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# FutureGenerations

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## Going to Scale

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Annual Report 2006-2007

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Hon. Flora MacDonald  
advancing the empowerment  
of women in Arunachal  
Pradesh, a remote state in  
Northeast India.

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Women's groups in  
Arunachal Pradesh, India  
work together to improve  
health, increase income,  
and improve the status  
of women. More than 100  
women's groups are  
involved in this process  
across seven districts.  
Photo by: Daniel Taylor

## Message from the Chairperson

Colleagues:

Working as communities, ordinary people can achieve extraordinary change. And, when government joins in partnership with financing and policies, local successes expand to have large-scale impact. Future Generations teaches a process that mobilizes the energy of communities and leverages the support of government.

Since 1992, Future Generations has charted a more effective path toward affordable and large-scale community change and conservation. This journey involves three parts: applied research, global demonstrations, and education. Future Generations operates as two parallel organizations: a non-profit action organization and a Graduate School.

The goal is to develop a process known as Seed-Scale that communities can use to improve their well-being. This approach creates large nature preserves (as in Tibet, China), rapid social change (as in India), extends health services (as in Peru), and helps communities of conflict (as in Afghanistan). Most exciting is that it can be taught and extended worldwide (i.e. by the students in Future Generations Master's Degree).

The Seed-Scale process continues to evolve through ongoing research and field application. In 2005, Future Generations initiated the Engaging People in Peace project to better understand the role of community and government partnerships in sustainable peacemaking efforts that have gone to scale. Lessons will inform field applications and be extended through teaching.

In 2006, Future Generations formally registered its sister organization, the Graduate School. Through this institution of higher education, students and their communities become both partners in learning and also part of a growing movement of people seeking to shape their futures. In this way, the impact of Future Generations has expanded rapidly to 17 countries. And this year, Future Generations Canada was established to support global outreach.

Please join us.

Sincerely,

Hon. Flora MacDonald  
Chairperson, Board of Trustees, Future Generations  
Board of Trustees, Future Generations/Canada  
Former Minister of Foreign Affairs, Canada  
Past Chairperson, International Development Research Center

# Message from the President

## Going to Scale



Future Generations President, Daniel Taylor, motivates 10,000 youth of China at the opening ceremonies of the Green Long March, a national youth initiative for the environment, with a rendition of *Country Roads* by John Denver.

Friends:

Community-centered solutions are being advanced worldwide through large numbers of small projects led by governments, organizations, and community-based groups. But why are so many of these successes not scaling up to meet larger societal needs?

Future Generations is learning that: human energy is the key resource to solve societal needs; nature preserves are more sustainable when protected by local people instead of wardens; health care is more accessible when delivered through community-based services; and poverty reduction projects reach the poorest through community-based action.

Taking small successes to regional scale is a process that can be taught. Communities can teach communities, and governments can support the extension. This is occurring in Peru where communities co-manage 1/3 of all health clinics. In China, youth identify and promote environmental solutions through a nation-wide Green Long March. In India, the process grows across a whole state.

It has been profoundly gratifying to watch this process unfold. Going to scale is both a rise in size, and also a steady rise in the quality of growth. Growth often begins with one community or a few households. Seeds of ideas get planted, they mature; news of success spreads. More people join the process.

Future Generations is also an organization that has grown in size and maturity. This growth would not have been possible without the dedication of our outgoing chairperson, the Hon. Flora MacDonald. We thank her for over a decade of leadership. Looking forward to the new year, Future Generations welcomes Dr. William D. Carmichael, former Dean of Cornell University's Graduate School of Business and Public Administration and a former Vice President of the Ford Foundation in charge of its Developing Country Programs, as the chairperson of the Board.

The Apache Native Americans with whom we've worked remind us that community change is "Our Community Walking Forward Together." Share the journey with us.

