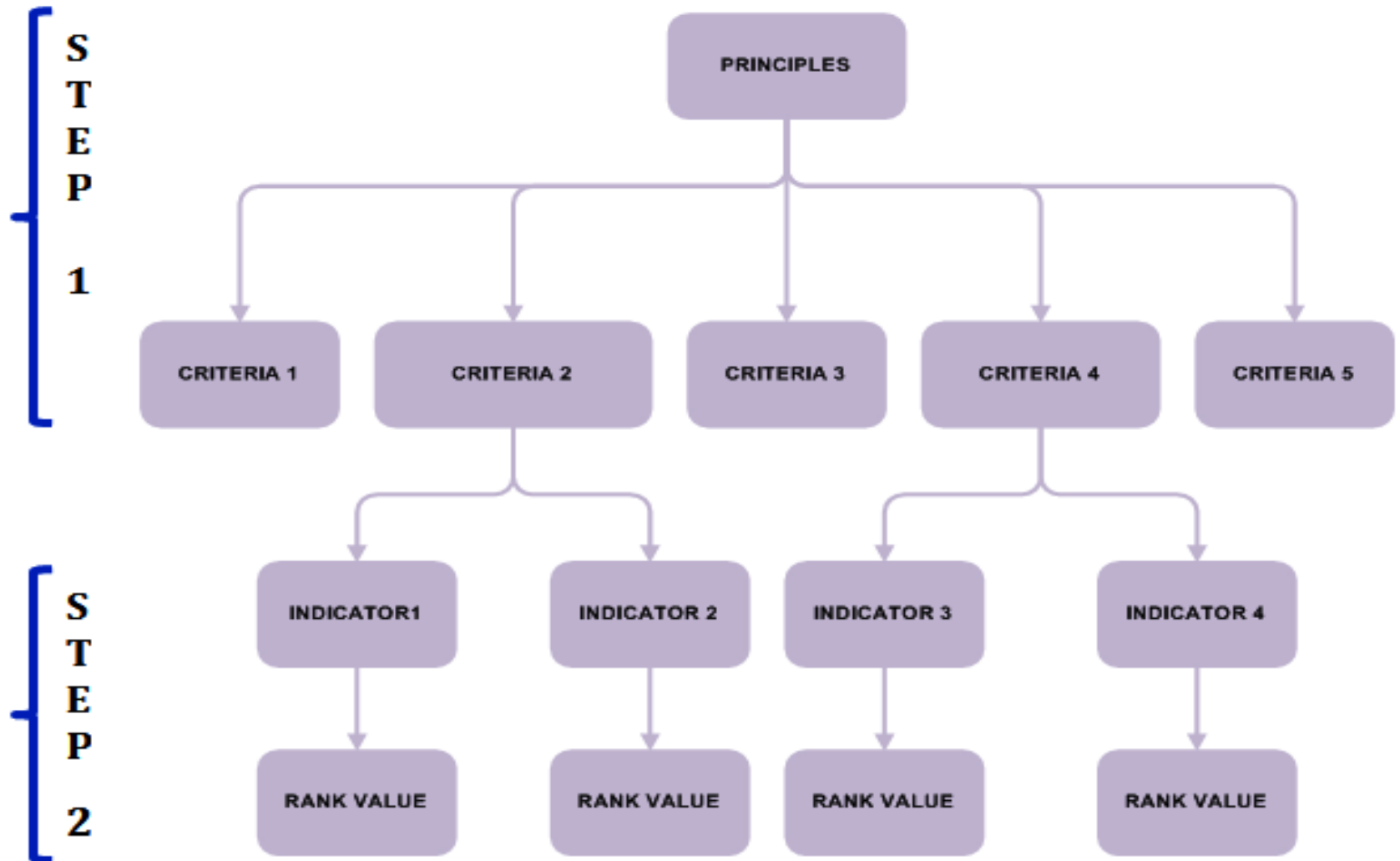
Introduction

- Analyzing institutional change over time has been mainly subjective making it difficult to compare results
- The study focuses on the development of an appropriate tool - Maturity Assessment Tool - for mapping institutional change over time
- This tool evaluates:
 - Grassroots organizations advancement processes
 - Maps observed changes around a predefined criteria
 - Facilitate an index for maturity of these organizations as a surrogate measure of their capacities

