

Going to
SCALE

System-wide
Collaborative
Action for
Livelihoods and the
Environment

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Academy for Educational Development
1825 Connecticut Avenue, NW
Washington, DC 20009
USA
E-mail: greencom@aed.org
Web: <http://www.greencom.org> and <http://www.aed.org>

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SCALE

The need for an integrated approach to international development is underscored by problems that illustrate how interconnected and interdependent are the world's natural resources, governments, economies, and people. Diseases such as AIDS, social and economic disasters caused by poor environmental management, wars over the ownership of natural resources, and decreased agricultural production are only a few examples. The challenge is to improve governance and strengthen civil society to use available technologies and resources in creative and responsible ways, ultimately enabling countries to meet the needs of the present without compromising the ability of future generations to meet their own needs.

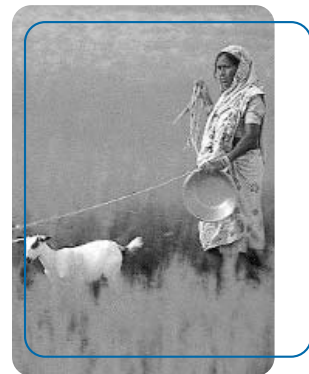
Lasting change depends on a critical mass of people—individuals, families, groups, communities, and institutions—freely taking action to implement sustainable solutions. Whether change needs to take place throughout a watershed, coastline, protected area buffer zone, or an entire country, a framework called SCALE can help make far-reaching and enduring transformation a reality.

SCALE—System-wide Collaborative Action for Livelihoods and the Environment—is an approach for broadening development impact. By providing a framework to achieve widespread change, SCALE can help improve people's livelihoods and quality of life by helping them manage their natural resources in a sustainable way. SCALE has evolved from more than a decade of work by GreenCOM, a U.S. Agency for International Development global environmental communication program. GreenCOM has had the unique opportunity of working with people in more than thirty countries around the world to address an extensive range of issues including:

- Natural resource management (coastal, forest, watershed)
- Biodiversity conservation
- Ecotourism
- Sustainable agriculture
- Water and energy efficiency
- Clean production
- Solid waste management

To identify lessons learned and best practices from this experience, the GreenCOM team conducted a cross-portfolio assessment of current and past projects. Next GreenCOM integrated cutting-edge thinking from leading social change professionals and projects throughout the world. This synthesis led to the development of SCALE.

This booklet provides an overview of the SCALE approach for people interested in achieving sustainable solutions to challenges in natural resource and agricultural management. Resources for additional information, including SCALE training opportunities, are also included.



What Is SCALE?

SCALE is a framework, a process, and a set of practical tools and techniques that catalyze system-wide change and result in enhanced livelihoods, improved governance, increased civil society participation, and the adoption of best practices. SCALE effects widespread social change in three primary ways:

- **SCALE starts big by engaging significant segments of a country or region's population and gets bigger by generating simultaneous top-down/bottom-up action and change across many levels and sectors of society.** Solutions with impact beyond a few communities or villages are necessary to have impact at a level that produces real, positive, and lasting change. SCALE provides a means of permeating all levels of society to realize broad shifts in attitudes and actions that result in improved practices.
- **SCALE allows for an understanding of the larger context surrounding a particular natural resource issue.** These issues are often very complex. By utilizing a system-wide approach, SCALE effectively maps the larger context and identifies the strongest leverage points¹ for positive change.
- **SCALE helps stakeholders combine social change methodologies—advocacy, social marketing, education, mass communication, social mobilization, and conflict resolution—for widespread and lasting change.** Rarely is there one answer to a complex problem. SCALE makes it possible to implement several methodologies simultaneously to achieve change through the most effective means possible according to a particular issue and its unique social, economic, governmental, and environmental context. This simultaneous engagement with many segments of society builds on itself, allowing for faster change on a broader scale.

SCALE is a combination of the best practices from various disciplines. Much of it will not be new to communication and other development practitioners. What makes SCALE innovative is the way it combines these best practices in a framework and process that create and support system-wide change.





SCALE in Action

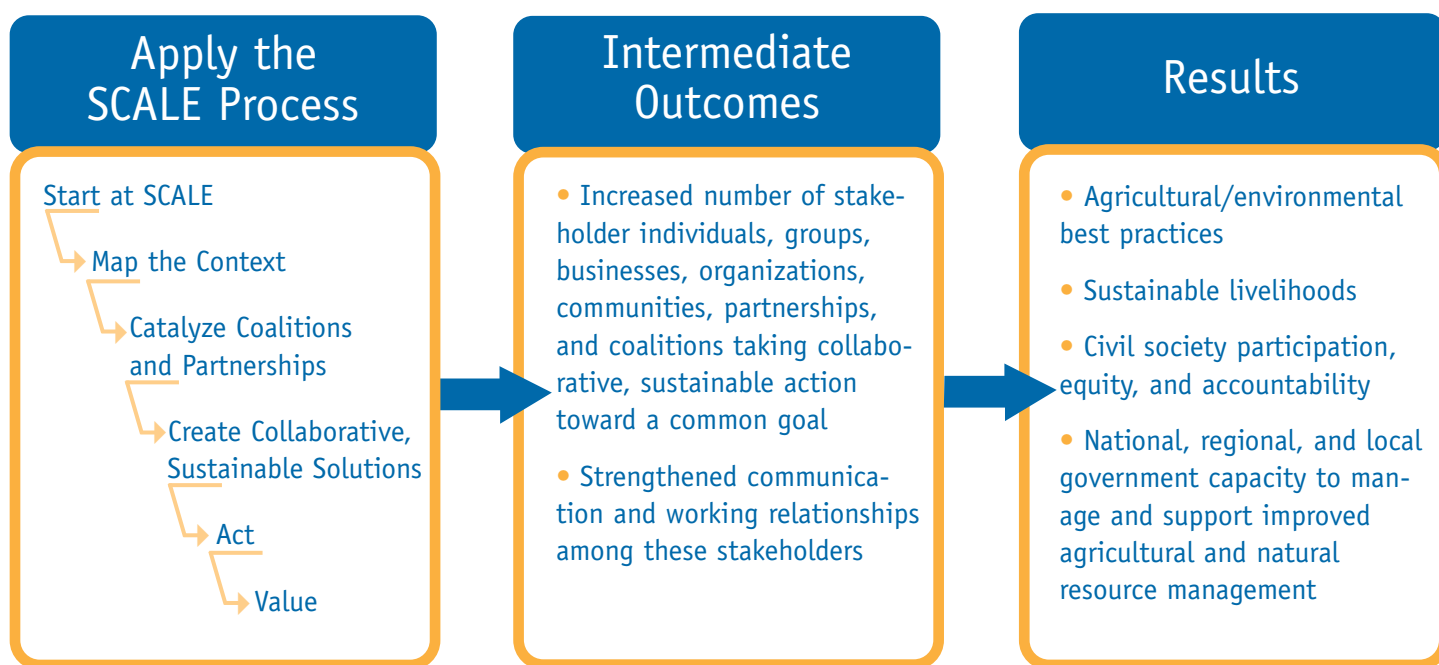
Applying SCALE can benefit programs by:

- Facilitating the development of innovative partnerships and coalitions across sectors, disciplines, institutions, and groups
- Accelerating adaptation of new technologies
- Boosting adoption of new technologies, alternative income generation activities, and best practices
- Strengthening citizen constituencies for effective decision making and action
- Increasing private sector involvement
- Generating demand for, ownership of, and compliance with new policies, technologies, and services
- Fostering civil society participation in the development of new policies
- Enhancing decentralization of government and strengthening local government capacity
- Accelerating and improving the flow of information among stakeholders
- Strengthening the ability of all sectors to apply a variety of social change methodologies
- Supporting the adoption of environmentally friendly behaviors that help resolve the problem
- Providing a process that catalyzes change on a scale large enough to make a real and lasting impact

The SCALE Framework

The SCALE framework generates system-wide change by catalyzing and supporting concurrent and sustainable collaborative action toward a common goal by as many stakeholders in the system as possible. These stakeholders may be individuals, groups, organizations, businesses, institutions, partnerships, and coalitions. SCALE also strengthens the communication and working relationships among these stakeholders to create a network of interconnected interests and actions.

The following graphic illustrates the SCALE framework.





The SCALE Process:

A System-wide Approach to Sustainability

SCALE takes a system-wide approach to development to generate a broad view of a problem or issue. This requires standing back from everyday routines, events, and problems to see the “forest of relationships”² through the trees and to understand the influences that exist within and between the various aspects of the system—social, economic, environmental, and governance—in which a development program is working.

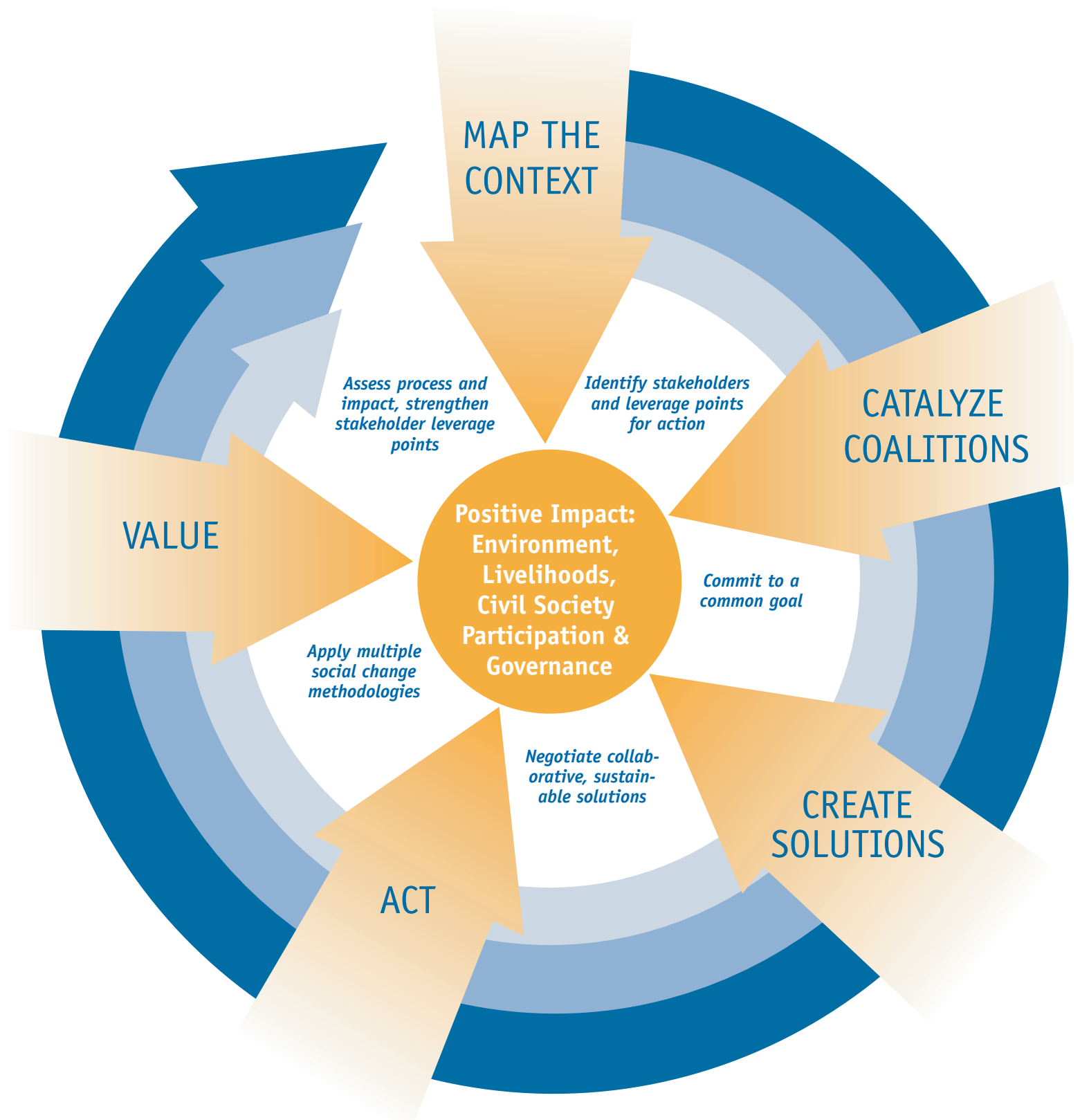
The system-wide approach helps to identify the leverage points where targeted efforts will have the most impact on the many connections in a system. It is particularly useful for difficulties that agricultural and natural resource management programs commonly encounter, such as:

- Complex problems that require multiple stakeholders to understand a variety of perspectives (and not just their own) to develop collaborative solutions.
- Recurring problems or problems that have been made worse by past attempts to fix them.
- Problems with no single obvious solution that require innovative, multidisciplinary thinking to resolve.

The SCALE process provides a road map to initiate, implement, and evaluate this system-wide approach. The components of the process, illustrated and described in more detail on the following pages, include:

- **Map the Context**
- **Catalyze Coalitions and Partnerships**
- **Create Collaborative, Sustainable Solutions**
- **Act**
- **Value**

The SCALE Process





Implementing SCALE Successfully

The following recommendations maximize the effectiveness of the SCALE process:

- **Remember that change happens one step at a time.** Assessing where people (groups, communities, individuals) are in terms of their knowledge and inclination to act (or not act) provides information to determine reasonable first steps to move them along the path to change.
- **Build on what is already working (including indigenous knowledge) and eliminate what is not.** Engage key groups and individuals by recognizing and incorporating their successes.
- **Use every opportunity to improve people's ability to make informed decisions.** This includes using the best scientific data available; conducting primary research to frame an issue in its particular social, governmental, environmental, and economic context; involving technical experts; and identifying best practices and negotiating the behaviors that are feasible for stakeholders to adopt.
- **Remain flexible.** A system changes and evolves, and a successful program needs to respond proactively to significant changes in the context of the issue at hand. For example, as new participants enter the process (and others leave after their objectives are met or change), re-mapping the context and accounting for the resulting new connections—and opportunities—allow the program to adapt and move forward.



