What is a strategy for Development ?

While the term strategy is often employed to describe an aspect of military operations, it is used here to describe specific and manageable approaches to inducing a process which will lead to desired improvements in the structure and functioning of a group or community. (*See Diagnosing Community Problems* for a discussion of development, needs and felt needs, criteria for a first project, reconciling community felt needs and agency goals etc.)

Each approach is stated as concretely as possible to provide meaningful guidance; it may be used or not by choice, as one of a set of strategies. In some cases, there may appear to be overlap between the strategies, but each has been included because it seemed to have overlap than to omit sharing a potentially useful approach. While I have tried to make this collection of strategies as comprehensive as possible, I will be delighted to learn of additional ones which you create.

Some background to this Idea

Now that you have some insight into the nation of strategy let us look at some of the issues and assumption underlying this approach.

1. I assume that we should treat this area of our work in a systematic fashion, as we have in observing the community and diagnosing its problems.

2. The development of groups and communities has been fostered in a great many ways – there is no single strategy, or one best way for all circumstances.

3. It makes sense to review the major different ways which have been employed usefully by others and see which of these are appropriate (a) for you personally, (b) for this community, (c) for this particular problem, and (d) for the agency you work with. The strategies which survive this elimination contest can then be woven together in a sequence which will lead most surely to the solution of the problem. Logic of this approach is used by the sports coach who reviews his team, their opponents, playing conditions etc, and develops his game plan accordingly.

4. Development may originate from many sources. But once started, a change in any aspect of a group or community will set off a chain reaction so that all its other parts will be affected ultimately in one way or another.

5. All of the strategies outlined here have been used by community workers previously. Examples of most may be found in the case books listed at the end of this handbook.

6. The elements of the social compass approach to understanding the community may be used to organize the different strategies of development which follow.

7. The instruction of field-workers in these strategies implies that administrators will provide their staff with a substantial area for personal decision-making in the light of local circumstances. It also assumes that workers have the personality characteristics necessary to be effective in this type of work.

8. Some of the strategies are included, not because you will probably want to use them, but because other agents of change in the community may do so. You will seldom be the only person interested in the future of the community. Indeed, you may have very skill-full competition or opposition from local persons or outside agents. If you can recognize their operating principles you will be in a better position to support or oppose them. Remember, the first rule of success in this work is to survive; dead or discredited workers do no-one much good.

Using This Book

Before reading further, leaf over the following pages and you will see that each strategy is followed by a paragraph or two of explanation and illustration. At the centre page, you will find a chart which summarizes the strategies and relates them visually to the social compass elements.

Then you will come to the first worksheet, which I urge you to use as you work through the book – fill in now the name of the community, the agency, and the problem you plan to work on. As you study the strategies, check off how they apply to your situation. I suggest you remove the worksheet from the handbook and place it to one side for convenient use.

Finally, for further information in this field, you may like to read some of the case studies listed at the end of the book.

STRATEGIES FOR DEVELOPMENT

Through Resources

The resources of a community are aspects of its total environment which its people may use to meet their individual and shared needs. Services available from government and private until it is recognized and used.

1. Development may be induced by stimulating awareness of resources previously unrecognized by people.

In many traditional communities, scenery and the open spaces are suddenly becoming the foundation for a tourist and recreation industry as cities spill their population into the surrounding areas in the weekends and holiday periods. Pioneer arts and crafts develop a scarcity value as mass production and middle-class affluence lead many to prize handmade goods reflecting traditional skill and local materials. Stones, shells and driftwood are examples of often ignored local resources which many people have turned into a satisfying activity and source of income.

Not long ago a business man drove into a low-income valley community and stopped to ask a bys under, "Where can I buy some baskets?" The citizen stared at him in amazement. The business man relied, "But this place is surrounded by basket willows – there must be some one who makes them! I could use 5,000 small baskets to sell fruit and candy at the cash registers of my restaurant chain. "The local man took him off to meet some of the main figures in the community and three months later the first willow was being peeled and split to make baskets – a new industry and the initial source of a series of developmental steeps which were all based on using a previously unrecognized resource.

Have you or others noted resources currently ignored in your community which might be used to meet the needs of local people?
(Turn now to the worksheet, detach it for your convenient use and check off how appropriate this strategy is for your situation. Then continue below.)

2. Development may be induced by adding resources to the community.

This approach, used in almost every action programmer, may involve adding to the existing quantity of a particular resource in the community, e.g. labour, or may mean introducing a qualitatively different type of resource for the first time, e.g. a specialist teacher. While frequently the is money, it is sometimes materials, or human skills e.g. leadership training for a local person.

Keep in mind, however, that in many cases resources have been added to groups or communities without visible results of the kind expected. When people

are given help in a heavy-handed fashion, many reject it or use it for other purposes. Don't underrate the difficulty of adding resources to generate a developmental process.