Maturity assessment tool structure

- A step by step process focusing on best practices that enhances capacity of the grassroots organizations
- **Step 1: Identification of key principles and criteria** for measuring group performance – development of the Rural Institutions Growth Principles Matrix (RIGPM)
- **Step 2: Identification and ranking of indicators** – participatory approach engaging stakeholders and community representatives from 6 sites familiar with grassroots organizations and the local context

Maturity assessment tool structure



Maturity assessment tool structure

			Count of highest rank(3)	Count of moderate rank(2)	Count of lowest rank (1)
1	Principle	Criteria			
2					
3	Governance	1.1.1: Forms of group registration			
		Group internal registration mechanism	1	1	1
4		Registration with local government	2	2	1
5		Registration with legal system (justice)	2	1	2
6		Not formally registered	1	1	
7		Registration with civil society and non governmental organisations		1	

Maturity assessment tool structure

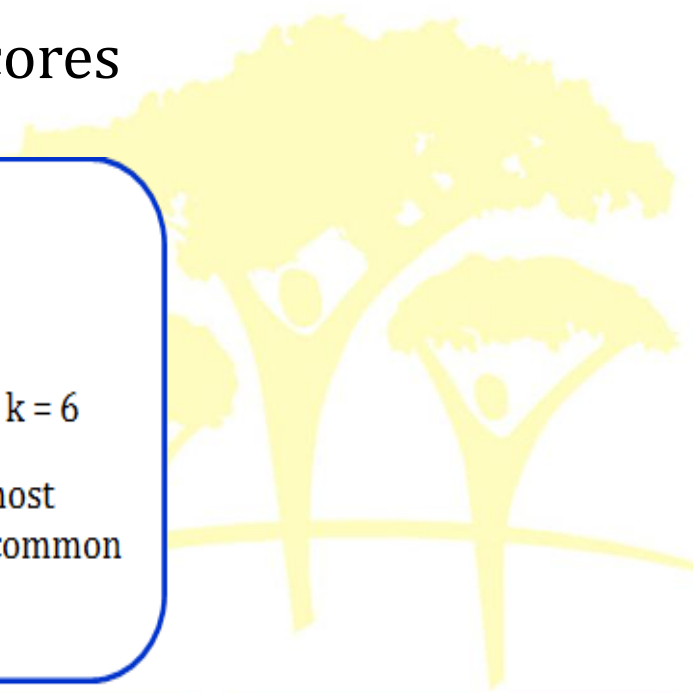
- Step 3: Collating indicators across all the six sites into:
 - Common indicators – similar indicators & ranking across the sites
 - Different indicators – similar indicators, different ranking across sites
 - Unique indicators – site specific indicators
 - Tallying the ranks to determine frequencies
- Step 4: Determination of the indicator scores

$$\text{Indicator score (IS)} = \sum(3*i) + (2*j) + (1*k)$$

Where:

i, j, and k are frequencies = 1, 2... 6 and $i + j + k = 6$

1, 2, and 3 are rank values with 3 being the most common best practice and 1 being the least common best practice.



Maturity assessment tool structure

- Step 5: Aggregation of indicators scores per criteria
- Step 6: Determination of the standard criteria index using Multi-Criteria Analysis (MCA) approach

$$STD_{KJ} = \frac{STT_{KJ} - Least_{(1.....N)J}}{Highest_{(1.....N)J} - Least_{(1.....N)J}}$$

- Step 7: Validation of score through questionnaire survey at group level – sample of 268 grassroots organizations across the six sites
- Step 8: Determination of individual group scores/ indices