Map the Context

An issue or problem is always situated in a particular context, so it is essential to learn as much as possible about that context. For SCALE, mapping the context means:

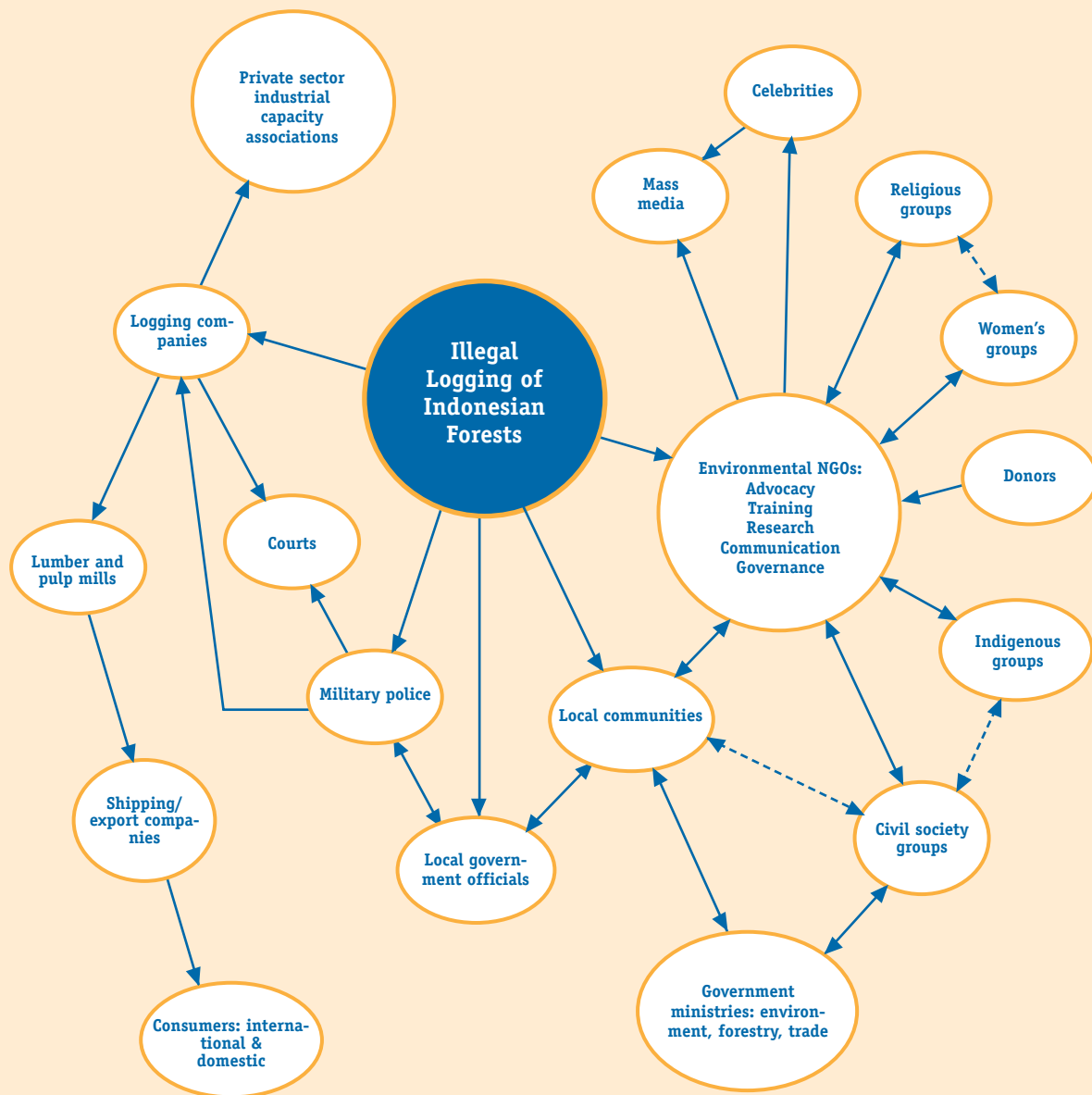
- Defining and understanding the issue.
- Creating system maps to help analyze the context—the social, economic, governmental, and environmental systems surrounding the issue.
- Envisioning potential goals and desired outcomes.
- Identifying the stakeholders who are linked to the issue and analyzing their positions, beliefs, values, and practices.
- Identifying leverage points where small interventions will trigger large-scale, sustainable change.
- Identifying gaps in knowledge and conducting primary research to fill those gaps—for example, conducting research to understand the barriers and benefits people perceive to taking action.

Key Questions for Understanding the Context

- What are the best environmental or agricultural practices and technologies that can contribute to the goal?
- How can livelihoods be increased in relation to this goal?
 - ◆ What impact could these best practices have on people's current livelihoods?
 - ◆ How can the positive impact be increased (for example, changes in policy and strengthened marketing)?
 - ◆ How can the negative impact be reduced (for example, adoption of more sustainable technologies and services)?
- How can civil society participation, equity, and accountability be increased in relation to the goal?
- What should be done to strengthen local, regional, and/or national government to achieve the goal?



Mapping Illegal Logging in Indonesia



In Indonesia, GreenCOM created a stakeholder map to determine key influences and possible connections surrounding the issue of illegal logging across Indonesia. The map, developed with NGO and government partners, revealed stakeholders ranging from government ministries and indigenous rights and community groups, to private logging companies and the media. This analysis identified the message that resonated with target audiences most strongly: the amount of money being lost to illegal

logging that could be used to improve social services such as health and education. This resulted in a two-pronged strategy consisting of a national media campaign to bring the issue of illegal logging to the forefront of public discourse during a major election year and strengthening the capacity of local organizations to combat illegal logging.

Bringing Diverse Stakeholders Together

In Jordan, a stakeholder planning meeting helped launch a USAID project designed to increase agricultural water efficiency. Sixty participants representing the public sector, farmers, landlords, universities, the media, and the private sector took part in a two-day workshop. Mapping and discussion of international, local, and personal histories illustrated that seemingly distant and unrelated events are often interconnected. As a result, participants learned to recognize not only how certain events affect water resources, but how different stakeholders affect one another.

Current issues and challenges affecting water resources were discussed, along with ways to define optimal use of water resources. Ideas developed in small working groups were presented in plenary sessions and adjusted to reflect common ground and build a mutually satisfactory plan. The result: an overall strategy for improving irrigation water use efficiency and short-term (three months) and long-term (three years) implementation plans for each stakeholder group.



Catalyze Coalitions and Partnerships

SCALE catalyzes new coalitions and partnerships, even among unlikely associates.

Collaboration occurs from the outset by bringing the whole system into the room through the participation of stakeholders representing a broad array of interests involved in the issue.³ Ranging from fifty to fifteen hundred stakeholder participants from every possible sector and viewpoint, these sessions aim to find common ground and develop a shared vision or goal. Establishing common goals allows the stakeholders to invest more fully in effective actions that complement the actions of other stakeholders. It allows them to commit with the assurance that they are more likely to succeed because other groups are committing responsibly as well. The result: innovative partnerships and coalitions that bring people from multiple sectors and points of view together to develop shared solutions.