Is adding resources an appropriate strategy in your community?
(Please turn to the worksheet, assess this strategy and then continue below.)

3. *Development may be induced by making more ejective use of existing resources, especially human interest and energy.*

In many parts of the world, land is divided into very small areas and a man's farm consists of small parcels in several parts of the community. With changing circumstances, the efficient use of the same acreage can be advanced by consolidating fragmented holdings into single larger units. This is an example of how agricultural development can be fostered by making more effective use of the existing land resource.

But in most cases, it is the human resource, the people of the community, who represent its greatest and most neglected asset. In many cases, the initiative and interest and energy of the local people are not recognized as a resource by outside planners. Since these people have not opportunity for a positive contribution, they often express themselves in open hostility or passive resistance to the planners.

Initially, a community is often split by class, ethnic or religious differences, and by cliques and factions within these, so that no more than a fraction of the community's total potential commitment to a common goal is generated. The principles and techniques of community organization may be employed here to provide some systematic ways to allocate resources and focus concern on an agreed set of priorities. (See concluding references, especially # 14.)

Does this strategy of making better use of existing resources apply in your situation?

(Please, check the worksheet and then continue below)

Through Technology

Technology consists of the tools, skills and techniques by the members of a community to exploit their environment. (For further information on these and the following terms, see *Understanding Your Community.*)

4. *Development may be induces by improving items of technology.*

From the invention of iron ploughshares to the replacement of propellers by jets, a cycle of developmental change has followed from improvements in

technology, especially in the technology of economic production and transportation. However, these improvements have not been accepted without some social costs, e.g. the introduction of steel axes to a primitive people led to the destruction of their whole way of life. (See Ref. # 18, Case 5.)

Again, the introduction of new items of technology involves a process which takes time and which can be arrested at any point. (This subject is treated in the role of the stimulator, but # 13 in the list of references summarizes the information.)

The strains and risks of leaping from a simple kind of technology to the most sophisticated of modern forms are reduced by selecting an intermediate technology which represents technical improvements in a locally adapted from.

How appropriate is improving the material forms of technology in your circumstances?

<center>(Please check the worksheet and then continue below.)</center>

5. *Development may be induced by increasing the problems-solving skills of the people.*

This is one of the most vital approaches to development, one that speaks to the very heart of the problems of the disadvantaged, yet one of the most challenging to implement, and without doubt the most difficult to administer effectively through a government agency.

While man is a problem-solving animal, many appear to give their uniquely human capacities little exercise or opportunity. To think, to choose, to decide-this the stuff of human life!

In this strategy, the approach is to work with individuals, groups and the community as a whole in such a way as to stimulate people's ability to size up a situation, to establish targets for themselves, to choose the most effective combination of means to their goals and then to take action to achieve them. In short, to have the people internalize just what *you* are doing - to become systematic observers, diagnosticians, strategists and stimulators!

To use his approach of course, you have first to absorb it your-self and then gradually involve others in using it until it becomes a habit. Is improving people's problem-solving skills an appropriate strategy for your setting?

<center>(Please check the worksheet and then continue below.)</center>

Through Knowledge and Beliefs

By knowledge is meant all that is known about the world and life in it; in beliefs there is an element of personal conviction, making beliefs more resistant to change than knowledge.

6. Development may be induced by adding to people's knowledge.

I think that education can be defined as the selective relief of ignorance. What I mean is that we enter the world quite ignorant, and as we grow up through childhood we acquire some information, and from the school system we obtain some more. But at any age, most of us know a good deal about some things and practically nothing about many others – our newborn ignorance ha been selectively relieved by our life-long learning.

Since much of what we do is conditioned by what we know, or think we know, human behavior can be changed by shining a light into some of those remaining dark areas, by relieving some more ignorance by the addition of pieces of information chosen to be relevant to the current situation. In many eases, people resist a useful change because they don't really know enough about it and how it can help them reach their own goals.

In using this strategy, you assume some responsibility in judging in what areas to add knowledge and this to displace the current centre of gravity of the information possessed by individuals and groups. You may assume further responsibility if you employ highly directive methods to provide to the community and use less directive informational methods. (Yet don't become too preoccupied with the manipulative aspects of information-giving. If the truth be known, the people are probably manipulating you more than you are them. They have usually been fighting off well-meaning helpers for generations, so in this matter you are less experienced than they.)

Is this informational strategy suitable for your situation?

(Please check the worksheet and then continue below.)

