

Future Generations
Flip Charts for Teaching
SEED-SCALE

Social Change as Energy

Four principles underlie the SEED-SCALE process. When a community employs these principles, momentum for change within a community grows and solutions evolve that fit local circumstances. The principles are:

- 1) Build from Success: Find out what is working and strengthen that.
- 2) Create Three-way Partnerships: Between community, government, and community change agents. Without all three, change will not be sustainable
- 3) Make decisions based on evidence, not opinions, power, or dogma
- 4) Seek behavior changes as the primary outcomes

Using the four fundamental principles as a foundation, the human energy within a community gets focused into simple, one-page workplans that are implemented with the guidance of seven tasks. When a community repeats these tasks year after year, it grows rising capacity within the community.

- 1) Create (and regularly recreate) a Local Coordinating Committee
- 2) Identify past successes that can be made more effective
- 3) Visit other communities to learn methods that can be adapted back home
- 4) Self-evaluate your community to gather evidence about needs and seek actions that can be achieved
- 5) Focus on community priorities and create local workplans
- 6) Take action and encourage all partners to do their workplan tasks
- 7) Make needed mid-course corrections so as to strengthen the four principles

Communities engaged in this process are then enabled by government and outside-in partnerships not just to advance themselves but also to provide learning opportunities for another community and to extend the change process throughout an entire region.

- What resource does everyone in the world have? Money? Education? Powerful friends? Trees & Minerals?
- **Energy** is possessed by everyone who is alive.
 - Can be passed from one to another, and as it is passed it can keep growing.
 - As it is shared it creates massive energy.
- Social Energy can burn local resources, sticks and twigs that are there, or it can burn resources from other places like petroleum. Different types of energy are being created depending on resources being burned. One source is not better than another, but the character of the energy is very different.
- If managed, social energy can keep going and growing. Management of energy occurs through resourcefulness, not consumption of resources. *Resourcefulness=use resources fully.*
- Energy as basis of social change creates *No Haves pulling against the Have-Nots*. Everyone can participate--from absolute poor to very rich, and the amount of energy each has is much more equal than any other resource.
- Consider the history of your community. What made it change over the years? Energy was the resource that for thousands of years was the basis of social change.
- What is important is to focus energy—today energy in a community is like an open fire, but it will be more effective and efficient if focused as a stove does. SEED-SCALE works like a stove; a structure that helps communities focus their energy.
- SEED-SCALE is a process that can be taught to anyone. SEED-SCALE is not something that is bought or sold. Once you have it, it cannot be taken away.
- SEED-SCALE
 - SEED=create seed of community energy, start energy growing.
 - SCALE=grow seed into life-giving plant. Process of growing energy both to more communities and to create a better quality of life inside every community.
- SEED-SCALE not new; but new understanding how to use oldest resource.
 - Its patterns were observed in international experience.
 - Monographs were published at UN Social Summit 1995.
 - Continuing scholarship and trials around the world are improving understanding.
- Each growing SEED-SCALE application will look different—just as plants in these places differ from plants in other places. However the growth process being followed is similar. *SEED-SCALE is a universal process leading to site-specific local answers, fitting local economy, ecology & values.*
- SEED-SCALE is flexible not rigid, a process not formula. Process means it must be moving, it must be used. More it is used, the more effective and sophisticated it becomes.
- A community going forward differs from a stopped community. *Getting local energy to grow then directing that growth is the objective of SEED-SCALE.*

- Whole community must move: children since they are rising leaders, weak otherwise they must be carried, women for they balance the man.
- In moving, resources must be sustained, or today's growth will not pass to the community's children.

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4 Principles for Social Change

- In life there are “necessary” conditions. For fields it is necessary to have soil, water, air, sunlight, seeds. In all living matter there are three necessary elements: carbon, hydrogen, oxygen.
 - How necessary conditions come together defines whether food is mustard or meat, but food cannot grow without five necessary conditions and all food has at least those three necessary elements.
- Social change has four necessary principles. If all four are not present, social change may start, but it will not continue.
 - Social change needs to grow the 4 Principles. The stronger the 4 Principles, the more effective social change will be.