Building new partnerships and strengthening and expanding existing networks are crucial steps toward system-wide change because they:

- Accelerate the process of going to scale by broadening the base of people creating solutions for the issue.
- Help consider the various social, economic, governmental, and environmental interests that impact or are affected by the issue.
- Increase the likelihood that success will be sustainable by generating value for everyone involved.

Whole-system-in-the-room planning can help address an issue by first “tweaking the system.” If thirty stakeholder groups and organizations are in the room and twenty of them can make a dent in the problem through minor adjustments or additions to their ongoing programs, then resources may be devoted to only the ten remaining groups, a much more cost-effective approach.



Create Collaborative, Sustainable Solutions

SCALE assists coalitions and partners in applying the information gathered and analyzed in *Map the Context* and *Catalyze Coalitions and Partnerships* to:

- Generate options that address policy, structural, technological, economic, social, and environmental aspects of the issue.
- Negotiate and prioritize collaborative solutions by identifying specific opportunities to work together as partners.
- Define the coalition's or partnership's objectives and indicators of success. What does this group want to accomplish and how will members know they have achieved it? How will it contribute to the overall goal?
- Define the stakeholder actions that will contribute to solving the problem.
- Choose a combination of social change methodologies and tools to help them reach their objectives and measure success along the way.

Ecuador: Negotiating Solutions for Sustainable Land Use

In Ecuador, GreenCOM was asked to provide support to a USAID-funded sustainable land use project working with residents of the buffer zone surrounding the Cotacachi-Cayapas Ecological Reserve. Through a series of workshops and meetings, the key stakeholder groups—technical experts, project staff, local extension agents, representatives of community groups, municipal government officials, and local farmers—developed a list of twenty-seven ideal behaviors that farmers should adopt to use their land sustainably. These included, for example, planting crops on a contour, keeping (not cutting) trees for ten meters along river and stream banks, and cultivating three ecologically compatible crops.

Local extension agents and residents then conducted structured observation and in-depth interviews to collect information from community members, men and women alike, about the feasibility of adopting these behaviors. The results were graphed and analyzed by the multidisciplinary team and workshops were held with local farmers to share the findings. Together, they applied a tool called the Behavior Analysis Scale,⁴ which helps groups select and negotiate sustainable solutions.

As they discussed and negotiated each action, they fine-tuned it to make it workable for local conditions. The local farmers suggested three additional actions they should follow to carry out controlled burning, thus concluding with a list of thirty specific behaviors that all of the key stakeholders agreed on as the focus of sustainable land use in the buffer zone. These became the objectives of the program.



Act

To make solutions real, people must take action. SCALE provides the needed spur to action by working with stakeholders to:

- Develop a collaborative strategic plan that addresses how a group will achieve its objectives. This includes simultaneously applying social change methodologies that are most appropriate and effective for achieving these objectives and pretesting technologies, messages, and materials.
- Create new synergies and strengthen relationships among partners to expand their reach and leverage their influence.
- Reassess, as activities generate change, where individuals, groups, organizations, and communities are in the process and support them in moving one step forward toward their objectives.
- Maintain a balance between the “task”—achieving objectives—and the “process”—strengthening stakeholders’ capacity for informed decision making and sustainable, collaborative action.
- Overcome barriers to action and provide motivation to change.

Leveraging Partnerships for Red Sea Conservation

To preserve Red Sea natural resources while encouraging sustainable tourism, GreenCOM identified the Red Sea Rangers, through system mapping with Egyptian partners, as one of the key leverage points in the Red Sea’s ecological, economic, and social system. The Rangers, employees of the Egyptian Environmental Affairs Agency, are charged with enforcing coastal resource management best practices and conducting public education. As a result, they were well positioned to influence a number of other important groups affecting Red Sea conservation.

By helping the Rangers improve their communication skills and strategic outreach, increased collaborative action between the Rangers and the following groups resulted:

■ Educators and students

Through training on how to use the Red Sea Learning Supplement developed by GreenCOM, the Rangers were able to effectively conduct environmental education in schools in proximity to the Red Sea.

■ Boat operators

To address the issue of boat mooring and anchoring, GreenCOM worked with the Rangers to offer training to boat operators on best practices. More than three



hundred boat operators were certified, and a boat operators association was formed.

■ Hotel operators

GreenCOM worked with hotel operators and the Rangers to improve the flow of information on environmental best practices to hotel managers and guests. A hotel managers association was also formed to improve industry environmental management systems, raise public awareness, and conduct clean up campaigns in collaboration with the Rangers.

■ Tourists

The Rangers received interpretive training to aid them in effective outreach to tourists on the natural environment of the Red Sea and best practices to protect its fragile ecosystems.



Value: Monitoring & Evaluation

The name of this component was intentionally chosen for its multiple meanings. The SCALE process helps stakeholders place greater worth on their shared resources. It also helps them value other stakeholders' perspectives and contributions. Finally, this is the time in the SCALE process to value what is working and identify what can be improved—as well as to evaluate impact.

SCALE monitoring and evaluation may measure impact through a variety of indicators including:

■ System-wide change

- ◆ Number of stakeholders (individuals, groups, institutions, communities, government agencies, businesses, partnerships, and coalitions) simultaneously implementing collaborative, sustainable solutions toward a common goal
- ◆ Types of working relationships among these stakeholders
- ◆ Stakeholders' knowledge, attitudes, and practices related to the issue and to collaborative action toward a common goal

■ Sustainable livelihoods

- ◆ Numbers of people benefiting economically from improved agricultural and natural resource management practices, services, and technologies and the amount of increased investment, productivity, and income from these sources

■ Governance and civil society

- ◆ Levels of civil society participation, equity, and accountability
- ◆ Local, regional, and national government capacity for supporting and managing improved agricultural practices and natural resource management
- ◆ New or changed policies
- ◆ Increased compliance with policies

■ Environmental impact

- ◆ Quantity and quality of agricultural and environmental best practices and technologies
- ◆ Number of hectares under improved management

Participatory Monitoring and Evaluation

SCALE encourages the use of participatory monitoring and evaluation as a process for collaborative problem solving. The process leads to action by involving all levels of stakeholders in shared decision making.

Key principles include⁵:

- Local people must be active participants—not just sources of information.
- Stakeholders evaluate, outsiders facilitate.
- Monitoring and evaluation should strengthen stakeholder capacity for analysis and problem solving.
- The process should build commitment for implementing the recommended corrective actions.



Measuring System-wide Change in Tanzania

GreenCOM is working with USAID in Tanzania to increase coastal resource management best practices in ways that improve people's livelihoods and quality of life. The core strategy is a community environmental awards program that aims to increase the participation of a wide variety of stakeholders—in this case, communities, schools, government agencies, NGOs, local governments, and the private sector—in implementing environmental actions related to coastal resource management. The award categories include as many sectors and levels of society as possible—individuals, schools, NGOs, groups (cooperatives, fishermen associations, neighborhoods), businesses, and institutions.

A recent review of program data included the following:

- Number of stakeholders (institutions, community groups, businesses) taking collaborative, sustainable action has increased from 0 in 1999 to 476 in 2003.
- Anecdotal information indicates that communication and working relationships between these stakeholders have greatly increased.
- There has been an increase in sustainable livelihoods, indicated by a growing number of entries related to sustainable income generation. For example, the number of awards going to women's seaweed farming groups has tripled since the beginning of the program.