7. Development may be induced by working with some existing beliefs.

In many cases we hear how the first thing that must be done is to change the beliefs of the people because their beliefs oppose development. I think that this overstates the case. On examination, there are sure to be many beliefs which are resistant to change, one can identify people's convictions and then base a development program on them, knowing it is securely anchored. There is a saying that: "if you can't beat their, join them!" To which I add, "But see if you can't join them first".

People do not simply have a dozen fixed beliefs operating 24 hours a day. Rather, we have systems of beliefs, some of which operate in some circumstances and some in others. A basic understanding of these should result from your initial work as an observer of the community so that you will know which set of beliefs is likely to operate in an educational master, and which in a political affair. It is quite possible to build open and play up those favoring local initiative and self-help and ignoring or playing down those emphasizing individual independence and "let the government do it."

In this situation, can you work with some existing beliefs?

(Please check the worksheet and then continue below.)

8. Development may be induced by changing some current beliefs.

Although beliefs are difficult to change, it is possible to change them, as workers have demonstrated in studies of people agreeing to eat offal meats during World War II and in programmes against racial prejudice. Naturally, this process is going to be slower and more demanding than some other approaches; its risk of failure may be higher. However, you may judge that certain beliefs directly oppose any move towards development, so you think it necessary to change these beliefs as first step.

Remember that even if a direst approach is not taken to changing beliefs, changes in other facets of community life will bring about changes in beliefs by the chain reaction effect mentioned in the introduction. In some studies of racial prejudice, for example, steps taken to bring two groups into contact subsequently resulted in changes in the initial beliefs of both about the other.

In any case, how appropriate is changing some of the current beliefs of the people as a development strategy in your situation?

(Please check the worksheet and then continue below.)

Through Values and Sentiments

Values are the ideals that people have – their concepts of the good, the true, the beautiful; sentiments are their pervading feelings about core issues. As both are at a largely subconscious level, few people can identify and discuss their values and sentiments, yet these are at the heart of human motivation and social dynamics – so important, yet so elusive!

9. Development may be induced by working with certain shared values and sentiments.

In almost every group there are shared values about the desirability of progress (however that is defined) and the necessity of working together to achieve it. From an astute exercise of the observer role, you should now know what some of these values are in the community. This strategy suggest you appeal to these and related values in delineating the goals and means for group action. (It also suggest, conversely, that you play down identified values which idealize the status quo and excessive individualism.)

Similarly, with the feelings that people have about core issues, it is a case of accounting the positive and eliminating the negative. When you can see and discuss local goals and action plans in-terms of local values and sentiments, you are really "talking their language". If you can't or don't, problems in communicating with the local people will soon bring co-operation to a halt.

Is this strategy of working with certain shared values and sentiments suitable for your circumstances?

(Please check the worksheet and then continue below.)

10. Development may be induced by changing certain values and sentiments.

As in the previous case of attempting directly to change some beliefs thought to oppose development, trying to change people's values and sentiments by a frontal attack is possible, although difficult and sometimes dangerous. Nevertheless, religious missionaries and political leaders are often dedicated to changing certain values and sentiments.

Often it is a matter of changing the traditional emphasis so that ideals formerly held in second place become the focus of attention. For example, in a number of democracies, politics was a disreputable profession and local participation was more honored in the breach than the observance. In some countries the ideals of participative democracy has been re-established recently and people are prepared to credit some politicians with a degree of integrity not shown formerly. A new images has been projected, an old ideal refurbished, a set of related values placed in front centre stage, and the feelings of the people are aroused and committed as seldom before.

Is it appropriate for you try changing local values and sentiments?

(Please check the worksheet and then continue below.)

11. Development may be induced by working for some existing local goals and felt needs.

This strategy is one of the most fundamental to the community development field, as indicated already in *Diagnosing Community Problems.* It respects the judgment and values of local people, capitalizes on the motivation they already possess, reduces the well-meaning but often ill-informed judgment of a new field-worker and is ethically more acceptable to many. Having learned just what these goals and felt needs are and to what extent they are shared in your work as an felt needs are and to what extent they are shared in your work as an observer, you sort out keeping in mind the mandate provided by your agency.

How suitable in this strategy of working with local goals and felt needs in your situation?

(Please check the worksheet and then continue below.)

12. Development may be induced by introducing new goals are a community.

The world is strewn with failures in the efforts of development workers to persuade local people to accept new goals. These projects usually meet development worker's needs, not the people's, so they reject both project and worker.

On the other hand, there are cases where the nature of the problems involved in meeting the felt needs of the people require that some other tasks be completed first. In this case of introducing intermediate goals, the strategy under consideration here may be quite successful.

Should you try to introduce goals into this community?

(Please check the worksheet and then continue below.)

Through Norms

The norms in a community or group are the accepted standards of conduct for given situations; they from the "rules of the game" for the players in local social activities.

