

# Ground Sensing: From Community Mapping to Impact Measurement

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NUS Chua Thian Poh Community Leadership Programme & NUS Business School  
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# Ground sensing

- Community development practitioner needs to understand:
  - thoughts & perceptions,
  - feelings & attitudes, &
  - behaviors & actionsof different stakeholders in community

# Ground sensing

- Ground sensing needs to be conducted prior to introduction of social intervention
- Ground sensing also needs to be conducted as social intervention is in progress
- Community development practitioner needs to map community

# Ground sensing

- Ground sensing also needs to be conducted upon completion of social intervention
- Community development practitioner needs to measure impact of social intervention

# Chua Thian Poh Community Leadership Programme in NUS

- Donor-funded program
- Launched in November 2011
- Aims to nurture young changemakers who have good understanding of social issues in Singapore

# Chua Thian Poh Community Leadership Programme in NUS

- Students help social service organizations to map communities, so as to develop or improve intervention programs
- Students also help social service organizations to measure social impact of intervention programs

# NUS Business School

- 4th-year students do field service projects
- Field service projects enable students to apply business concepts & principles to help organizations address their challenges
- Some students do their field service projects with social service organizations

# NUS Business School

- Students help social service organizations to map communities, so as to develop strategies & plans or improve operations
- Students also help social service organizations to measure social impact of their intervention programs



# Objectives of community mapping

- Objective 1
  - Understand aspirations, dreams & motivations of members of community

# Objectives of community mapping

- Circus in Motion
  - Trains & employs previously at-risk youth to perform circus acts
  - Performs at corporate events
  - Conducts circus workshops for disadvantaged children



# Objectives of community mapping

- Circus in Motion
  - Corporate events generate more revenue
  - Circus workshops generate less revenue
  - Employees are motivated by meaning in work
  - Employees prefer to do more circus workshops



# Objectives of community mapping

- Canossian Daughters of Charity
  - Provides microloans to disadvantaged women in metropolitan Jakarta
  - Loans can be used to improve business operations, support children's education or improve housing



# Objectives of community mapping

- Canossian Daughters of Charity in Indonesia
  - Women aspire to scale up their small businesses
  - Women want to learn how to manage finances more effectively
  - Training programs will be conducted in future





# Objectives of community mapping

- Objective 2
  - Understand priority, not just needs, of members of community
  - Community members have many needs, but they have only one priority
  - Based on identified priority, then scope specific social problem to address

Source: Nora Lester Murad (2011)

# Objectives of community mapping

- AMKFSC Community Services
  - Bakery Hearts program trains & employs disadvantaged women to bake pastries & sell them
  - These women acquire baking skills, social skills & supplementary family income



# Objectives of community mapping

- AMKFSC Community Services
  - These women's priority is not to earn as much money as possible
  - Their priority is to look after their families
  - They resist working longer hours to earn more money





# Objectives of community mapping

- SPD
  - Aims to help clients with multiple disabilities break out of social exclusion
  - Aims to mobilize community resources to provide social inclusion to these clients



# Objectives of community mapping

- SPD
  - Breaking out of social exclusion is not a priority for these clients
  - Their priority is to secure home-based jobs



# Objectives of community mapping

- Objective 3
  - Understand assets, resources & strengths of members of community
  - Practice asset-based community development

Source: Alison Mathie & Gord Cunningham (2003)

# Objectives of community mapping

- Objective 3
  - Asset-based community development argues that community members can organize to drive the development process themselves, by identifying and mobilizing existing (but often unrecognized) assets within the community

Source: Alison Mathie & Gord Cunningham (2003)

# Objectives of community mapping

- Objective 3
  - Examples of community assets
    - Individuals' skills, expertise & knowledge
    - Individuals' life experience & stories
    - Individuals' personal income
    - Families' history
    - Families' customs, rituals & myths
    - Families' cuisine
    - Families' crafts & technologies

# Objectives of community mapping

- Objective 3
  - Examples of community assets
    - Kinship ties & social networks
    - Citizens & business associations, & cultural & religious organizations, & financial institutions
    - Businesses (e.g., shops, factories & farms)
    - Services (e.g., education, healthcare, transport, water supply & sanitation)

# Objectives of community mapping

- Objective 3
  - Examples of community assets
    - Physical structures & spaces (e.g., houses, schools, libraries, religious buildings, hospitals, markets, shopping centers, cultural centers, recreation centers & parks)
    - Natural assets (e.g., forests, mountains, wetlands, rivers, lakes, flora & fauna)

