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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
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
- **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
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 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 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