Foundational—Principle #1: Build from Success.

- Success-based action creates forward-moving momentum that gathers energy in the community.
 - Successes point to assets in the community rather than what is absent.
 - Successes make a community feel proud.
- More common approach is to do a needs analysis and to try to fix failures.
 - Needs analysis creates sense of emptiness, a feeling that answers must come from outside.
 - Looking at needs and failures makes a community feel incompetent.
- SEED-SCALE does not avoid needs.
 - When needs are identified, SEED-SCALE solves them not through confrontation, pointing out failures, but by pointing out what can be made better.
 - As positive momentum is created that makes addressing needs into a challenge not a sense of deficiency.
- Success is positive, forward-moving.
 - One success becomes a step off of which a higher success can be taken.
 - To start, select an easy step, then an easy step after that. This is the way to climb to greater height. \uparrow
- Increasing success tends to result in people holding each other more accountable. Community grows closer.
 - A focus on failure tends to result in people blaming others. Factions increase, and the community splinters.
- Building on successes puts attention on resources the community and turns work to strengthening the partnership—both of these the community already has. It turns the community inside for growth.
 - The alternative (looking for resources) puts the community into positions of being dependent on outside resources and outside people.
- A success focus is hard for
 - Professionals who are trained to look for problems and to fix failures.
 - Community members who are suffering, very aware of what is wrong.

- Outsiders such as NGOs since they get more money for solving problems not making things better.
- The partnership needs to support each other in doing what is not natural.

Foundational—Principle #2: 3-Way Partnership. Bottom-up, Top-down, Outside-in.

- Community growth is Bottom-up. Seeds do not grow by being told to grow. Communities cannot grow on own (if they could, they would).
- They grow through an enabling environment of policies and financing; Top-down provides this.
- Need stimulation of ideas and training; Outside-in provides this.
- Bottom-up growth is objective ↑. (Like growing crop up from the ground.)
 - That needs Top-down policies and financing ↓. (Sun and rain)
 - If just two-way partnership, these create either confrontation ↓ or activities going past each other ↓↑. (Crops do not prosper when no fertilization from outside)
 - Bringing the Outside-in turns the forces and creates → forward momentum: $\updownarrow \rightarrow$
- Different types of members for each partner
 - Bottom-up (genders, ethnic, age, education);
 - Top-down (government, corporate business, religion, traditional culture);
 - Outside-in (NGOs, local business, academics, former citizens still loyal to community, local clergy).
 - Some groups, such as business or religion, can move one role to another.
 - Focus on the functions being performed to determine what each partner is doing.
- Leadership that is sustainable requires a partnership among all three.
 - A single powerful, honest leader is difficult to find, train, and replace.
 - Partnership can always be created; it bridges factions, continues over time, and adjusts for incompetence.

Implementation—Principle #3: Evidence-based Decisionmaking.

- Decisions are best made based on objective evidence, by the partnership that lives then with the consequences, and made close to where they will be implemented.
- Usually decisions are based on money or who has power. Or, decisions are based on opinions or on political or religious dogma. Often decisions are made distant from communities.
 - Any of these circumstances makes it more likely that decisionmaking will be wrong.
- Taking many people's opinions is much better than just one person's opinion, but even many opinions still remains opinion, not fact.
 - Sometimes taking many opinions (such as PRA methods) is an intermediate step to full evidence-based decisionmaking since it starts

the participatory process and since many opinions are more accurate than just one.

- However true evidence-based decisionmaking close to where it will be implemented and involving the whole partnership is always the most likely to be correct.
 - It can also be repeated later and thereby become a way to measure progress.
- Participatory, evidence-based decisionmaking is difficult.
 - Partners are unfamiliar with its processes, and prefer to let leaders decide or to have funny stories guide.
 - Evidence-based decisionmaking is most difficult because what is the correct evidence to collect. People usually, therefore, collect too much evidence
- To start evidence-based decisionmaking, select a few Key Indicators that give a very broad understanding of the community and can be counted simply by the partnership. Start with a simple base of evidence. The next time more extensive evidence can be collected.
- How to do evidence collection is discussed under the Five Criteria. How to make evidence-based decisions (Causal Analysis, Functional Analysis, and Role Reallocation) is discussed under Task Five of the 7 Tasks.