# Objectives of community mapping

- Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People
  - Aims to address needs of migrant workers & foreign spouses
  - Runs support programs for migrant workers & foreign spouses





# Objectives of community mapping

- Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People
  - Foreign spouses enrolled in language class form a strong social network, facilitating information sharing & providing emotional support



# Objectives of community mapping

- New villages (新村) in Malaysia
  - British military forced half a million rural ethnic Chinese to relocate to new villages in 1949 & 1950
  - Forced relocation prevented infiltration by Malayan Communist Party



# Objectives of community mapping

- New villages (新村) in Malaysia
  - Some new villages are renowned for agricultural produce
  - Some are renowned for food products (e.g., 香饼, 酿豆腐)
  - Some are renowned for temples



# Objectives of community mapping

- Objective 4a
  - Articulate well-grounded logic model & theory of change for planned intervention program

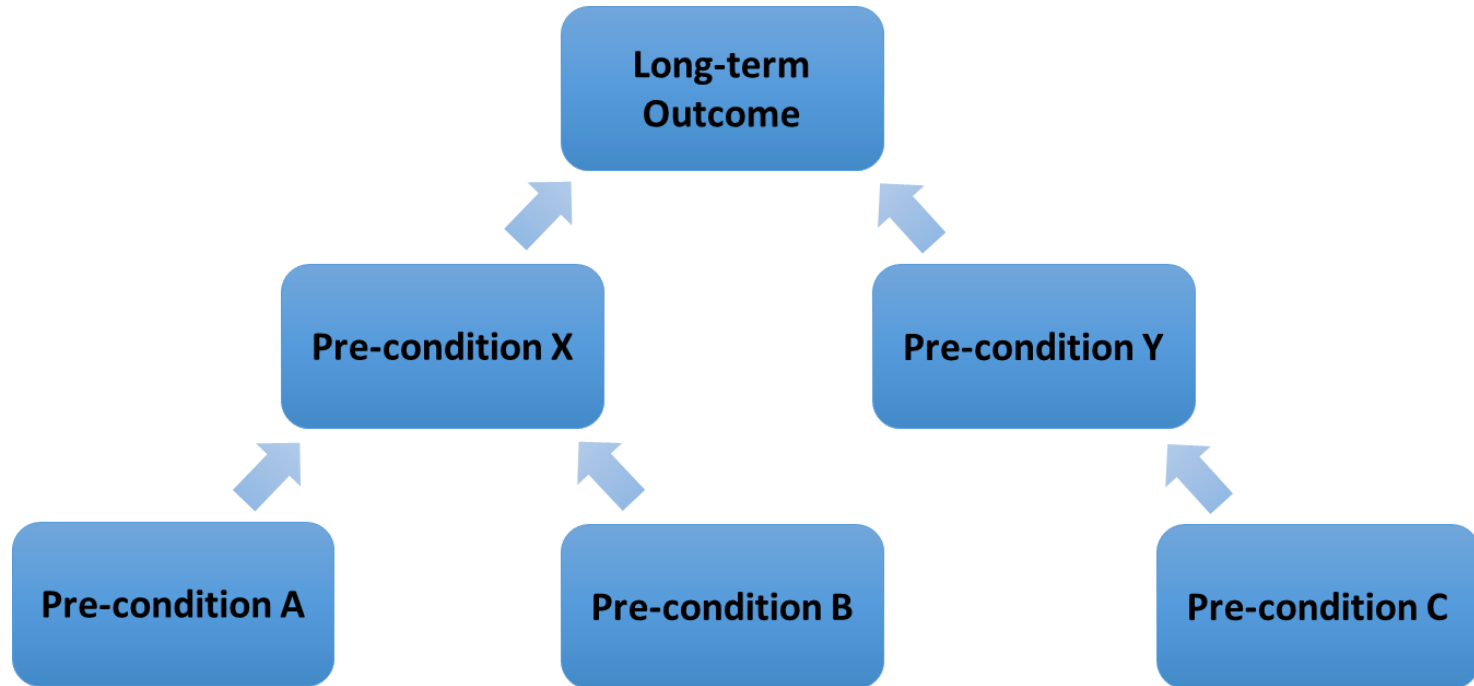
# Objectives of community mapping

## Logic model



# Objectives of community mapping

## Theory of change



# Objectives of community mapping

- Objective 4b
  - Planned intervention program should be sensitive to community members' aspirations, dreams & motivations
  - Outcomes should be consistent with community members' aspirations, dreams & motivations