13. Development may be induced by working with certain community norms.

In matters of health, these are by often a number of traditional practices, some of which are in harmony with scientific medicine. By supporting these and appealing to traditional community standards of conduct (which may have

deteriorated in recent years) development may be induced in this. In the case of traditional practices which foster ill-health, local people may be more able to hear your suggestions of alternatives for these if you are already supporting other valued practice, l.e. you are not seen as a total threat to all the customary way.

Can you support some current community norms, as a strategy appropriate for your situation?

(Please check the worksheet and then continue below.)

14. Development may be induced by fostering new norms.

In many cases, when you arrive in a new community the people will attempt to pigeon-hole you, to say that you are exactly like the last outsider, government worker, missionary etc. who came to the community. They will expect of you the same behavior they received from this predecessor. You may well want to establish some new standards of performance and to indicate clearly that your ways are not his ways, perhaps in matters of punctuality, in meeting commitments, in really leveling with them etc. In this way, you can foster new norms in your dealing with people have a marked influence on the process of development.

When new equipment or organizations are introduced into the community, new codes of conduct often go with them. Putting a stone in the bottom of a bag of produce may have seemed fitting when trading with an exploitative merchant, but not when the bag goes to a member-owned co-operative. Labour-saving machinery will not last long unless the operators learn a regular lubrication and maintenance routine.

Is it appropriate in your circumstances to foster new norms?

(Please check the worksheet and then continue below.)

15. Development may be induced by legislating new norms.

Frequently, predictable social behavior (such as the observance of traffic rules) can only be obtained when backed by the strong arm of the law, not just informal moral pressure. It is remarkable how many positive and creative elements in our lives are backed by legislation e.g. labor laws ensure we have time for recreation; compulsory education insists that we obtain he basic tools for participation in our society.

When many responsible people are convinced that a pattern of behavior is so vital it must be expressed and supported by the law, new norms are set forth formally and reinforced with penalties if they are ignored.

In your situation, is it suitable to legislate new norms?

<center>(Please check the worksheet and then continue below.)</center>

Through Positions and Roles

Positions in a community range from formal office-holding to the informal positions of friendship; associated with each position are a set of expected behaviors which constitute the role of the one occupying that position. Usually a person occupies a number of positions and thus has many roles; at times, some of these will be in conflict with each other.

16. *Development may be induced by working with persons occupying certain positions.*

In some cases, development workers have entered a community, identified the people in traditional positions of importance, defined these people as a major cause of local problems and have then dedicated themselves to living with and for the disadvantage people of the community. Thos way be somewhat premature! First, it is Important to get the views of all in the community and explore whether or not the situation might not be improved if all are involved in the process of development. (For those who value the human person, it is inconsistent to strive to emancipate some by destroying others.)

Teachers, businessmen, religious leader and politicians have real contributions to make to the development process of the whole community, including its poor. By working with them, or some of them, to share perspectives and some alternative viewpoints, the process of development may be fostered much more effectively than by ignoring or opposing hem without a full investigation.

How relevant is it for you to work with persons occupying certain position in your community?

<center>(Please check the worksheet and then continue below.)</center>

17. *Development may be induced by dividing inappropriate position and role sets.*

Often one person occupies a position that has both a disciplinary and a development function – he is a kind of policeman and also expected to engender free and creative activities. Although some person can handle the essential conflict in these two positions, may cannot separate them clearly enough to avoid

confusing the people they work with. In this situation, it is sound to divide these position so that one person takes on the regulatory functions and another the developmental. In some families, for instance, the father in principal the former and the mother mainly the latter.

In developmental work, it usually impedes the effective operation of both functions if the same person is both enforcing the regulation of law and is also defined as a development worker. Usually, he we be seen more as a disciplinarian than as a developmental person.

Is development in your community handicapped by inappropriate position and role sets which might be divided?

(Please check the worksheet and then continue below.)

18. *Development may be induced by adding new positions and role in a community.*

Development is often associated with the presence of diversion alternatives, and choices. In many traditional communities, they are few of these. The arrival in the community of new and specialized personnel in education, government services and other field of spark a developmental sequence. When new functions are to be performed, new positions and roles may be introduced into the community to carry them out.

Might the addition of new positions and roles be a fitting strategy for your situation?

(Please check the worksheet and then continue below.)

19. *Development may be induced by removing some positions and roles in a community.*

When the emphasis in a community is on the preservation of the past, there will be positions whose main function in to repress innovation, e.g. censors of books and films. If the style of life is to feats development, change and progress, then many of these positions should be removed. In one village I visited, they had traditionally appointed a person as "Inspector of the Poor"; in a new order, a community welfare worker would be more appropriate to carry out mew functions.

To what extent is your community inhibited by irrelevant and repressive positions which you might seek to eliminate?