Implementation Principle #4: Workplans Resulting in Behavior Change.

- Fundamental social change occurs when people change behaviors;
 - But typically programs look at easy-to-measure outputs (people going to school, patients in a clinic, trees planted.) But all these objectives are best met through behavior change.
- Changing behavior is low cost, requires little equipment or expert help—so it should be easy.
 - But changing behavior is difficult because an idea outside the person must go inside—then cause the person act differently.
 - Such internal change happens with outside support.
- Telling people to change is mostly a waste of breath, unless the speaker has a great deal of authority or the person is desperate.
 - Incentives and disincentives put forward positive reasons to change and they can create negative consequences when people do not change.
- The community working together is the best way to create a mix of incentives and disincentives. They are effectively incorporated in community Workplans.

Objective	What To do	Where to do	When to do	Who inside	Who Outside	How	Needed training	Needed supplies	Remarks
1.									
2. 2a. 2b.									
3.									

4 Principles in Synergy:

- The 4 Principles work together; they support each other and make each other stronger.
- Each principle must fit the local economy, ecology, and values of that community.
- How each principle is defined will differ community-to-community. For example in 3-way partnership in some communities there will be many Outside-in or religion may be a single Top-down. Each community will need to define its 3 principles.

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How to Begin—Starting A Spark

- Remember: a community moving forward is a partnership; it is more than a group of citizens.
 - Bottom-up energy grows because of Top-down enabling policies and financing that are enriched by Outside-in ideas and training. (Example: grass)
- Remember: building from success is a seed; the success is the hope that cracks the seed open; the success is not the sprout that can grow into a larger plant.
 - Possible successes: crisis response (flood, economic trouble), achievement (festival, victory, children.) Growth occurs as the shoot is protected and nurtured, not criticized.
- Remember: to make the foundation principles of partnership and success grow requires the implementation principles of evidence and behavior change.
- After the success, possible Entry Points to start the shoots of growth: select some service to deliver to as many people as possible: health, literacy, heat to homes, a bridge.
 - Once that services starts, make the service stronger. The objective of this service is partly to help the community, but more importantly it is to teach the community the skills of how to engage intentional social change.
- It takes months to move from seed to growing plant. Partnership seldom forms quickly. It is tempting to seek short-cuts, especially when money is available and outside expectations.
 - Let the 4 Principles grow slowly and correctly. Then they will accelerate more rapidly: 1, 2, 4.... 32, 64, 138...
- Larger social momentum is the objective. (Example: Look around, find the right rock to release, dig out slowly, and push carefully to get the rock to roll.)
- Most common momentum now is economic growth. The thought is that if a system for making money is created then that will pay for related objectives.
 - However, it is hard to make money. With global competition, poor people especially have difficulty starting—their labor is undercut and labor is all they have to offer.
 - To make money requires basic health, education, housing. Poor people start out not only handicapped by poverty, but also with all these other handicaps.
 - Perhaps more effective is a balanced strategy, not a single focus.
- SEED-SCALE offers process that constantly seeks next simple growth step that fits each local community.
 - The Workplan encourages communities always to be seeking the next adaptation so change fits each community better.
- The first Workplan probably is led by a few people. Some group, preferably not individual, takes leadership.
 - But after the first Workplan that initial action should change to process, to a SEED-SCALE Workplan.

- This is done through the 7 Tasks. The objective of the 7 Tasks is partly to do the work but it is even more to strengthen the 4 Principles, to teach process.

