

# Philanthropy of Community Instrument 1

## Asset Inventory Mapping (PAIM)

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## PREFACE

This is one of several instruments which have been developed to deepen the practice of grantmakers, using the lens of philanthropy of community (PoC). The PoC approach recognises the extensive and intricate networks of informal philanthropy on which all poor communities rely for their survival. The PoC approach also acknowledges that, despite their best intentions, grantmakers who have failed to recognise and work hand in hand with these informal philanthropic practices have sometimes initiated interventions which have effectively undermined and, in some cases, even destroyed these practices.

These instruments have been developed to enable you as a grantmaker to build up a thorough profile of the PoC practices in a community; to quantify their worth; and to measure the impact of external interventions on them. However, before using them, two important issues need to be considered:

1. These instruments are ineffective without a thorough understanding of the concept of PoC. Therefore, before reading further, it is essential that you familiarise yourself with this concept by consulting the CGSI's guide, *The Poor Philanthropist III: A Practice-Relevant Guide for Community Philanthropy* (available at [www.gsb.uct.ac.za/clpv/poorphilanthropistIII.asp](http://www.gsb.uct.ac.za/clpv/poorphilanthropistIII.asp)).
2. These instruments are works in progress. Working with PoC is a dramatic departure from much of conventional grantmaking practice, and it will take some years to build up solid alternative processes and instruments. The instruments presented here build on other traditions and theoretical frameworks that can contribute to our understanding of this field, and they have been forged through an extensive process of consultation, theoretical debate and fieldwork with a wide range of organisations and communities. However, they are not in any way definitive, and need to be honed, refined and contextualised by you, the practitioner. In this way, we will together build a solid foundation for a PoC-based approach to practice which we believe will greatly enhance the benefits and long-term sustainability of all development interventions.

### **What we have drawn on**

PAIM, as well as the other instruments (PMVA and PIME), were developed in the context of a PoC approach to development. However, these also build on three important approaches to development practice:

#### **1. Asset Based Community Development (ABCD)**

This focuses attention on and encourages appreciation of the positive assets and strengths in communities. ABCD starts from the premise that:

- Meaningful and lasting community change always comes from within;
- Every person has capacities, abilities and gifts; and
- Local residents are experts and key change agents.

Like ABCD, PAIM is based on the premise that one would consider the strengths/assets as a frame through which to see the community, rather than focusing on its 'deficiencies'. PAIM refines this approach in relation to the features of PoC that have been documented through research.

## **2. Social Capital**

A second premise underlying PAIM is an understanding of community networks and relationships as a form of social capital (wealth).

## **3. Appreciative Inquiry**

Appreciative Inquiry (AI) may be defined as a collaborative and participatory system-wide approach to seeking, identifying and enhancing the 'life giving' and 'generative' forces in a system. It is based on the understanding that people construct and create their own meaning about the world through their social interactions. The PAIM framework draws on elements of Appreciative Inquiry by focusing attention on PoC as a 'life giving' force in communities, with the intention of building confidence and a positive outlook.

# INTRODUCTION TO PAIM

## WHAT IS PAIM?

PoC Asset Inventory and Mapping may be defined as follows:

- PoC:** Philanthropy of community (PoC) – the way in which poor people help one another.
- Asset:** The material or non-material resources that have value and which enhance health and well-being in a community.
- Inventory:** A stock-taking or list/record of the PoC assets in a community.
- Mapping:** A visual image, picture or mirror which reflects the reality of PoC in communities.

## WHY SHOULD I USE PAIM?

Asset mapping is a key aspect of working with a PoC lens. It is a vital tool in the quest to move away from the conventional tendency of grantmakers to focus attention on community problems and needs, and the dependency, competition for resources and lack of long-term sustainability that this focus can lead to.

PAIM can serve the following purposes:

- To deepen understanding and appreciation of PoC by researching and documenting PoC experiences in communities;
- To identify real community needs and shape community grantmaking strategies in order to complement and amplify PoC assets;
- To challenge poverty consciousness within communities and cultivate a culture of responsibility with regards to community-led development; and
- To challenge irresponsible and destructive donor practices (particularly the ‘cheque book’ mentality) and lobby for more developmental and complementary practices.