Through power, Leadership and Influences

Power covers the ability of one person to control another; leadership in the ability to help a group to make decisions and act upon them; influence is the capacity to affected human behaviors, often without others being aware of it.

20. *Development may be induced by working with existing power figures. Leaders and influental's.*

Before writing off the entrenched powers that be in the community as the primary causes of its problems and as having nothing to contribute to its development, it is worthwhile to make a close study of them and see if it is really quite impossible to work with any of them.

There in some truth in the following: No man is an island; every man has his price (often non-monetary); a leader in one who has followers; a leader seeks to increase the number and dedication of his followers; every leader is someone else's follower; the support of at least one important leader is legitimate any major social change in a community or group.

When a personal basis for communicating effectively with some of these persons in developed, it is often possible to share with them some alternative views of the community and its prospects so that they become willing to provide more creative and developmental leadership than in the past. You can't win them all – but you might try for some!

Is working with some existing power figures, leaders or influentials an appropriate strategy in your situation?

21. *Development may be induced by concentrating power, leadership and influence in a community.*

In some communities and groups there are a number of sub-groups evident, but these are so divided by factionalism and rivalries that no general leadership can express the shared arms of all the members and guide their achievement. In this case, it is sometimes possible to foster some concentration amongst the existing groups so that understandings may development. A from of community council, for example, may provide a suitable vehicle.

The social compass applied to the community

Center: The social compass applied to the community

Inner ring (green segments):
- Norms
- Positions and Roles
- Power, Leadership and Influence
- Social Rank
- Sanctions
- History
- Space Relations
- Resources
- Technology
- Knowledge and Beliefs
- Values and Sentiments
- Goals and Felt Needs

Outer ring (blue segments):

Positions and Roles:
10. Working with
11. Dividing inappropriate sets
12. Adding new and different
13. Removing some current

Power, Leadership and Influence:
14. Working with
15. Concentrating
16. Diffusing
17. Reallocating

Social Rank:
21. Working with upper class
22. Working with middle class
23. Working with lower class
24. fostering new patterns

Sanctions:
25. Working with
26. Increasing rewards
27. Decreasing punishments

History:
28. Working with trends
29. Reinterpreting past

Space Relations:
30. Fostering internal commn.
31. Fostering external commn.

Resources:
32. Stimulating awareness
33. Adding new
34. Using more effectively

Technology:
6. Improving the material forms
7. Increasing problem-solving

Knowledge and Beliefs:
1. Adding knowledge
2. working with beliefs
3. Changing beliefs

Values and Sentiments:
4. Working with
5. Changing

Goals and Felt Needs:
8. Working with
9. Introducing new

Norms:
18. Working with
19. Fostering new
20. Legislating new

Is this unifying and coordinating approach the kind of strategy which would be useful in your community?

(Please check the worksheet and then continue below.)

22. Development may be induced by diffusing power, leadership and influence in a community.

More frequently than the foregoing is the situation where one individual wears too many hats – he is the key politician, the principal economic entrepreneur and has his finger in several other pies. Often he is conservative and exploitative. What can be done? One approach is to try to spread around the various leadership functions in the community to provide some alternative opportunities for community growth. No one said this was easy, but it has been done.

How appropriate in this diffusing strategy for your situation?

(Please check the worksheet and then continue below.)

23. Development may be induced by reallocating power, leadership and influence in a community.

In this case, the nature and number of power, leadership and influence structures appear to be appropriate, but the incumbents seem quite unsuitable for the community to develop. As one worker said, (only partly in jest) "What this community needs are a few good deaths!" The development worker can attempt to encourage more suitable persons to take on key roles in the community but needs to remember that this can be a dangerous ploy.

Another means is to let all experience the full impact of conservative leadership as an incentive for popular action to change it. In a northern community I know of, a Community Council was established and the residents, fearing it was an exploitative device, elected their most conservative stalwarts to man it. Soon it became evident that this Council could really work to their advantage, but not when in the hands of conservatives. The community then elected a number of young and progressive representatives, though retaining two of the first officers in case some traditional wisdom might be required.

Might you apply this reallocating strategy effectively in your community?

(Please check the worksheet and then continue below.)

Through Social Rank

Social rank indicates the standing that a person or group has in the community.

24. *Development may be induced by working with upper class people in a community.*

The elite of a community are typically more secure, more educated and more-wealthy than others in it. Many will display a sense of responsibility towards the community as a whole, particularly if their personal prestige may increase as a result. Many of these people have traveled and are often aware of alternatives to local practices. They can be useful advocates of improvements for the community. Being financially and socially secure, they can afford to take some risks in demonstrating alternative practices in the community.