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Grow Community Energy—7 Tasks & Workplan

- Little in society or in Nature bursts forth fully formed. Life matures through repeating cycles. Crops grow through agricultural cycles. Knowledge increases through years of school. The Earth itself changes through the cycles of the seasons and centuries. Cyclical growth is how everything improves, and so also with social change.
- Commonly, governments seek to put a fully formed product before the people. As a result programs are rigid with laws and funding rather than flexible to meet the needs of people and place. Commonly, professionals define then best practice—but as soon as they have defined that, best practice moves to something better.
 - SEED-SCALE seeks to be more like a process of Nature
- A cycle of social change offers a sequence of tasks by which the 4 Principles are implemented at the community level.
 - The process should start simply—the important thing is to implement the whole cycle, then the next time to implement it again, better.
 - Do not seek excellence for one part of the cycle and thereby risk not completing the whole cycle.
 - Like a farmer who is improving his field or a student who is learning how to study, Excellence in social change grows with each cycle repetition.
- Do the whole cycle
 - The 7 Tasks can occur in any sequence.
 - Often, multiple tasks will be underway at one time.
 - It is OK to do one or two tasks poorly so long as the whole cycle is completed
 - Then the next time do the cycle better
- #1—Form a Local Coordinating Committee for leadership. The next cycle, reform the committee so it more effectively represents the partnership.
- #2—Identify local successes. Find out what is working in the community and what it is proud of. What achievements can lead to further achievement? (This is an internal learning.)
- #3—Study the successes of others. Learn options your community can adapt and use. Ideas, training, connections, trade, all can strengthen your community. (This is an external learning.)
- #4—Self Evaluation to understand the community. *Gather evidence about the whole community.* Whole means all the people, resources, as well as the direction the community is headed.
- #5—Effective Decisionmaking to make a Workplan. Successes and evidence combine to create Workplan objectives. Much of the Workplan is filled in by the three actions of:
 - Causal analysis: explore the factors that shape the objectives the community seeks to accomplish.
 - Functional analysis: discuss what the community can do to change the causes.
 - Role reallocation: identify behavior changes people must make and resources needed to achieve the functions that need to get done.

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Keeping Community Energy
Sustainable and Lasting

The 5 Criteria

- How can Workplans stay directed to community priorities? Everyday, the partnership will be distracted. Just as a cycle of 7 Tasks can be repeated to grow social change, so also a cycle of evaluation can keep social change directed to community priorities.
 - The cycle is The 5 Criteria.
- Commonly evaluation is assumed to be “rigorous scientific evaluation” (analysis of trend lines, proofs of hypotheses, evaluation of complex statistics). A priority is on objectivity, large sample size to control variance, measuring deviance from norms. Usually only the professionals can understand such research. Usually this type of research costs extra money and take much time.
- Communities do not need such precise answers and do not have money to pay for scientific research. Communities need answers that quickly tell them what to do in the future. Or they need answers that tell whether they are progressing toward where they want to go. Measurements must come in rapidly.
- SEED is such a simple process. (SEED means Self Evaluation for Effective Decisionmaking.) It is the process of taking evidence then using that to make a decision. People do this hundreds of times every day because people have five senses that constantly take in evidence and brains that use that for decisions. But communities often do not have a system to take in evidence—and some communities do not have brains. Moreover, most data collection techniques make the process too complicated.
- First feature of this evaluation is that it is done by partnership, not professionals.
 - Scientists say that objectivity is lost by self evaluation
 - However SEED-SCALE says accuracy is gained when people are used who are close to the situation. They know the language, when people are telling the truth; how to find everybody. Also three partners are involved so this multiple perspective helps correct for bias.
- Another feature that improves accuracy is that five different perspectives are taken. The 5 Criteria would be complicated to use if the community was large, but usually communities are small enough and similar enough that the using the 5 Criteria is a manageable process.
- Evaluation can start very simply.
 - What is important is to learn how to evaluate using evidence (rather than decide based on opinions, power, or money).
 - Each time the process is used the evaluation can grow more sophisticated.
- Each of the five is assessed by Key Indicator.
 - A Key Indicator is a variable where the analysis has already been done by the variable itself
 - This means that Key Indicators can simply be counted rather than having to collect numerical data and then analyzing the data to make conclusions.