In Bagamoyo, the local awards program committee secretary David Kaijunga said, "Indeed, CEAS [Community Environmental Awards Scheme] has not only mobilized people in proper management of natural resources, but it has also promoted individual and collective efforts towards positive socio-economic development. CEAS projects and activities are not just initiated for the sake of winning prizes, but rather helping people to realize that to participate in environmentally friendly practices pays. People are now changing [their] perception towards proper natural resources utilization and socio-economic development."

One of the major strengths of this approach is the marked increase in national and local government and civil society participation. With twenty intersectoral award program committees, more than 300,000 annual participants, and an estimated 70,000 people attending the prize ceremonies, a significant number of Tanzanians are actively participating in the program and working toward sustainable practices.

Some of the best practices recognized through the awards include:

- Reduction of pressure on coastal resources through alternative livelihood development, including seaweed farming, beekeeping, and agroforestry (the single largest category of entries and award winners)
- Reduction of coastal erosion through mangrove/tree replanting
- Increasing sustainable fishing practices (reducing dynamite fishing with appropriate traps and nets)
- Increased environmental advocacy, particularly in schools through drama performances that engage students and inform communities about coastal issues and behaviors

Since it began in 1999, the awards program has expanded beyond the coast to communities near Lake Manyara and Tarangire National Parks and the Ugalla Ecosystem.





SCALE Tools & Techniques: Social Change Methodologies

The SCALE framework encourages the use of a combination of social change methodologies and tools including civil society participation and mobilization, advocacy, social marketing, organization development, mass communication, education, and conflict resolution. In most programs, one methodology alone is not sufficient to create change. The following criteria are helpful for selecting the most appropriate and effective methodology or combination of methodologies for the specific context.

Purpose or Goal—The purpose or goal of a program plays a major role in determining which methodologies and tools are selected. The overall program purpose may be achieved by establishing multiple objectives, each of which might require a different combination of methodologies. For example, the goal “stop illegal logging in the northern region of the country” requires a different mix of methodologies than the goal “get illegal logging on the political agenda of the presidential election.” For the former, it might be appropriate to use a combination of civil society mobilization and mass communication. For the latter, social marketing and advocacy might be better.

Efficacy—Some methodologies are more effective for achieving discrete, short-term changes. Others may be more suited to strengthening governance and civil society participation, which is a long-term process. Social marketing and mass communication are generally more effective if the objective is to generate immediately measurable change, such as a change in people’s knowledge, attitudes, and/or practices on a given issue. Participation and mobilization are more effective for developing the democratic processes needed to achieve sustainable change in the long term.

Level of Action—Another criterion to consider when selecting methodologies is whether an individual or family, an organization or group, or an entire community needs to take action to achieve the objective. For instance, social marketing may be most effective if the level of action is the individual or family (for example, reducing farm or home water use). Participation and mobilization may be most effective if the level of action is the community (for instance, community-based forestry management). Organization development may be useful if the level of action is the group or institution (for example, strengthening an NGO or coalition). Often the best strategies involve several levels working on parallel tracks.

Preference—Program managers come to a project with their own experience and expertise. SCALE enables them to see the positive potential of supplementing their strengths with other complementary approaches to achieve the defined purpose. Through the development of partnerships and coalitions with individuals and groups who have expertise in the right combination of methodologies, managers can focus on what they do best and support others in doing the same, thus working together toward common goals.



The purpose and organizing guidelines of seven social change methodologies are described in the following pages.

Social Change Methodologies

Civil Society Participation and Mobilization

Purpose:

Create collaborative processes for constructing a common vision, making decisions, and taking action.

Organizing guidelines:

- Effective participation is based on respect for local knowledge and capabilities, appreciation for diverse perspectives and opinions, the free exchange of information, valuing each participant's contribution and experience, and increasing equity among different segments of the population.
- Address issues of power and control by ensuring that all key stakeholders and interests have an equal opportunity and ability to participate if they wish. As Donella Meadows said, "Pay attention to the rules, and to who has power over them."⁶
- Participation is a process that takes time. Groups need time to understand what is proposed, develop trust with one another, and decide what to do.
- Pay attention to both the task (achieving results) and the process (increasing people's capacity to take action in the future).

Good sources of information:

- Clayton, Andrew, Peter Oakley, and Brian Pratt. *Empowering People: A Guide to Participation*. New York: United Nations Development Programme, 1997. Available online, <http://www.undp.org/csopp/paguide.htm>.
- de Negri, Bérengère et al. *Empowering Communities: Participatory Techniques for Community-Based Programme Development*. Vol. 1, *Trainer's Manual*, and Vol. 2, *Participant's Handbook*. Nairobi: Centre for African Family Studies, 1998. Available online, <http://pcs.aed.org/empowering.htm>.
- Institute of Development Studies Sussex's Participation Web site, <http://www.ids.ac.uk/ids/particip/index.html>.
- International Institute for Environment and Development (IIED) Web site, <http://www.iied.org>.
- World Bank. *The World Bank Participation Sourcebook*. Washington, DC: World Bank, 1996. Available online, <http://www.worldbank.org/wbi/sourcebook/sbhome.htm>.





Advocacy

Purpose:

Influence policymaking and decision making at the local, regional, national, and/or international levels.

Organizing guidelines:

- Influence a policymaking or decision making process by targeting the specific person(s) who can make decision(s) about the desired change; the process is complete when the decision maker(s) acts.
- Advocacy can be done by an intermediary, such as an NGO or an advocacy coalition, or directly by the affected people (direct action organizing).⁷
- Develop a strategy appropriate for the type of decision making process: formal (the official procedure stated by law or an organization's regulations); informal (a decision making process not required by law but often occurring concurrently with the formal process); or alternative (a way to influence decision making that is completely outside of the official process).

Good sources of information:

- Centre for Development and Population Activities (CEDPA). *Advocacy: Building Skills for NGO Leaders*. CEDPA Training Manual Series Volume IX. Washington, DC: CEDPA, 1999. Available online, <http://www.cedpa.org/publications/pdf/advocacy.html>.
- POLICY Project. *Networking for Policy Change: An Advocacy Training Manual*. Washington, DC: Futures Group International, 1999. Available online, <http://www.policyproject.com/pubs/AdvocacyManual.cfm>.
- Sharma, Ritu R. *An Introduction to Advocacy: Training Guide*. Washington, DC: Academy for Educational Development/SARA Project, 1997. Available online, <http://sara.aed.org>.
- Work Group on Health Promotion and Community Development's Community Tool Box Web site, <http://ctb.ku.edu>.

Advocacy Tips

1. Use research to identify and understand the issue.
2. Select an objective that is feasible and will gain support from the widest possible constituency.
3. Identify:
 - What needs to change
 - Who has the power to make the change
 - Who could be mobilized to apply pressure for change
 - What message would convince those with power to act for change
 - When the change should be completed
4. Apply communication methodologies appropriate for the target audiences.
5. Evaluate results.

Social Marketing

Purpose:

Catalyze action by increasing benefits and reducing barriers.