Mapping assets is also an important first step in applying the two other important tools for PoC practice – the PoC Measuring and Valuation of Assets process (PMVA), and the PoC Impact Monitoring and Evaluation process (PIME).

## HOW DOES PAIM HELP THE PRACTITIONER?

PAIM is a critical tool in working with a PoC lens, and enables the practitioner to gain greater insight into all of the following domains of PoC:

### 1. Needs and networks

The PAIM process helps to map community needs and helping networks. It provides a comprehensive

picture of these needs and networks, how these two connect, the level of social cohesion, exclusion or marginalisation of a community, and how these shift over time. With this understanding grantmakers can:

- Reinforce, stimulate and strengthen these networks;
- Refine stakeholder needs and community analysis methodology to inform a deeper understanding of living reality;
- Refine resource/asset assessment;
- Identify effective community actors with whom grantmakers can work, and networks to work through; and
- Sharpen their analysis of which sectors are most and least connected in terms of the potential of help, which can then inform risk analysis and grant strategy.

## **2. Range of help and assets**

Using PAIM helps to uncover the range of assets available to a community, and to capture them on a consolidated checklist. An analysis of this checklist can help grantmakers to:

- Understand how much social capital is actually available – and how much the community *perceives* as being available;
- Learn how the community categorises its own assets;
- Pursue an asset-based approach to development; and
- Diversify the profile of assistance – to support what is there and/or mirror it.

## **3. Philosophy of collective self**

The PAIM process involves extensive discussion with and feedback from the community regarding their helping practices. This process will help the practitioner to understand more fully the values and principles that lie behind people's indigenous philanthropy, and also how the community defines or expresses these.

## **4. Conventions for decision-making**

The PAIM process will give the practitioner insight into the unwritten rules or conventions guiding the helping process, and the basis on which the decisions to accept or offer help are made.

## **5. Maintaining to moving**

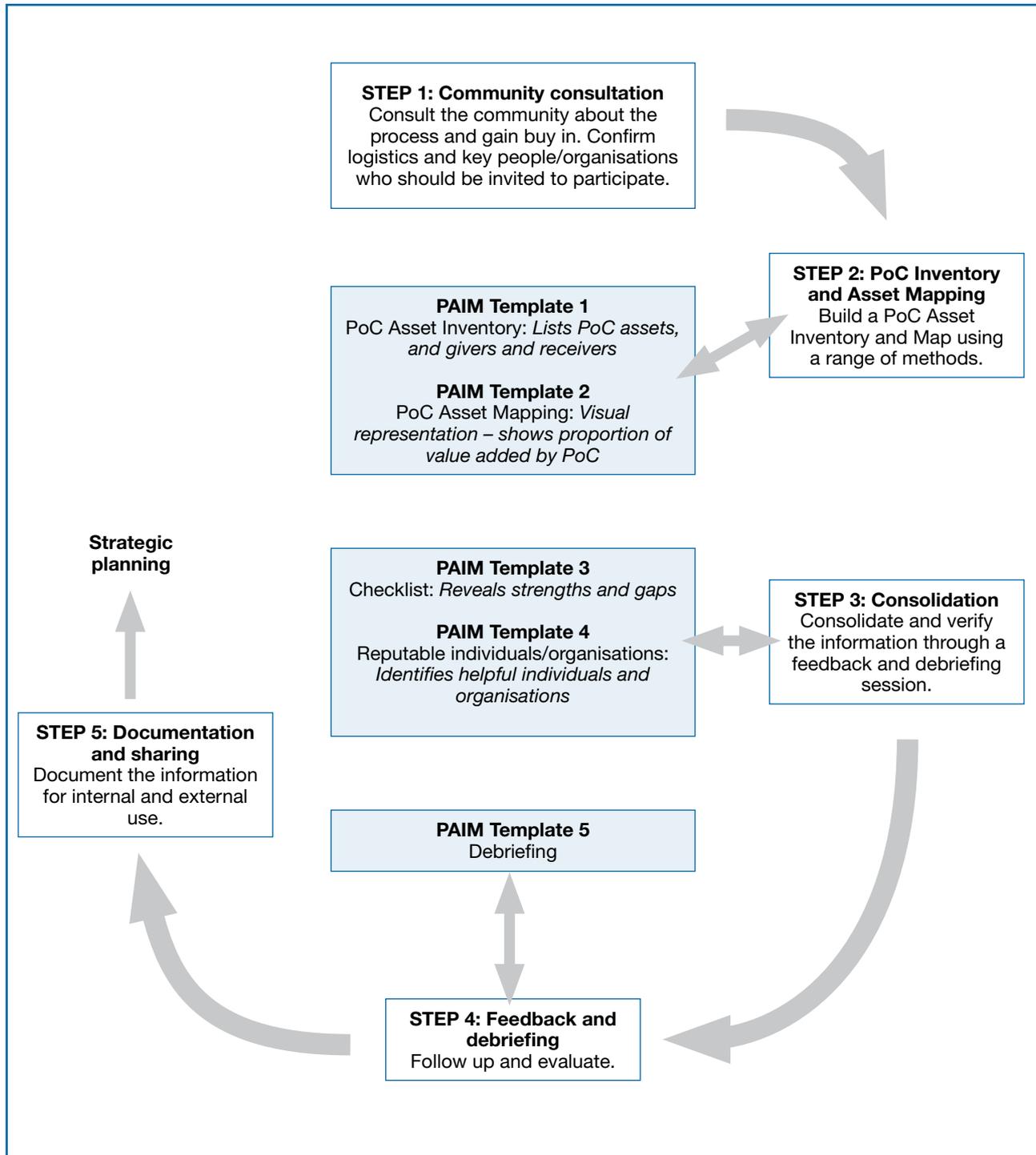
People appreciate help in terms of maintaining their existing conditions or moving them towards a better life situation. PAIM helps practitioners to understand this and therefore contributes to discovering:

- How people survive and how they try to move out of poverty;
- How PoC can act as a catalyst for investment in the future, leading to social change;
- Indicators of community status (poverty) and potential for change;
- How triggered change may be sustained; and
- A way to refine intervention strategy and priorities.

## HOW DOES PAIM HELP THE COMMUNITY?

The PAIM process is tremendously beneficial for communities. It helps them indirectly because it enables grantmakers to target donations and interventions much more effectively, and to minimise the possible harm caused by these interventions. However, it is also very beneficial to communities directly, in that the process is very empowering. It gives communities a strong awareness of their extraordinary resilience and resourcefulness, and encourages a sense of pride and independence.

### The PAIM process and templates for each step



## APPLYING PAIM IN PRACTICE

The mapping of individual and social assets amongst community groups and households is a new area of inquiry, and requires specialised applications. Through our fieldwork and case studies, we have developed a basic four-step process, which draws on a set of templates. The templates have been designed to be applicable to a wide range of situations: literate and non-literate audiences; in a workshop situation; or with individual households. They will be most effective if you adapt them to your particular context. Consult the PAIM case story ([www.gsb.uct.ac.za/clpv/poccasestories.asp](http://www.gsb.uct.ac.za/clpv/poccasestories.asp)) to see the ways in which the PAIM instrument was adapted for these projects in the North West Province.

### STEP 1: Initial preparation and community consultation

The preparation for the field test is extremely important, as it lays down the basis of trust and openness essential for an effective mapping of community assets. Preparation will vary depending on your content, but it should include the following:

- Initial consultation and setting up a community meeting and feedback session in each site;
- Confirmation of all logistics (invitations, catering, venue, etc.); and
- Organising resources needed:
  - Household Profile/Register
  - PoC Asset Inventory
  - PoC Asset Mapping
  - Checklist
  - Reputable individuals/organisations
  - Materials for mapping: different colour markers; colour paper; stickers; newsprint; prestick or masking tape; and scissors.