- Key Indicators must be chosen very carefully so they correctly measure each situation. Hence a Key Indicator that is accurate for one region may not be accurate for a different region.
- Criterion #1—Equity:
 - The gap between those with power, property, and privilege and those without.
 - Equity is not just a value—it is the foundation of whether the community is changing as one community or whether it is breaking into subcommunities.
- Criterion #2—Sustainability:
 - Are gains from the social change underway worth the losses happening in:
 - Financial security (are debt loads increasing)
 - Environmental security (soil, water, species diversity, energy sources)
 - Cultural continuity (are community values being strengthened)
- Criterion #3—Interdependence:
 - Communities are connected with other communities, but are those connections strengthening or weakening the community and making it dependent on other communities? For example, are the exports that leave the community reducing the overall value of the community?
- Criterion #4—Holism:
 - The balance of change in the community needs to adjust constantly, improving in health, education, housing, artistic expression, rising income, access to information.
 - Progress in one area opens opportunities in another. Balanced progress creates a more efficient social change process
- Funding from government and donors tends to work against holism, pushing forward the same sector, creating higher costs and specialization in that sector to deliver progress.
 - However, rising energy within a partnership and rising competence among partners tends to spot opportunities and this promotes holism.
- Criterion #5—Iteration:
 - Usually there will be a mix of success and failure. The next try, implementation gets better, building on success and remedying problems. The third effort, results become more useful. Iteration is not simple repetition, but constantly adjusting assessment and action to create more appropriate solutions.
- The complexity of social change makes it impossible to predict the future.
 - Iteration is the process by which communities react to change so that they are always best positioned for that time, place, and availability of resources.
 - Often through the simple steps of iteration a very significant breakthrough will suddenly occur.
- Examples of possible Key Indicators

- Counting numbers of three species of birds can accurately describe the environment
 - Measuring arm circumference on children between 1 and 3 years can describe health
 - Proportion of girls/boys early in school compared to later years can describe equity
 - Compare a series of Workplans to see if holism is occurring.
 - Compare a series of Workplans to see if iteration is occurring
- For Self Evaluation there must be measurable indicators—otherwise decisions will return to being made by opinions. To get measurable, easy-to-implement indicators that fit each locale will require experimentation.
 - Communities do not improve as effectively by on having better things brought in from outside as they do by learning how to take what they have and make these things better.
 - Such learning requires self-evaluation to determine whether change is indeed making life better or worse.

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Improve Community Energy
Three Dimensions of SCALE

- Change often starts with difficulty. Few people participate, getting things done takes much work. But people keep working—then suddenly it seems the whole society has changed, what was hard becomes normal. Social change passes a “tipping point.”
- The world is filled with forces that make social change difficult. How can change move fast enough and far enough so a tipping point is reached? Two sets of forces block progress:
 - Globalization as corporate and government priorities press on communities
 - Greed of individuals as selfishness by people with power, property, and privilege exploit those without
- Against the forces of globalization and greed communities cannot simply grow their little seeds. Social change must become as strong as the exploiting energies working against it.
- Social change must “go to scale.” Going to Scale has two aspects:
 - Change expands in numbers or across a geographical region. Change moves from one community to another.
 - Change in one aspect (such as health, wealth, education, or housing) creates change in other aspects. Rising quality of life occurs *inside* each community.
- Also, Going to Scale is more than the objectives of increasing numbers and increasing quality of life, getting both bigger and better.
 - A destination is never reached in this journey. It cannot be stopped, but it can be redirected.
 - Going to scale is steering the momentum of life, a process of never-ending expansion and refinement
- The process creates another circle “the revolution of rising expectations.” A synergistic feedback loop begins:
 - Rising quality of life causes people to want to join the process. As more people experience rising quality of life, that opens new opportunities and causes more people to join.
 - Going to scale makes it easier to have larger impact and also local impact.
- As hopes rise, these hopes are met. That success causes hopes to rise higher, then those are met.
 - Energy is at work in people. This is social empowerment.
 - The energy can burn across a society. It is not a consuming energy (as it might be if growth were only in numbers where the expansion was using up a resource)
 - Rather it is a growing energy, because there is qualitative transformation happening among the people involved. The process can also be termed “modernization.”