Daniel Taylor

President

# Impact in Four Countries

## Afghanistan



Future Generations Afghanistan, a locally registered organization, partners with communities and governments to build a stable society where people own their futures and engage in collaborative change. In the last five years, the organization has:

- Catalyzed community-based momentum in five provinces
- Engaged women and men to save the lives of mothers and children
- Conducted research to develop low-cost, effective, and culturally appropriate training methods in women’s health, hygiene, and literacy
- Re-energized 72 village *shuras* (councils) for democratic governance through evidence-based decision making and workplan implementation
- Trained government ministries in the process of engaging communities
- Initiated plans for the Afghan Academy: A National Network of Capacity Building Centers

## India



In India, Future Generations operates through two organizations: Future Generations India and an autonomous local organization in the remote state of Arunachal Pradesh where activity in seven districts and more than 200 villages extends statewide through the training of 6,000 *panchayats* (village councils).

Future Generations Arunachal has:

- Mobilized 800 community volunteers and more than 100 women’s groups, farmer’s clubs, and local coordinating committees
- Taught a process that improves the status of women, lowers rates of infant and child mortality, promotes sustainable agriculture, and addresses other community-identified needs
- Advanced momentum to cover all Arunachal Pradesh with economic advancement and large-scale conservation
- Facilitated the establishment of two Community Biosphere Reserves and a Community Forest Reserve



The Green Long March engages students from 43 universities along ten routes covering the major ecological zones of China. The routes featured above include:

Grasslands  
 Northeastern Forests  
 Gold Coast  
 Yellow River  
 Grand Canal  
 Yangtze River  
 Rainforests  
 National Treasure Park  
 Snowlands and High Plateaus  
 Northwestern Deserts

## China

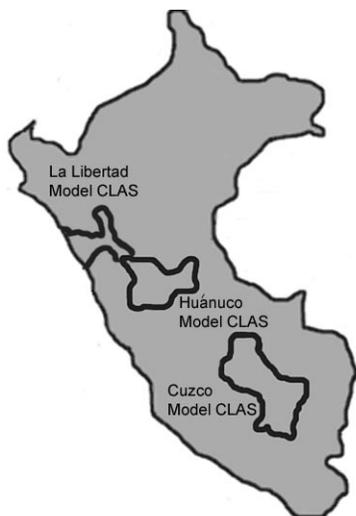
Future Generations China, a Beijing-based organization, promotes lasting livelihoods and community-based conservation across rural China. With a solid track record in Tibet and an expanded China-wide focus, the organization has:

- Helped to increase the amount of community-based protected areas in Tibet from less than one percent to more than 40 percent
- Expanded the *Pendebe* Program (volunteer “workers who benefit the village”) to three nature preserves and advanced this approach as a national model for people-based conservation
- Partnered with the Tibet Department of Science and Technology and the David Suzuki Foundation to protect Four Great Rivers, an area the size of Washington State, by building local capacity for conservation and sustainable rural livelihoods
- Partnered with Beijing Forestry University to initiate the Green Long March, a national movement that engages students from 43 participating universities along ten routes covering the major ecological zones of China

## Peru

Future Generations Peru expands knowledge and practice of how to advance well-being in the poorest Peruvian homes. Since 2002, the organization has strengthened a national health program referred to as CLAS (Local Community Associations of Health), which engages communities in the co-management of one-third (2,137) of the country’s primary health facilities. The organization has:

- Advanced innovations that extend health care to the home, improve the quality of care, and build the administrative capacity of community health associations
- Scaled-up innovations through three regional demonstration and training centers in Huanuco, La Libertad, and Cuzco
- Advocated for CLAS as a national policy of the Peruvian Ministry of Health (In 2007, a Ministry of Health resolution renewed commitment to CLAS through a National Health Plan that will strengthen the capacities of all existing CLAS by 2011.)
- Leveraged municipal, regional, and national level government support for CLAS (In 2006, the Government of Peru allocated an additional \$12 million USD in support of strengthening and extending CLAS nationwide.)



# Global Learning for Local Innovation

## A Master's Degree in Applied Community Change and Conservation

I really appreciate this program design. It allows us to be active participants, to learn from our communities, from our classmates, from the residential visits, and from our professors.”

