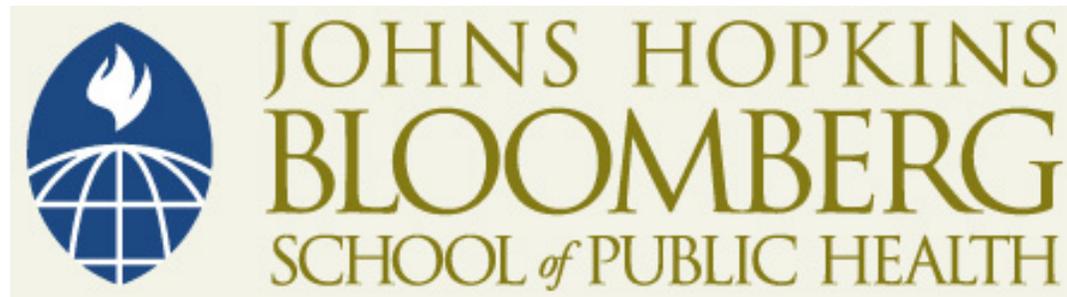


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Section B: Moving onto SCALE

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Three Dimensions of Going to Scale

■ **SCALE ONE**

- Successful Change As Learning Experience (community level, local expansion)

■ **SCALE SQUARED**

- Self-help Centers for Action Learning and Experimentation (regional network)

■ **SCALE CUBED**

- Systems for Collaboration, Adaptive Learning, and Extension (state, national)

- Starting point at any or multiple dimensions depending on who can best initiate action

SCALE ONE Communication

- Have a caring and gentle touch: when people are disempowered, getting started needs a gentle touch, “caring”
- Show respect and recognize people’s wisdom as they describe local realities
- Keep questions flowing as people talk about successes and priorities
- Create excitement defining vision, fun and hope
 - But only if committed to follow-up

Simple Rules for Community talk

- Start with formal leaders
 - Get their trust
 - Use a gentle touch
 - Cooperate
 - Let them complain
- Invite all to meetings
 - Always focus on women, poor, and low caste
- Identify opposing factions/parties and local treasured traditions; prevent polarization and ultimatums to withdraw
- When groups polarize, try to get them to defer a decision: jointly gather data, test all ideas/options

Participatory Methods, Having Fun, Celebrations

- Participatory methods, neighborhood mapping, or modeling to visualize ideal community
- Groups (especially youth or mothers) gather data in household survey
 - See community as a whole and bridge factions and difficult politics
- To create group identity and bonding: use songs and games during workshop training
- To preserve treasured cultural values: have celebrations and dances, eat together

Building Community Capacity

- Organize a coordinating committee with rotating membership
- Identify natural leaders, local indicators, “follow the eyes” in group meetings
- Identify past successes by repeating “you can do it,”
 - Problem solving with local resources and practical demonstrations
- Provide practical training of community workers and special volunteers
- Nurture natural resources, traditional organizations, and cultural heritage

SCALE SQUARED

- **Self-help Centers for Action Learning and Experimentation**
 - Centers of excellence for ideas, training, money, and organization
 - Quality control for services; standards for management and performance
 - Donors invest funding but do not make showcases or raise expectations so that communities wait for help or don't try
 - A network of Scale Centers can scale-up exponentially, each in its own region

Experimentation: Community Lab for Regional Priorities

- Community members develop natural talents as regional experts work with outside experts
- Regional adaptation to build capacity and protect local cultural preferences, practices, expertise, and natural and human resources
- Community data and surveys reveal successes, hidden problems, and local causal forces
- Options, both in what is done and how
- Implementation tested in local multisite field trials for usability and cost/effectiveness

Community Empowerment Needs Empower Mentors

- Officials and experts tend to be arrogant and directive:
 - Assuming people will do what they are told
 - Ignoring and ridiculing community wisdom
- Professionals seldom explain things so that ordinary people understand
 - But ordinary people can learn
- Mentors take time to help communities solve problems
 - Patiently serving as role models for demonstration and practical learning by doing
- Empower mentors transmit skills, wisdom, and values with humility for a contagion of change in behavior and social norms

SCALE CUBED

- **Systems for Collaboration Adaptive Learning and Extension**
 - Scaling-up needs supportive policies, laws, regulations, and financing
 - Social mass movements need incentives, financing, and realistic expectations
 - Systems reform gives openings for innovation but controls excessive greed
 - Equity removes exclusion and sets standards challenging those who have to share and help those in greatest need

Sustainable Collaboration

- Sustainable collaboration as experts and officials begin to change values
 - Most common obstacle for empowerment is arrogance and control by experts and officials
 - SCALE Squared Centers training in empowered villages helps develop respect and humility
 - Role models show officials and experts that caring attitude helps their own political futures
 - Health teams build capacity as patients and families take responsibility and show that self-care in homes is cost effective and sustainable

Future Directions

- Future Generations shifting from NGO role to becoming an academic institution, offering a masters degree in community development
- In country programs, we need to do less of project development and train other NGOs to do SCALE ONE
- Future Generations would train others by helping develop SCALE Squared and Cubed models

Your Future Directions

- Think about how your organization would move
 - If you are an international organization, think about the local organization
- Become an educator more than an implementer
- Become an empower mentor

John Grant

- John Grant was the originator of this social model

John Grant

- Worked in Ding Xian starting in 1931
- Communist expansion crowded them out in 1935
- Moved to Calcutta to work under Rockefeller foundation

Data to Support the Second-Generation Project

- Hydrick in Indonesia
- 1937 manual
 - Report on a program that he did following-up the Ding Xian experiment