- Understanding this transformation of how people live is what makes it possible to create true social change rather than the more common delivery of development services by government or NGO workers.
- Social change can be viewed from three dimensions:
 - SCALE One is the expansion of numbers, the change at the community level as communities take on energy.
 - SCALE Square is the growth in quality of life; improvements occur in one aspect of life and they lead to rising hopes for other parts of life—which are acted on and met.
 - SCALE Cubed is the environment of policies, financing, and values that enable communities to change.
- SCALE One (Stimulating Community Awareness, Learning, and Energy)
- SCALE One is geographical growth, expansion in size and numbers. Expansion is measured in terms of people’s participation; people can be either socially passive or active. Sometimes called “grassroots” action, a spark ignites and change spreads across a region.
- SCALE Squared (Self-help Centers for Action Learning and Experimentation)
- SCALE Squared is the experience of life getting better; it is internal to a community. Ideas and training come into a community and are adapted to fit community resources, economy, and values. It is a process of communities being “never developed but always developing.” It is movement toward a “modern life.”
- SCALE Squared has two aspects where growth is iterative:
 - Action learning, as communities discover by doing;
 - Experimentation, as ideas are improved and lead to following improvements.
- For SCALE Squared to be best managed, a place needs to be established where communities can come and experience Action Learning and see Experimentation happening. Traditionally both functions happened randomly as people traveled and took ideas home. But if certain communities are made into a SCALE Squared Center then these communities become “a school for communities.”
- DEVELOP S2 MORE DETAIL HOW IT HAPPENS
- SCALE Cubed: Synthesis of Collaboration, Adaptive Learning, and Extension
- NEW PAGES NEED TO BE ADDED HERE ANSWERING QUESTIONS:
 - What does S3 provide in its policies and financing?
 - Enabling context for S1 and S2
 - Policies and cultural norms that support comy rather than control
 - That give options to comys
 - That give training
 - That hold accountable
 -
 - Financing mechanisms
 - That provide freedom to explore options (Amartya Sen)

- That promote trade so that local capacity grows as does interdependency
 - Creates local ownership
 - Reduces local risk, or at least shares that
 - Stability to allow long-term planning
- S3 is a continuum – extending from
 - control.....empowerment; expansion can occur any place under this but is very different depending, is either inner or externally driven then
- SCALE Cubed creates the enabling context in which SCALE One growth (numerical expansion) can happen *and simultaneously* the environment within which SCALE Squared growth (change in the quality of life) can happen. SCALE Cubed makes SCALE One and Squared synergistic.
- SCALE Cubed is all the sectors that affect people’s lives: governance, agriculture, education, health, the list is very long. But rather than listing all these sectors, SEED-SCALE groups the functions that need to be managed: policies and financing.
- At one of the SCALE Cubed dimension, people are controlled. When the systems of collaboration, adaptive learning, and extension are enabling, the partnership is empowered and change can be rapid. Conversely, when the SCALE Cubed environment is controlled (dictatorships and societies with high central government), social change evolves slowly.
- Three aspects of SCALE Cubed to be promoted by Top-down action
 - Collaboration. Communities on their own will scatter energies. Factions need to be bridged—not only between factions within the community, but also between NGOs and government services—so the partnership unifies its energy to its objectives.
 - Adaptive learning. Communities need to bring in outside information to make decisions locally specific. This process has two components (self-evaluation and effective decisionmaking) that create the Workplans.
 - Extension. If numerical going to scale is to expand across a region, a series of policies and financing needs to be in place for that to occur.

How SEED-SCALE Differs from Other Approaches

	<u>SEED-SCALE</u>	<u>Traditional “Development”</u>
Key Resource	Energy	Money
Planning Mindset:	Cooperation	Competition
Planning Process:	Workplan=>Budget	Budget=>Workplan
Who Does the Work:	3 Partners	Professionals
Stakeholder:	Community	Donor who gives money
Approach:	Build on Success	Fix Problems, Answer Needs
Guided by:	Evidence	Power & Opinions & Habit
Major Outcome:	Behavior Change	Measurable Results
Success Evaluated by:	Strengthening 4 Principles	Budget Compliance
Process:	Iterative Learning	Do It Right
Management Mode:	Mentoring	Control