*Abdel Razek*

*Mohamed Elella from*

*Egypt*

Organizations, governments, and communities seek help—not help from outside but from within. They want their people to perform better and to apply solutions that fit their local conditions. In response, the Future Generations Master's degree program prepares students through community-based learning and applied research in alignment with their daily jobs while giving them access to the world's knowledge through international travel and online learning.

Graduates of the last two classes, many of them specialists in their fields with advanced degrees, came from 17 countries to learn new approaches of mobilizing communities and engaging partnerships.

To begin this two-year program, students gather at Mahatma Gandhi's Ashram in Sevegram, India. They spend a month in India learning how to start community-based work. Students return to their home countries and spend four months engaging with their communities and continuing their studies through online learning.

Students gather for a second one-month residential in the United States, drawing on the varied lessons of New York's Adirondack State Park and special training in leadership and peacebuilding. Lessons include identifying and sustaining solutions that fit local cultures, ecologies, and economies. When they return home, students focus on strengthening community and government partnerships. Their applied research projects are by this point taking clear form.

A year into this program, the students come together for a third one-month residential in Peru. They study the Peru experience of going to scale with a national community-based health system. They focus on the skills needed for their applied research, how to grow empowerment, and the connections between health and food security.

Students return home and for ten months work in their communities. The learning comes together through applied research and developing local plans that will go to scale. Emphasis is on growing the seeds of success through partnerships.

And, two years after beginning all this hard work, students meet for a final residential, spending several weeks in Nepal with a capstone Sherpa-led learning trek on Human Ecology. They also present the results of their applied research projects. Graduation ceremonies, which were held previously for Class One near the base of Qomolongma (Mt. Everest) in Tibet and at the Royal Banquet Hall in Thimphu, Bhutan, confer upon graduates what has been called “the highest degree in the world.”

## A Sampling of Student and Faculty Leadership

Countries represented in Class One and Class Two include: Afghanistan, Bhutan, Cambodia, Canada, China, Czech Republic, Egypt, Ethiopia, India, Iran, Nepal, Nigeria, Rwanda, Uganda, United States, Vietnam, and Zambia

*Dang Ngoc Quang Rural Development Services Center, Vietnam*



In 1995, Dang Ngoc Quang founded the Rural Development Services Center in Hanoi. His work extends to three provinces in the north and central highlands. Three of the Center's most successful programs are microfinance for poor women, a village-based veterinary program, and new methods for organizing farmers' groups.



*Dr. Henry Perry  
Professor of Equity and Empowerment in Health*

Dr. Henry Perry co-chairs a Working Group on Community-Based Primary Health Care of the International Health Section of the American Public Health Association. In collaboration with the World Health Organization, UNICEF, and Future Generations, this working group is conducting a systematic review of the effectiveness of community-based primary health care in improving child health.



*Melene Kabadege  
World Relief, Rwanda*

Melene Kabadege has a vision of eliminating child mortality in Rwanda. With a background in public health and nursing, Melene has been working for World Relief in Rwanda for five years. In Kigali, Melene works for the Child Survival Program. For her applied research project, she will evaluate the effectiveness of World Relief's programs in reducing child mortality.

## Promoting Empowerment and Equity



*Tibetan women volunteer as community service workers:* In the Qomolangma (Mt. Everest) National Nature Preserve, 20 women have been trained as Senior *Pendebas*. They train and guide other young women who seek to improve village health and livelihoods.

The poorest 20 percent of humanity, the one and a half billion people who live on society’s margins, daily face a grinding cycle of poverty, illness, and discrimination. In differing proportions, they are in every country. Money and services are unlikely to reach them. Future Generations advocates an empowerment-based process to engage these poorest of the poor to build a better future.

### *Highlights from China*

Empowered with new ideas and proven results, government leaders are embracing a program to build the self-help capacity of villages within nature preserves, some of which are the poorest in all of China. The Tibet Department of Science and Technology in partnership with Future Generations has trained 604 *Pendebas*. *Pendeba* is Tibetan for “worker who benefits the village.” They are local volunteers who learn and impart skills to improve health, increase family income through greenhouses and animal husbandry, and promote environmental stewardship. The government has embraced this approach to people-based conservation, which is poised to scale up to provinces in mainland China.