Organizing guidelines:

- Understand what the target audience needs and wants in exchange for using a technology or service or adopting a best practice, and design a program that responds to those wants and needs by creating a mutually beneficial exchange.
- Use ongoing social science research to consult the target audience and put the audience in the driver's seat for shaping the strategy.
- Segment the target audience. Break the general audience into smaller subgroups that share a set of common characteristics and design the strategy specifically for one of those audience segments. The program will be more responsive to the characteristics, needs, and wants of that specific group of people.
- Understand the determinants of current behaviors, negotiate feasible behaviors with clearly stated benefits, and empower the target audience to adopt the new behaviors.
- Use principles of the market mix—product (options), price (cost), place (distribution points), and promotion (communication)—to strengthen the design and implementation of the program.

Good sources of information:

- Social Marketing National Excellence Collaborative. *The Basics of Social Marketing: How to Use Marketing to Change Behavior*. Seattle: University of Washington/Turning Point Program, n.d. Available online, http://www.turningpointprogram.org/Pages/smc_basics.pdf.
- Social Marketing National Excellence Collaborative. *The Manager's Guide to Social Marketing: Using Marketing to Improve Health Outcomes*. Seattle: University of Washington/Turning Point Program, n.d. Available online, http://www.turningpointprogram.org/Pages/smc_managers_online.pdf.
- Tools of Change: Proven Methods for Promoting Health and Environmental Citizenship Web site, <http://www.toolsofchange.com>.



Organization Development

Purpose:

Strengthen leadership, group, and organizational ability to create change.

Organizing guidelines:

- View the organization or group as a system in order to create a framework that strengthens connections between its members.
- Be alert to the role that mental models—perceptions of how the world works that are shaped by culture, personal experience, and professional and intellectual training—play in the decision making and change processes.





- Collaboratively create a shared vision, common goals, and feasible actions. The outcome is teamwork, with each individual playing an integral part.⁸
- Use whole system participatory planning techniques to involve a critical mass of people in generating sustainable solutions.

Good sources of information:

- The European KM Community's Knowledge Board Web site, <http://www.knowledgeboard.com>.
- International Center for Applied Studies in Information Technology's Knowledge Management Web site, <http://www.icasit.org/km>.
- Knowledge Management for Development Web site, <http://open.bellanet.org/km>.
- NGO Manager: Management Tools and Research for NGOs Worldwide Web site, <http://ngomanager.org>.
- Society for Organizational Learning (SoL) Web site, <http://www.solonline.org>.

Mass Communication

Purpose:

Diffuse information in appropriate, attractive formats through multiple, integrated, and accessible channels.

Organizing guidelines:

- Use social science qualitative and quantitative research with the target audience to define the media mix (combination of communication channels) and sources of information that are trusted by and appropriate to the specific target audience.
- Program messages need to break through the "noise" in ways that are relevant, appropriate, and persuasive to the specific target audience. Messages should excite the eye and ear, inspire trust, and appeal to both the heart and the head.
- Deliver messages with enough reach and frequency to give the target audience time to hear, understand, think about, and act on them. The combination of reach and frequency increases the number of times the target audience receives the message, which is one key to high impact.

Good sources of information:

- de Fossard, Esta. *How to Design and Produce a Radio Serial Drama for Social Development: A Program Manager's Guide*. Washington, DC: Johns Hopkins University Center for Communication Programs, 1998. Available online, <http://www.jhuccp.org/pubs>.
- de Fossard, Esta. *How to Write a Radio Serial Drama for Social Development: A Script Writer's Manual*. Washington, DC: Johns Hopkins University Center for Communication Programs, 1996. Available online, <http://www.jhuccp.org/pubs>.
- National Cancer Institute (NCI). *Making Health Communication Programs Work*. Bethesda, MD: U.S. Department of Health and Human Services/National Institutes of Health, n.d. Available online, <http://cancer.gov/pinkbook>.

Reach is the number of people or households exposed to a particular message during a specific period of time.

Frequency is the average number of times individuals in a target audience are exposed to a specific message.



- Roberts, Anne, and Reynaldo Pareja. *A Tool Box for Building Health Communication Capacity*. Washington, DC: Academy for Educational Development/HealthCOM, 1995. Available online, http://www.dec.org/order_form.cfm (USAID Development Experience Clearinghouse Document #PN-ABU-931).

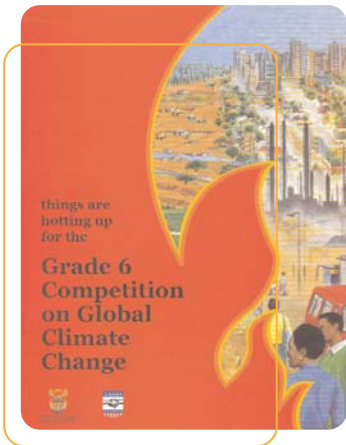
Education

Purpose:

Increase the values, knowledge, and skills and catalyze the action needed to protect and conserve the biological resources that economies of countries and, ultimately, human survival depend on.

Organizing guidelines:

- Environmental education seeks to reorient current education policy and curricula so that environmental literacy, including the concept of sustainability, becomes an integral component of all learning, at all levels.
- This vision of education helps learners address complex, interrelated problems such as environmental degradation, poverty, wasteful consumption, urban decay, gender inequality, population growth, health, conflict, and the violation of human rights, in holistic, interdisciplinary ways.
- Three assumptions guide the learning process:
 - ◆ Learning *about* the environment increases knowledge and understanding of the biophysical, social, cultural, economic, and political processes that shape the world. It helps learners to make informed decisions about how to interact with the world.
 - ◆ Learning *in* the environment provides opportunities to understand local environmental problems.
 - ◆ Taking action *for* the environment empowers learners to make changes for a better world and to respond to local issues and problems.



Good sources of information:

- McKeown, Rosalyn. "Active Participatory Learning: Teaching Strategies That Work." In *Education for Sustainable Development Tool Kit*, version 2. Knoxville, TN: Energy, Environment and Resources Center/University of Tennessee, 2002. Available online, <http://www.esdtoolkit.org>.
- North American Association for Environmental Education (NAAEE). *Environmental Education Materials: Guidelines for Excellence Workbook*. Rock Spring, GA: NAAEE, 2000. Available online, <http://naaee.org/npeee/workbook.pdf>.
- North American Association for Environmental Education Web site, <http://www.naaee.org>.
- UNESCO and Griffith University. *Teaching and Learning for a Sustainable Future: A Multimedia Teacher Education Programme*. Paris: UNESCO, 2002. Available online, <http://www.unesco.org/education/tlsf/index.htm>.
- UNESCO's Education for Sustainable Development Web site, <http://www.unesco.org/education/esd>.



Conflict Resolution

Purpose:

Assist and empower parties that are in conflict to resolve their disputes.

Organizing guidelines:

- Ensure that all sides have the opportunity to be heard.
- Clearly define the issues. Keep the discussion focused on the issue in dispute rather than the individuals involved.
- Help all sides analyze and discuss the kind of conflict they are involved in, their individual or group styles of dealing with conflict, and how those factors affect the disagreement.
- Help all sides generate creative options for mutual gain and develop objective criteria for assessing solutions and reaching agreement on the next steps.
- Initiate negotiation or mediation if conflict continues to escalate and the parties are open to it. Bring in an outside person to facilitate this process if necessary.