# Objectives of community mapping

- Objective 4c
  - Planned intervention program & outcomes should address community members' priority



# Objectives of community mapping

- Objective 4d
  - Assets, resources & strengths of community members should be harnessed & mobilized as inputs

# Objectives of community mapping

- Objective 5
  - Identify institutional/structural elements that can hinder planned intervention program
  - Develop strategies & plans to mitigate these institutional/structural constraints

# Objectives of community mapping

- Objective 6
  - Identify other stakeholders in community (e.g., government, businesses, donors, other social service organizations)
  - Get buy-in & leverage resources of these stakeholders, to ensure success of intervention program

# Objectives of impact measurement

- Objective 1
  - Determine if intended outcomes are experienced by community members

# Objectives of impact measurement

- Objective 2
  - Determine if community members also experience unintended outcomes
  - Unintended outcomes can be positive or negative
  - Future runs of intervention program can be adjusted to mitigate negative outcomes

# Objectives of impact measurement

- ASKI Global
  - Offers financial management training program to migrant workers
  - Migrant workers attend lectures, engage in experiential exercises & develop their personal financial plans



# Objectives of impact measurement

- ASKI Global
  - Intended outcomes: future orientation, & budgeting, saving & investing skills
  - Unintended outcome: overconfidence, leading to bad investment decisions



# Objectives of impact measurement

- Objective 3
  - Determine if other key stakeholders in community also experience outcomes



# Ground sensing methods

- Ground sensing can be carried out using quantitative research methods (e.g., surveys)
- Ground sensing can also be carried out using qualitative research methods

# Qualitative research

- Collect richest possible data
- Collect wide range of information
- Collect data through:
  - Observation
  - Participation in activities
  - Face-to-face intensive interviews (i.e., conversations)

# Intensive interviewing

- Is also known as unstructured interviewing
- Adopts flexible format
- Guided conversation whose goal is to elicit from interviewee rich, detailed materials that can be used in qualitative analysis

# Intensive interviewing

- Seeks to discover interviewee's experience of particular topic
- Interviewer:
  - Pays attention
  - Thinks
  - Takes notes
  - Records

# Analyzing rich data collected

- Look for common, recurring patterns in conversations & observations
- Look for frequencies of common, recurring patterns in conversations & observations
- Analyze presence, meanings & relationships of words & concepts
- Make inferences from analysis

# Analyzing rich data collected

- Highlight outstanding quotes from conversations
- Highlight uncommon or interesting comments raised during conversations
- Highlight interesting observations

# Qualitative research methods

- Grounded theory
- Thematic analysis
- Participatory action research
- Appreciative inquiry
- Community narratives

# Grounded theory

- Theory can be built up from rich qualitative data
- Coding: putting data into categories
- Memoing: developing ideas from codes
- Codes combined with memos: multilevel theoretical model

Source: Barney Glaser & Anselm Strauss (1967)



# Thematic analysis

- Immerse oneself in rich qualitative data
- Generate codes from rich data
- Search for themes, by grouping different codes together
- Review & refine themes
- Define & name themes

Source: Virginia Braun & Victoria Clarke (2006)

# Participatory action research

- Community comes together to solve a shared problem
- Community engages in collective self-experimentation
- Participation: life in society
- Action: engagement with experience & history
- Research: growth of knowledge

Source: Neil Boyd & David Bright (2007)

# Appreciative inquiry

- Community leverages its strengths to build itself up
- Discover: articulate community's strengths
- Dream: discuss how strengths can be leveraged to attain better future
- Design: identify specific actions to attain
- Destiny: assign tasks for specific action plans

Source: Neil Boyd & David Bright (2007)

# Community narratives

- Community members narrate stories of their community
- Community members narrate their own personal stories
  - Such personal stories are coded
  - Themes that emerge from coding become community stories
- Community narratives are empowering

Source: Brad Olson & Leonard Jason (2011)

# Concluding thoughts

- Social service organizations can partner universities
- University students can support ground sensing efforts of social service organizations
  - They can help with community mapping
  - They can help with impact measurement
- University students develop deep insights into social issues & challenges