The main idea here concerning the local elite is don't color them all evil at the outset, but probe for some progressive elements and others who may later come to accept developmental ideas. These people have a part to play in the process of development. (One of your problems, however, will be to associate at times with the elite yet not lose your hard-won acceptance by other people in the community.)

Can you work with some of the elite in your community?

(Please check the worksheet and then continue below.)

25. *Development may be induced by working with middle class people in a community.*

These people from the most dynamic force in many communities and possess skills essential for social action. They are driven by a powerful set of forces – they strive to success, yet fear to fail and fall into the lower class from which they or their forbears often came. As with most people, they will work for an objective if its total benefits appear to outweigh its costs and risks. While interested in the community as a whole, their first question will often be: "What's in it for me?" in the short and the long term. Since one of the results of development in a community is an improvement in its economic circumstances, businessmen and professionals can look forward to greater opportunities to provide services and to reap their rewards.

Can you work with some of the middle class in your community?

(Please check the worksheet and then continue below.)

26. *Development may be induced by working with lower class people in a community.*

These are often the largest number of persons in the community. While usually less educated, less traveled. Less secure, and poorer than the previous two categories, many have been aroused by the "revolution of rising expectations." These believe that it is time for a change, that they have no place to go but up and, despite their conditions, they are willing to risk trying something new. Of course, many of the manner, but some will – these can form a nucleus. If their first project succeeds (for criteria in choosing this project, see *Diagnosing Community Problems*), this nucleus may be expected to expand and grow stronger to tackle larger and more significant issues.

Can you work with some of the lower class in your community?

(Please check the worksheet and then continue below.)

27. *Development may be induced by fostering new patterns of social rank.*

The social structure of a traditional community is usually frozen people are assigned at birth a certain place and standing according to ethnic origin, religion, parental occupation, etc. the development of person, groups and the community as a whole is often restricted because there are few avenues for movement across traditional boundaries and few opportunities for individuals to express and contribute their creative capacities.

These strictures can be broken, or at least relaxed when new standards for assigning social position in the community are established through such means as education, Athletics, and the introduction of new and rewarding occupations. As new bases for respect develop, many people are emancipated from former limits on their ability to help themselves and others.

Is it appropriate for you to foster new patterns of social rank?

(Please check the worksheet and then continue below.)

Through Sanctions

Sanctions are the rewards and punishments which a group or community uses to induce an individual to adhere to its values, norms and goals.

28. *Development may be induced by working with the existing sanctions.*

Every community has arrived at some combination of rewards and punishments, many of them informal, non-monetary and almost in visible to the outsider, to ensure that its way of life continues. These should be examined to see if you can work with them, although some of them may be unavailable to you and others may appear unethical. The main idea here is that if these are the means by which the leaders of the community lead it now, you might do worse than use the same carrots and sticks which they do.

Can you apply the same sanctions which others in the community employ?

(Please check the worksheet and then continue below.)

29. *Development may be induced by increasing the rewards for progressive behavior in the community.*

In making in action decision, we weigh the apparent costs and benefits of the proposed step. This approach suggests that the positive aspects of development changes be fully presented to the community to increase the motivation to participate. These rewards may be in the form of savings, income, independence, pride, etc. Too often, development workers overlook the importance of prestige rewards and other non-monetary satisfaction to stimulate local motivation.

When the credit for local progress is allocated the effective development worker is seldom visible, but all others associated with the success are fully publicly acknowledged. It costs little; it means much.

Can you highlight the rewards for developmental action in the community?

(Please check the worksheet and then continue below.)

30. *Development may be induced by decreasing the punishments for progressive behavior in the community.*

Ridicule is one of the most powerful tools used by a group to control behavior in a traditional community, the jabs and barbs of public opinion inhibit innovators from testing and demonstrating new ideas for the home, farm or business. Conservative power figures in the community can sometimes threaten the livelihood of those who entertain what they believe to be dangerous thoughts. Forces like these can snuff out the flickering hopes of the development process before it is property begun.

Just what steps to take in overcoming negative sanctions imposed by individuals or public opinion will vary with the circumstances. One approach is to inform power figures and public as fully as possible of a proposed experiment and

involve them in it in some ways. Another way is to carry out initial testing unobtrusively until a local demonstration can be made with a positive impact guaranteed. Prestige and financial rewards conferred on those adopting improved practices may spike local criticism to some extent.

A recommendation for this strategy is that it tends to decrease the inner conflict experienced by those involved in the developmental process. For example, if a person feels that the positive and negative aspects of a decision are about equal, he will be indecisive and take no action. If positive elements are added to tip the balance, he will take action, but will be severely conflicted about it compared with the case when the negative forces are reduced while the positive forces remain the same.

Can you work to reduce the negative social forces inhibiting development action?

(Please check the worksheet and then continue below.)

Through History

History is the selective recording and interpretation of past events.