Good sources of information:

- The Arias Foundation for Peace and Human Progress Web site, <http://www.arias.or.cr>.
- Borrini-Feyerabend, Grazia, M. T. Farvar, J. C. Nguingiri, and V. A. Ndangang. *Co-management of Natural Resources: Organising, Negotiating and Learning-by-Doing*. Heidelberg, Germany: GTZ/IUCN/Kasperek Verlag, 2000. Available online, <http://nrm.massey.ac.nz/changelinks/cmnr.html>.
- Conflict Research Consortium Web site, <http://www.colorado.edu/conflict>.
- International Alert. *Resource Pack for Conflict Transformation*. London: International Alert, 1996. Available online, <http://www.international-alert.org/text/respack.htm>.
- United Nations Environment Programme and Woodrow Wilson International Center for Scholars. *Understanding Environment, Conflict, and Cooperation*. Nairobi: UNEP, 2004. Available online, <http://www.unep.org/PDF/ECC.pdf>.
- USAID Center for Democracy and Governance. *Alternative Dispute Resolution Practitioners' Guide*. Washington, DC: USAID, 1998. Available online, http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnac_b895.pdf.

Using Multiple Methodologies to Achieve a Common Goal

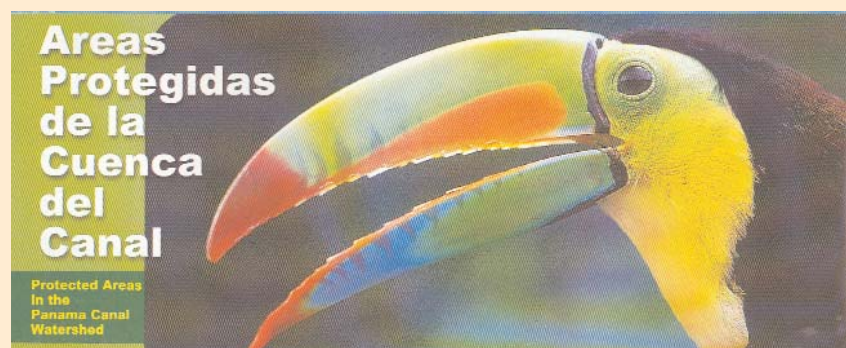
In Panama, GreenCOM used a combination of social change methodologies to achieve objectives contributing to the overall goal of strengthening the sustainable management of the Panama Canal Watershed (PCW):

- To increase demand for ecotourism in PCW parks, they combined nature interpretation and social marketing. Nature interpretation improved the parks' "products," including attractive signage and interpretive materials and the training of guides and park guards. Social marketing increased demand for the products—that is, the number of visitors to the park annually.
- To increase the capacity of municipalities within the PCW to manage their lands more sustainably, they used community participation and mobilization to develop municipal environmental plans.
- To reinforce a new NGO federation, they used organization development to strengthen its capacity to provide technical assistance to municipalities in the watershed.
- To increase PCW residents' knowledge of the benefits of the Panama Canal and its watershed, they combined a mass communication campaign and media advocacy to increase awareness of these benefits from 19 to 62 percent.



Environmental education for youth was one important component of the project.

- To increase school children's knowledge and practices concerning the PCW and its benefits, they used social marketing and education and created the Watershed Guardians program, which brought students together to accomplish a "mission," or set of basic activities to increase local action to protect the watershed.
- To promote cleaner industrial production within the watershed, they combined social marketing and organization development to yield cleaner solutions and conduct whole-system-in-the-room assessments of potential solutions for sixteen key industries in the watershed.



The poster, left, was part of a mass communication campaign to highlight the tangible benefits, including electrical power, that the Panama Canal Watershed provides. The map, above, outlines official protected areas within the watershed.



SCALE: Lessons Learned

Impact is directly proportional to the scale of the project or program. To make a real and lasting impact on an issue, a sufficient degree of sustainable change must take place across society. Many programs focus on a limited number of individuals, families, groups, or communities. This may have some local effect, but it does not cause enough change to impact the problem.

By contrast, SCALE catalyzes simultaneous top-down/bottom-up action and change among large numbers of individuals across many levels and sectors of society. SCALE's approach is to start large at the beginning by bringing together stakeholders from all sectors involved in the issue. During a series of participatory sessions they focus on the big picture—the interplay of people's concerns about the environment, economic growth, and social equity. As dialogue continues, these stakeholders build relationships that allow them to negotiate sustainable solutions.

Take a holistic, system-wide approach to social change. Program managers often grapple with complex issues and challenges. SCALE's system-wide approach helps address this complexity through an understanding of the relationships among the social, economic, governance, and environmental elements of a system and by identifying leverage points where targeted action will yield maximum change.

Balance social, economic, environmental, and governance interests in the decision making process. Sustainable development means combining opportunities for economic growth and improved livelihoods with environmental stewardship, good governance, and social responsibility. SCALE helps involve and give voice to all of these interests.

A genuine commitment to democratic and participatory process is an end in itself and is an essential stepping-stone toward solutions that are sustainable. SCALE decentralizes technical decision making and action to stakeholders whenever possible and establishes intermediate indicators that measure participation, equity, and accountability.

The most sustainable solutions are negotiated, results-oriented solutions. SCALE helps stakeholders generate options and negotiate mutually beneficial, sustainable solutions that achieve measurable results. Such results may include improved policies, accelerated technology transfer, enhanced livelihoods, and widespread adoption of sustainable action by individuals, groups, and communities.

Moving one step forward makes the road to large-scale change manageable.

SCALE helps stakeholders determine where they are on the path to change and find ways to take one step forward toward their goal. Research has indicated that people are more likely to change their behavior by taking small steps that don't challenge their basic self-image or worldview. Taking small, voluntary steps outside their comfort zones can dramatically change their attitude toward the new behavior or way of thinking. Additional, larger steps are then easier to take.



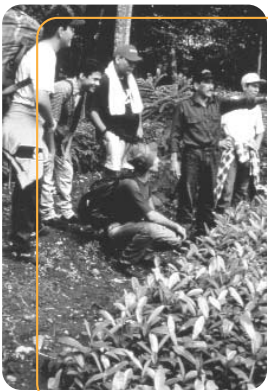
SCALE Outcomes

System-wide change

- Increased numbers of a variety of stakeholders (both individuals and groups) taking action toward common goals
- Changes in awareness and action taking place across a broad span of society
- Increased sustainability of a program through stronger ownership by stakeholders
- Increased numbers of stakeholders actively participating in improved agricultural and resource management
- Increased numbers of public-private partnerships formed and taking collaborative sustainable action

Sustainable livelihoods

- Increased numbers of people benefiting economically from improved agriculture and natural resource management
- Increased productivity and income from sustainable agriculture and natural resource management
- Increased incomes from products and services through environment-friendly means
- Increased income from sustainable tourism



Governance and civil society

- Increased civil society participation, equity, and accountability
- Strengthened local, regional, and national government capacity for catalyzing, managing, and supporting improved natural resource management
- Increased numbers of municipalities implementing municipal resource use management plans
- Increased numbers of laws, policies, and regulations with positive impact on sustainable agriculture and natural resource management

Environmental and natural resource use

Increased environmental best practices:

- Hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural and natural landscapes)
- Targeted conservation areas implementing improved management plans
- Industries implementing cleaner production audit recommendations
- Erosion reduced
- Water quality improved





Actions that can make a difference now:

1. Look at the larger context of the issue and identify places where a small amount of effort will achieve the most results.
2. Involve the widest possible array of stakeholder groups in working toward a common goal and solutions.
3. Build on your own strengths—participation, advocacy, social marketing, organization development, mass communication, education, conflict resolution—and what is already working. Build alliances with partners who complement your existing capabilities by implementing other social change methodologies in a coordinated way toward the common goal. The simultaneous implementation of multiple methodologies will increase impact and provide results.