### Introducing PAIM in communities

Before embarking on the mapping process, you need to introduce and define PAIM for your target group. During this process, you will need to explain PoC, and motivate why it is valuable for communities and for donor organisations to map the community's assets. It is essential that you spend sufficient time to ensure that the community is clear in their understanding of what PoC is, what a 'community asset' is and how PoC expresses itself in their community. Suggestions for how to explore this with community participants can be found in Chapter 1 of *The Poor Philanthropist III: A Practice-Relevant Guide for Community Philanthropy* (available at [www.gsb.uct.ac.za/clpv/poorphilanthropistIII.asp](http://www.gsb.uct.ac.za/clpv/poorphilanthropistIII.asp)).

Make it clear that this is a learning process for everybody – for yourselves as much as for the participants. Explain clearly all the steps in the process that you will be following.

## STEP 2: PoC Asset Inventory and Mapping

This is the actual process of drawing up a list of assets, and then mapping them. We found it best to do this with community members in a workshop. The instrument is designed for use in real time rather than in retrospect.

### PAIM Template 1: PoC Asset Inventory

The first part of the process is drawing up the inventory, for which you will need the first template: the **PoC Asset Inventory Record**.

The PoC Asset Inventory Record is a list of the self-help and mutual-assistance assets available in the community. It looks specifically at what types of PoC assets are present in the community and who the givers and receivers are. It is a 'stock-taking' exercise which can be used to quickly gather a list of the PoC assets available. But beyond giving us a simple list of PoC assets, the inventory also identifies key individuals/organisations with a reputation for helping others.

The inventory can also show us what kinds of help are the most and least accessible and who are the main sources. The information can be translated into a resource directory and used to cross reference and verify the mapping exercise.

Some community members may initially struggle to list these. They may take certain forms of help for granted and not think of it as 'important enough' to list. The facilitator needs to draw participants out as much as possible, and find appropriate ways to encourage them to recognise helping activities. Keep asking questions until you are confident that all instances of help given in the past year have been adequately documented.

Help given:

- What type of help was given (outside of your household)?
- Category/type of receiver? What is your relationship with them?
- What happened? What were the circumstances?

Help received:

- What type of help was received?
- Who was the giver?
- What is your relationship with them?
- What happened? What were the circumstances?

You may record the PoC assets on two Inventory Records: **PAIM Template 1(A) Individuals who help others** and **PAIM Template 1(B) Organisations who help others** (both formal and voluntary, and external agencies).

Consult the PAIM case story for an example of how this template can be set out and/or adapted ([www.gsb.uct.ac.za/clpv/poccasesstories.asp](http://www.gsb.uct.ac.za/clpv/poccasesstories.asp)).

### PAIM Template 2: PoC Asset Mapping

The facilitator then introduces the mapping process by asking the community/household participants to draw a rough geographic map of the area. You will negotiate the definitions and symbols for the givers and receivers and, together with the household or community group, transfer the inventory onto the map using colour codes for givers and receivers. All assets identified in the inventory should appear on the 'asset map'.

This will build on the inventory and take the process a step deeper by locating where the PoC assets may be found geographically. By depicting PoC in the form of a map, we build a visual picture

of the help circuits in communities and where there is high density of PoC. This information is extremely useful as it puts PoC in context and gives us further insight into community dynamics, and gives an instant picture of the nature and spread of PoC in site communities.

Conclude your visit/workshop with a debriefing session in which you ask participants to consider the following questions:

- Why do people in the community help each other?
- What is the easiest help to get?
- What is the most difficult help to get?
- What types of help are most valued and why?
- What damages/disrupts the flow of PoC in communities?
- What can other organisations outside the community do to support the flow of PoC? How can they work more effectively?
- What can you (household/community leaders) do to support PoC?

### STEP 3: Consolidation

The PoC Asset Inventory and Map provides rich information about the nature of horizontal philanthropy experienced by households/community leaders. It does not however reveal other hidden assets or identify the gaps. For this you need a checklist which will help you:

- Consolidate information gathered through the inventory/mapping exercise;
- Reveal codes, patterns and sources of PoC assets;
- Identify gaps; and
- Prepare for the community feedback and debriefing session.