### *Highlights from Afghanistan*



*In Afghanistan, mothers are the number one health care providers.* Local women volunteer to be Community Health Workers. They form women’s action groups that train every woman in the village in basic health skills.

In Afghanistan, women die every day from preventable complications in childbirth. Mortality rates are among the highest in the world. To deliver health care to remote villages, the government is training a cadre of Community Health Workers (CHWs), but preliminary results show a low rate of sustainability. To support this national effort, Future Generations piloted an empowerment-based approach to training women through home-based health workshops. Women not only gained the skills and rapidly achieved results, but they motivated others to help through women’s action groups and health-

related workplans. To further sustain their momentum, they monitored their progress with data collected by a community statistician. To adapt and extend these innovations, Future Generations Afghanistan currently works to provide refresher training courses for CHWs in Logar Province.

This approach to engaging rural women in improvements to their own well-being parallels earlier successes in scaling up mosque-based schools to 400 communities teaching approximately 11,000 women.

## Expanding Opportunities for Women

Women are critical to any efforts to take local successes to regional scale. When activated through a process of community empowerment, women are eager to expand opportunities to more women.

### *Highlights from India*



*Promoting equity by supporting the poorest:* More than 600 women volunteer to support and lift up the poorest women in their communities.

More than 600 women from seven districts in Arunachal Pradesh have pooled their resources to start enterprises in isolated villages. Savings are deposited in local banks, and the women borrow capital to start small businesses. Women have repaid their loans, family income has increased, and mothers have income to pay for school fees. In the Lower Subansiri District of Arunachal Pradesh, the government and bank officials provided a loan to start a weaving center. Today, the fabrics are being sold locally as well as in the capital town of Itanagar with plans for exportation outside the state.

### *Highlights from Afghanistan*



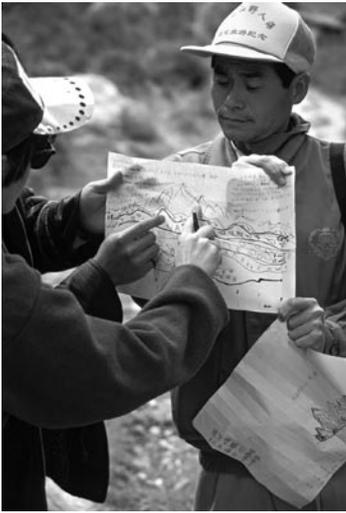
*Literacy for Afghan Women:* 400 communities have organized mosque-based literacy programs for some 11,000 women and girls. Communities provide the mosques and support the teachers. Opportunities grow for improved health and income.

In less than a year, Future Generations Afghanistan trained over 500 village women in an accelerated Learning for Life Skills training program, a national initiative under the leadership of Management Sciences for Health. Women who had been denied educational opportunities for the last twenty years participated in accelerated literacy classes that introduced health topics and prepared women to continue training as Community Health Workers. The *shuras* (village councils) were actively engaged in the support of this program. One *shura* member, originally hostile to the idea of teaching women to read and write, is now an active supporter. He told former Afghan Country Director, Carl Taylor:

*“I want to tell you about my wife. When your Learning for Life project started, my wife applied. Now she is literate and reading everything that she can lay her hands on. She tells me what she learns. She reads health manuals and tells my mother. Now I want to tell you what I especially want to thank Future Generations for: to see my wife reading stories to our children.”*

Of the thirteen organizations involved in this national initiative, Future Generations Afghanistan received second place in quality and special commendation by the evaluation team for being the only program to have placed local women in top leadership positions, which they determined to be a key factor of the program’s success.

## Conserving the Land, Air, and Water



*Community Mapping in Tibet, China:* To protect vast areas, village volunteers and county administrators learn mapping and data collection skills to implement county-level conservation management plans.



*The World's Greatest Canyons:* In China, Four Great Rivers is the fourth largest protected area in the world. A community-based management strategy will protect these magnificent watersheds.