This overview of the SCALE methodology is accompanied by training modules to help practitioners adapt this framework to their own programs. For information on SCALE training opportunities and additional information on GreenCOM's experience, please visit <http://www.greencom.org>.



Notes

¹ Leverage points are defined by Peter Senge (*The Fifth Discipline*, 114) as places “where actions and changes in structures can lead to significant, enduring improvements.”

² Barry Richmond, *Systems Thinking: Four Key Questions* (Lebanon, NH: High Performance Systems, 1991), 3. Available online, <http://www.hps-inc.com/contact.htm>. Peter M. Senge, “The Art of Seeing the Forest and the Trees” in *The Fifth Discipline: The Art & Practice of the Learning Organization* (New York: Currency/Doubleday, 1994), 127–135.

³ For background information on whole-system-in-the-room planning see Barbara Benedict Bunker and Billie T. Alban, “A Brief History of Large Group Interventions,” in *Large Group Interventions: Engaging the Whole System for Rapid Change* (San Francisco: Jossey-Bass, 1997), 11–27.

⁴ For more information on the Behavior Analysis Scale, see Elizabeth Mills Booth, *Starting with Behavior: A Participatory Process for Selecting Target Behaviors in Environmental Programs* (Washington, DC: Academy for Educational Development, 1996). Available online, <http://www.greencom.org>.

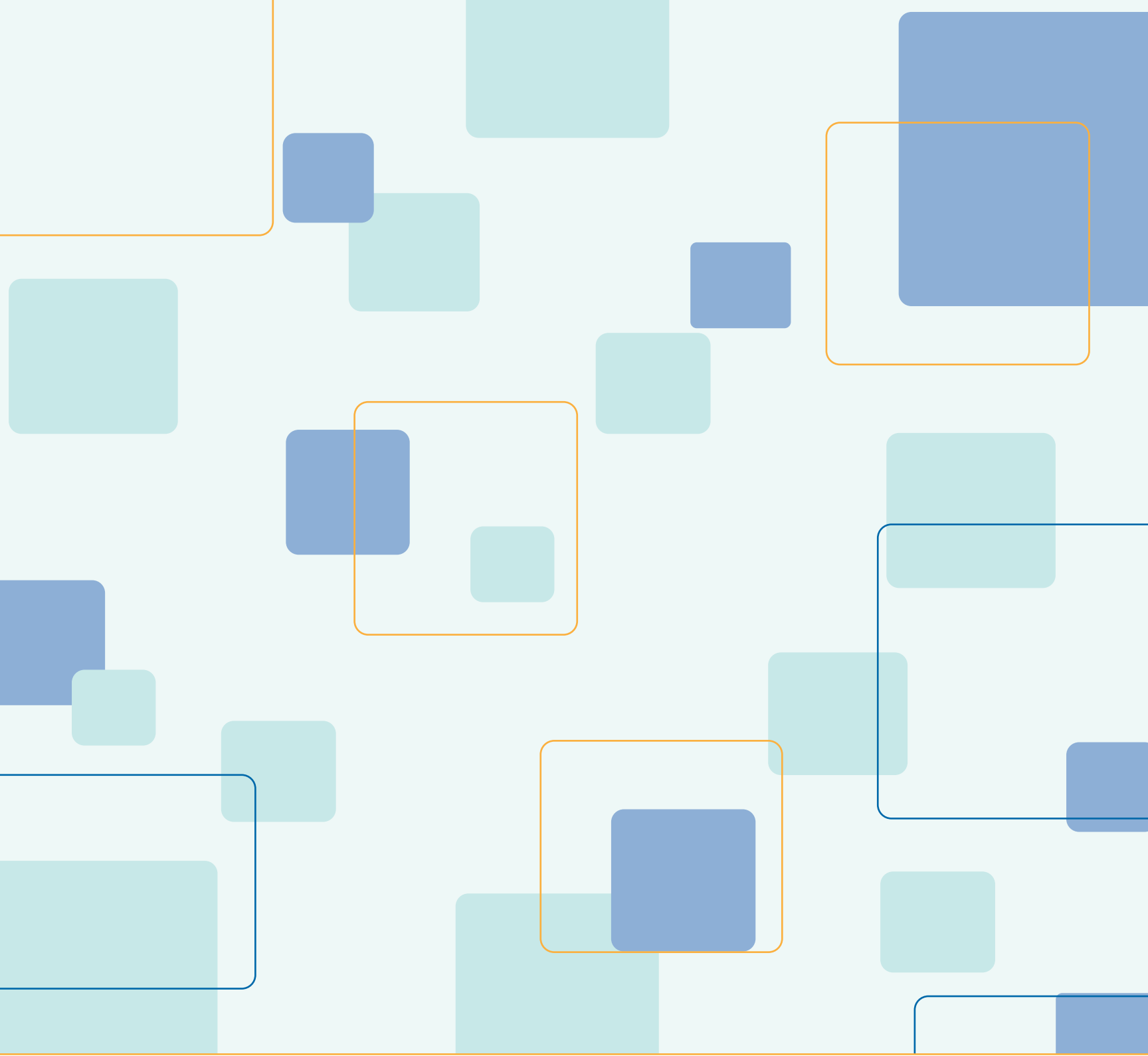
⁵ Deepa Narayan, *Participatory Evaluation: Tools for Managing Change in Water and Sanitation*, World Bank Technical Paper No. 207 (Washington, DC: World Bank, 1993).

⁶ Donella H. Meadows, “Places to Intervene in a System,” *Whole Earth*, Winter 1997. Available online, <http://www.wholeearthmag.com/ArticleBin/109.html>.

⁷ Kimberly A. Bobo et al., *Organizing for Social Change: Midwest Academy Manual for Activists*, 3rd ed. (Santa Ana, CA: Seven Locks Press, 2001), 11.

⁸ Information on systems, mental models, and collaboration is from Peter M. Senge, *The Fifth Discipline: The Art & Practice of the Learning Organization* (New York: Currency/Doubleday, 1994).

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Academy for Educational Development
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Jerry Bauer
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Brian A. Day
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James Mangan
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Rony Mejía
Red Sea Rangers
Kedar Sharma
USAID/Guatemala
Carolyn Watson



USAID
FROM THE AMERICAN PEOPLE

GreenCOM



Center for Environmental Strategies

Academy for Educational Development
1825 Connecticut Avenue, NW
Washington, DC 20009
USA
E-mail: greencom@aed.org
Web: <http://www.greencom.org> and
<http://www.aed.org>