The consolidation process can follow these steps:

1. Consolidate all information gathered during the mapping session onto a composite map which locates the givers (individuals and associations/organisations) geographically.
2. Work through and summarise all categories of help mentioned (including material and non-material help) and the sources (givers). Record important details on a checklist (see **PAIM Template 3**).
3. Individuals and associations which are repeatedly mentioned can be marked with a star and listed as reputable individuals/organisations using **PAIM Template 4**.
4. List the gaps.
5. Prepare for the community meeting by summarising:
  - What the main types of sources of PoC are;
  - Where the gaps are;
  - What role external agencies can play in supporting PoC; and
  - What role residents/community leaders can play.

Information can be consolidated to present a picture that is readily understandable to the community. A pie chart is a useful way of representing this information. For example in the Witrandjie study, help agents were categorised into CBO, NGO, business and government, and each instance of help was counted using colour codes for each type of giver. An illustration of the Witrandjie map is supplied in the PAIM case story.

## STEP 4: Feedback and debriefing

At the end of the process, it is important to spend time giving feedback to the community on the consolidated data, and getting feedback from the community as to their views regarding the PAIM process. Look at the map together and use the following questions to guide this process (**Template 5**):

- What do we see?
- What does our community look like through the lens of PoC?
- How would we describe/explain this to others?
- What terminology/language would we use?

**Remember:** Indigenous knowledge is often tacit and taken for granted. The poor and marginalised have an enormous collective experience of how to survive and move out of poverty. But both a symptom and cause of their marginalisation is that they rarely acknowledge or appreciate their own individual or collective experience and knowledge, and tend to look upwards for advice and capacity. This failure of appreciation is underscored by the approach of many grantmakers – for example, the practitioner who tries to teach Project Management to rural women without acknowledging the fact that they already know how to plan and manage the hugely complex projects of traditional weddings and funerals.

Capacity building that does not begin by revealing what is already known further undermines poor communities. A vital part of the practitioner's work is to help communities to understand their own knowledge and experience, and the tremendous efforts they make to overcome their challenges.

## STEP 5: Documenting and sharing

The PAIM process yields a rich resource of useful information for the organisation, and it is important to find ways of documenting this and of sharing it with the community concerned. It is also useful for advocacy work and for attracting funding.









## PAIM TEMPLATE 3

### Checklist (continued)

| Type of help                | Source(s) of help (Giver) | Comments |
|-----------------------------|---------------------------|----------|
| <b>NON-MATERIAL</b>         |                           |          |
| PHYSICAL/MANUAL SUPPORT     |                           |          |
| • Labour                    |                           |          |
| • Accommodation             |                           |          |
| • Shelter/construction      |                           |          |
| • Repairs/maintenance       |                           |          |
| • Transport                 |                           |          |
| • Protection                |                           |          |
| • Healthcare                |                           |          |
| • Dentalcare                |                           |          |
| • Childcare                 |                           |          |
| • Care for seniors          |                           |          |
| • Care for disabled         |                           |          |
|                             |                           |          |
| MORAL/EMOTIONAL SUPPORT     |                           |          |
| • Inspiration/encouragement |                           |          |
| • Counselling/comfort       |                           |          |
| • Prayer/spiritual support  |                           |          |
| • Standing together         |                           |          |
|                             |                           |          |
| INTERVENTION                |                           |          |
| • Active problem-solving    |                           |          |
| • Decision-making           |                           |          |
| • Conflict resolution       |                           |          |
| • Child abuse               |                           |          |
| • Domestic violence/rape    |                           |          |
| • Drug/alcohol abuse        |                           |          |
| • Fire                      |                           |          |
| • Natural disaster          |                           |          |
|                             |                           |          |
| TECHNICAL SUPPORT           |                           |          |
| • Telephone                 |                           |          |
| • Typing                    |                           |          |
| • Faxing                    |                           |          |
| • Phoning                   |                           |          |
| • Posting                   |                           |          |
| • e-mail                    |                           |          |
|                             |                           |          |
| OTHER                       |                           |          |
|                             |                           |          |
|                             |                           |          |
|                             |                           |          |





# PAIM TEMPLATE 5

## Debriefing

### QUESTIONS FOR DISCUSSION

Looking at the map:

- What do we see?
- What does our community look like through the lens of PoC?
- How would we describe/explain this to others?
- What terminology/language would we use?