31. *Development may be induced by working with some current trends in the community.*

Having discovered as an observer, how the tide is flowing, you can then decide to swim with it or against it. (Unfortunately some development workers appear to flounder manfully about without realizing that the tides have a direction and without relating their efforts to it.)

This approach suggests that, having identified the current trends life in the community, you foster some of those which appear a support the development process. Success in this activity is relative by easy and predictable compared with some of the preceding strategies.

Some treat history as dead and irrelevant for current action wore I prefer to view history as simply yesterday, so that what we do today determines to a considerable extent tomorrow's history!

Can you work with some current trends in your community?

(Please check the worksheet and then continue below.)

32. Development may induced by alternative selections and interpretations of past events.

The selective element in the choice of past events and their interpretations has dynamic influences on how people see themselves. The current and previous history of former colonies are dramaticalls different in many countries today. Typically, colonial history portray the negative people as savages until the fortunate arrival of the colonial power, while post-independence history stresses the high level of initial civilization which was largely destroyed by the colonial force, but which in now rising through a shared commitment to traditional values of hard work, progress and co-operation.

In the local community, what elements of history are selected to transfer to the next generation, and how these elements are interpreted, can vitally affect the orientation of the community to development. History may be used to tacitly justify present inaction and dependence on government handouts, or it may highlight past achievements by folk heroes whose virtues can be an inspiration to establish and achieve development goals.

Can alternative historical selections and interpretations foster development in your community?

(Please check the worksheet and then continue below.)

Through Space Relations

By pace relations is meant the internal layout of the community and its external relationship to other communities, including capital cities.

33. Development may be induced by fostering communication within the community.

Communication in a community is like the circulation of blood in your body – it is the means by which exchanges occur between all of the components; without regular and effective exchanges, neither the components nor the whole can function at their best. One way to induce development then is to foster more systematic and useful exchanges of information, ideas and opinions amongst the people in the community. The most suitable means vary with the situation, but range from neighborhood meetings and posters to the mass media and improving transportation. An experiment in community film making in Newfoundland has recently demonstrated a new means of arousing and focusing public concern.

The principle is that everyone has potentially something to share with others and something to derive from them. As long as some people are unable to

participate fully, they and the community are deprived of something they both needs.

Is it appropriate for you to foster more effective communication within your community?

(Please check the worksheet and then continue below.)

34. *Development may be induced by fostering communication between the community and the world beyond it.*

Just as the individual should be effectively linked to his surrounding community, as outlined above, so the community should be linked fruitfully to the rest of the society and especially to local, regional and national centers of power. The members of the community can derive something from this relationship and may contribute something as well. Studies of modernization, in particular, have linked increased external contacts with a new outlook on life and improved domestic and productive practices. The means of communication will vary from personal travel to the mass media.

Is fostering external communications a suitable strategy for you community?

(Please check the worksheet and complete your analysis of this situation on it.)

THE ETHICS OF INDUCING DEVELOPMENT

At the outset we should recognize that stimulating change in other people confronts many of us with serious questions of personal morality and professional ethics. The inner conflicts experienced will not be resolved by administrative pronouncements that they do not exist.

While many individuals and profession organizations have made statements on this subject, it is ultimately something which each development worker must resolve within himself. To pat the question in focus out line your reply to the following question.

What right do I have to change the way of life of another person?

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(Please complete the above before continuing.)

Many overlook the reciprocal question, which you might now are to consider:

What right do I have to keep to myself the accumulated ideas and inventions of our civilization?

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Many workers who refuse to induce changes in the *goals* of other people have no difficulty in providing them with alternative and more efficient *meant* to reach the people's chosen goals.

Other share the responsibility by making people aware of alternative goals and means of action, but leaving the choice between these and the traditional goals and means up to the people themselves.

Still other workers put this question:

What right do people have to (1) "opt out" of our national way of life, (2) refuse to shoulder their share of its costs and responsibilities, and (3) impose the penalties of poverty on their children? What do you reply?

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These are questions for each one of us to ponder and resolve, at least temporarily. Often much can be gained from discussing them with other workers and some of the people involved. The main thing is not to take these issues for granted but to remain alert to their implications. A year from now, some of the ideas you have written above may have changed through experience and reflection.

THINK!

WORKSHEET #1

In

Strategies for Development

Name of Community...

Name of Problem or Project..

Name of you Agency ....

Directions

As you reflect on each strategy, ask yourself if it is suitable for you as a person, for this community, for this problem, and for your agency. In each case, place a tick to indicate a "Yes" response or an "X" for "No". Add any examples or comments you have in the column provided for that purpose. If you have judge the strategy suitable under all four counts, place a tick in the last column to indicate your final rating of that strategy in this situation.