Maturity assessment tool structure

- Step 9: Calculation of cut-off points for maturity levels

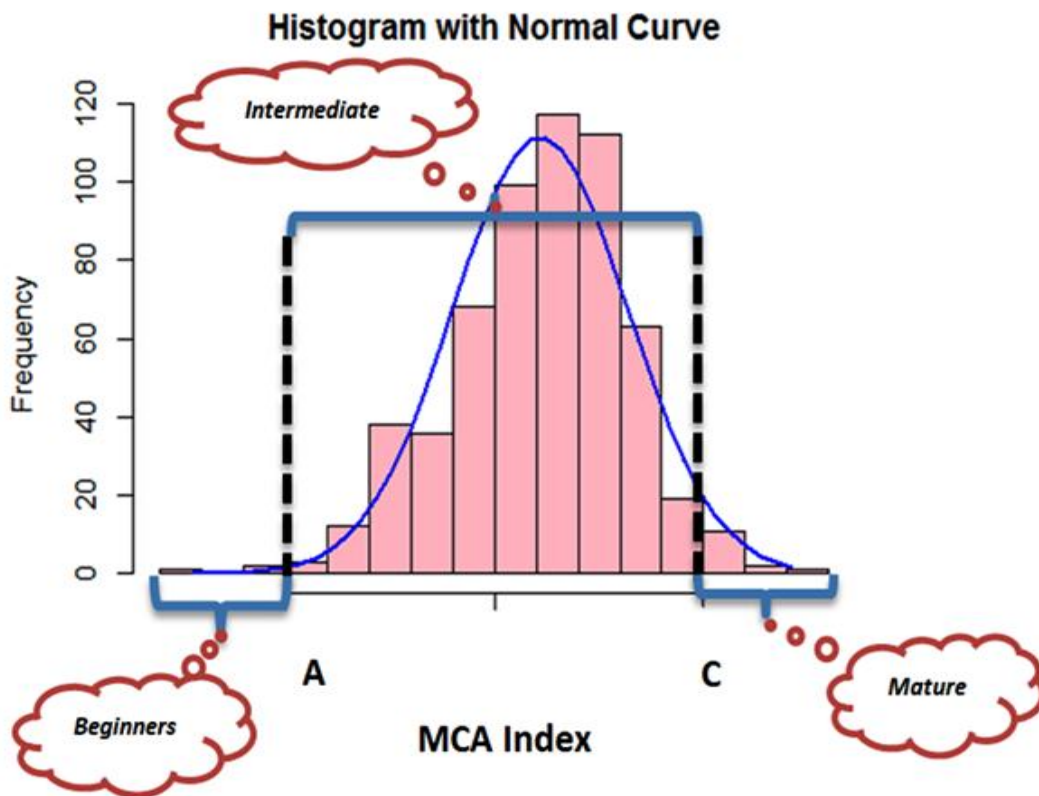
$$A = \mu - \sigma Z$$

$$C = \mu + \sigma Z$$

Where:

- ⇒ Z represents the standard score at 90% level of significance. It indicates how many standard deviations an MCA index is above or below the mean
- ⇒ A represents the lower cut off point at 90% level of significance
- ⇒ C represents the upper cutoff point at 90% level of significance
- ⇒ μ represents the mean
- ⇒ σ represents the standard deviation

Output at the end of this process



- Maturity index for each group
- Cut-off values determining the range of each maturity levels
- A histogram with a normal curve displaying the cutoff points and range of each maturity level

Application of the maturity assessment results

The maturity assessment results can be used to:

- Inform group soft skills to be built (Informs group needs assessment)
- Define levels to target group capacity building activities (Inform workshop components)
- Benchmark group performance prior to intervention (can be used as an M&E tool)
- Compare between groups within the same project site

PRINCIPLES	UNIQUE CRITERIA PER MATURITY LEVELS		
	BEGINNER	INTERMEDIATE	MATURE
Governance	<ul style="list-style-type: none"> Amendments of group policy Entry policy 	NONE	Forms of group registration
Management	Track record - follow up and contract enforcement	<ul style="list-style-type: none"> Evidence of budgeting and cost analysis Feedback on M&E communicated to members Monitoring and evaluation processes within the groups 	<ul style="list-style-type: none"> Level of members contribution within the group Planning processes
Leadership	Members drive - attracting new members	NONE	Partnership performance
Capacity development			
Resilience			

PRINCIPLES	UNIQUE CRITERIA PER COUNTRY		
	KENYA	TANZANIA	UGANDA
Governance	Entry policy	Forms of group registration	NONE
Management	<ul style="list-style-type: none"> • Program description - new ideas and activities introduced • Track record - follow up and contract enforcement • Understanding workplan 	NONE	<ul style="list-style-type: none"> • Conflict management • Main types of disagreement from work plan • Persons responsible for M&E in the group • Planning processes • Solutions to disagreements raising from workplan
Leadership	Members drive - attracting new members	NONE	NONE
Capacity development			
Resilience			



RURAL INSTITUTIONS DIAGNOSTICS SOFTWARE

- Carry out the whole maturity assessment process
- Perform statistical analysis that determines criteria unique for each maturity levels