STRATEGIES

Development may be induced by :

CRITERIA

This strategy is suitable for :

Strategy	Me	This Community	This Problem	My Agency	Final Rating	Examples and Comments
Resources						
1. Stimulating awareness	☐	☐	☐	☐	☐	....
2. Adding new	☐	☐	☐	☐	☐	....
3. Using more effectively	☐	☐	☐	☐	☐	....
Technology						
4. Improving the material forms	☐	☐	☐	☐	☐	....
5. Increasing problem-solving	☐	☐	☐	☐	☐	....

STRATEGIES   **CRITERIA**

Development may be induced by :   *This strategy is suitable for :*

	Me	This Community	This Problem	My Agency	Final Rating	Examples and Comments
Knowledge and Beliefs						
6. Adding knowledge						....
7. Working with beliefs						....
8. Changing beliefs						....
Values and sentiments						
9. Working with						....
10. Changing						....
Goals and Felt Needs						
11. Working with						....
12. Introducing new						....
Norms						
13. Working with						....
14. Fostering new						....
15. Legislating new						....
Positions and Roles						
16. Working with						....
17. Dividing inappropriate sets						....
18. Adding new and different						....
19. Removing some current						....
Power, Leadership and Influence						
20. Working with						....
21. Concentrating						....
22. Diffusing						....

STRATEGIES

CRITERIA

Development may be induced by :

This strategy is suitable for :

	Me	This Community	This Problem	My Agency	Final Rating	Examples and Comments
23. Reallocating						....
Social Rank						
24. Working with upper class						....
25. Working with middle class						....
26. Working with lower class						....
27. Fostering new patterns						....
Sanctions						
28. Working with						....
29. Increasing rewards						....
30. Decreasing punishments						....
History						
31. Working with trends						....
32. Reinterpreting past						....
Space Relations						
33. Fostering internal common.						....
34. Fostering external common.						....

Your Own Strategies

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Planning

Review the strategies you have checked in the final rating column as being suitable under all four criteria and consider how these should be woven together and sequenced in time. Which should be used at the start? How should they be combined? How will each one affect the others? Outline your plans below:

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Evaluation

Is this "strategies for development" idea for while? To find out, compare what you have summarized on this worksheet with the approaches you outlined on page 6 at the outset. This systematic approach may have suggested some additional ways of working effectively with people, he pad you spot the weaknesses of some steps you were planning to take, or comermed your judgment that you are indeed using every available and appropriate approach.

If you find this exercise helpful, USE IT! Of it isn't, FORGET IT !

WORKSHEET #2

In

Strategies for Development

Name of Community..

Name of Problem or Project...

Name of you Agency ....

Directions

    As you reflect on each strategy, ask yourself if it is suitable for you as a person, for this community, for this problem, and for your agency. In each case, place a tick to indicate a "Yes" response or an "X" for "No". Add any examples or comments you have in the column provided for that purpose. If you have judge the strategy suitable under all four counts, place a tick in the last column to indicate your final rating of that strategy in this situation.

STRATEGIES   **CRITERIA**

Development may be induced by :   *This strategy is suitable for :*

Strategy	Me	This Community	This Problem	My Agency	Final Rating	Examples and Comments
Resources						
1. Stimulating awareness						....
2. Adding new						....
3. Using more effectively						....
Technology						
4. Improving the material forms						....
5. Increasing problem-solving						....

STRATEGIES	**CRITERIA**
Development may be induced by :	*This strategy is suitable for :*

	Me	This Community	This Problem	My Agency	Final Rating	Examples and Comments
Knowledge and Beliefs						
6. Adding knowledge						....
7. Working with beliefs						....
8. Changing beliefs						....
Values and sentiments						
9. Working with						....
10. Changing						....
Goals and Felt Needs						
11. Working with						....
12. Introducing new						....
Norms						
13. Working with						....
14. Fostering new						....
15. Legislating new						....
Positions and Roles						
16. Working with						....
17. Dividing inappropriate sets						....
18. Adding new and different						....
19. Removing some current						....
Power, Leadership and Influence						
20. Working with						....
21. Concentrating						....
22. Diffusing						....

STRATEGIES   **CRITERIA**

Development may be induced by :   *This strategy is suitable for :*

	Me	This Community	This Problem	My Agency	Final Rating	Examples and Comments
23. Reallocating						....
Social Rank						
24. Working with upper class						....
25. Working with middle class						....
26. Working with lower class						....
27. Fostering new patterns						....
Sanctions						
28. Working with						....
29. Increasing rewards						....
30. Decreasing punishments						....
History						
31. Working with trends						....
32. Reinterpreting past						....
Space Relations						
33. Fostering internal common.						....
34. Fostering external common.						....

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* Available in paperback edition.