Future Generations has researched and demonstrated how to do landscape-scale community-based conservation in the mountains of Asia. With imaginative local partners, significant national parks and biosphere reserves were started. In China, a national initiative mobilizes youth for the environment. Future Generations also gives priority to energy efficiency in its own institutional operations.

### *Highlights from China*

As a lead up to the Beijing Olympics, the Green Long March engages Chinese students from 43 universities along ten routes covering the ecological zones of China. The purpose is to educate youth, raise environmental awareness, and focus attention on environmental success in China. As they march, students conduct a national survey to document what communities are doing to protect the environment. The Green Long March is officially hosted by the State Forestry Administration, organized in partnership with Future Generations and Beijing Forestry University, and supported through sponsorships of each route. For more information, see: [www.greenlongmarch.org](http://www.greenlongmarch.org).

### *Highlights from Tibet, China*

Four Great Rivers, a 46 million-acre protected area the size of Washington State with 900,000 people inside, contains 1/7 of all the timber reserves in China and protects the headwaters for 20 percent of humanity that lives downstream in eight countries. The conservation vision has gone to scale—but how to protect such a large area? The solution is to engage existing county governments and the local people as managers and stewards. This people-based approach, as opposed to hiring wardens, keeps costs low. Future Generations is partnering with the Tibet Department of Science and Technology and Canada's David Suzuki Foundation to help prepare the management plan.

### *Highlights from Arunachal Pradesh, India*

The first Community Nature Reserve was created in Arunachal Pradesh utilizing a new clause in the Indian National Forestry Act. Building on environmental advocacy and research started six years ago, people who had once been poachers in the community were trained to do conservation surveys. They made a movie of their rarest animals. Villagers used their data and devised a management plan to protect an area that includes most of the eastern half of the great Siang River Gorge, an area roughly the size of Rhode Island, with one of the greatest concentrations of biodiversity in India.

## Extending Local Successes to Regional Scale

People are resourceful. They see innovation and they take it home, but seldom do they copy it directly. People adapt, making the new ideas fit their local circumstances. The ideas spread from community to community. This is the process of scale. Governments and organizations can accelerate this extension through the development of regional centers of action learning and experimentation. These centers, “classrooms without walls,” are places where others can come to learn and see innovations.



*Communities Teaching Communities in Peru:*  
The Las Moras community has become a regional and national training center that shows how to create effective workplans and partnerships for improved health care.

trained by the people of Las Moras who had grown so much in their capacity as to lead the entire training program themselves. Today, similar momentum for partnerships is building with two new regional learning centers being established in Cuzco and La Libertad.

### *Highlights from Peru*

The Las Moras Model CLAS is a regional learning center that practices and teaches innovations in community co-managed health and how to build partnerships. The Las Moras community of 16,000 people has gained notoreity within the Ministry of Health for providing the highest quality primary health care in the country. Two delegations of officials from the Cuzco Regional Government and the Cuzco Department of Health traveled north to study the Las Moras experience before starting their own Model CLAS. They were greeted and

### *Highlights from Afghanistan*

Lessons learned by a rural community in Bamyan Province extended to an urban settlement for displaced persons in Kabul. The Bamyan community, representing 72 villages, coordinates a range of workplans using locally available resources. These community members taught this process to displaced persons who moved to Kabul during the 25 years of war and civil strife. In Kabul, a *shura* (village council) was organized. This multi-ethnic community has prevented the dumping of waste in the area's valley, closed a brick kiln that posed health risks, started learning centers for children powered by solar electricity, and collected household data to leverage government support.

# Summary Financial Report, June 30, 2006

The following summary report was derived from the audited financial statements of Future Generations, Inc. The complete audited financial statements, together with the auditor's report, are available upon request from the Future Generations administrative office.

## Statements of Financial Position *June 30, 2006*

Assets		Liabilities and Net Assets	
Current Assets	\$ 284,768	Current Liabilities	\$ 497,860
Investments	3,566,442	Long-Term Debt	0
Property and equipment	390,349	Total Liabilities	497,860
<i>Total Assets</i>	<i>\$4,241,559</i>	Total Net Assets	3,743,699
		<i>Total Liabilities and Net Assets</i>	<i>\$4,241,559</i>

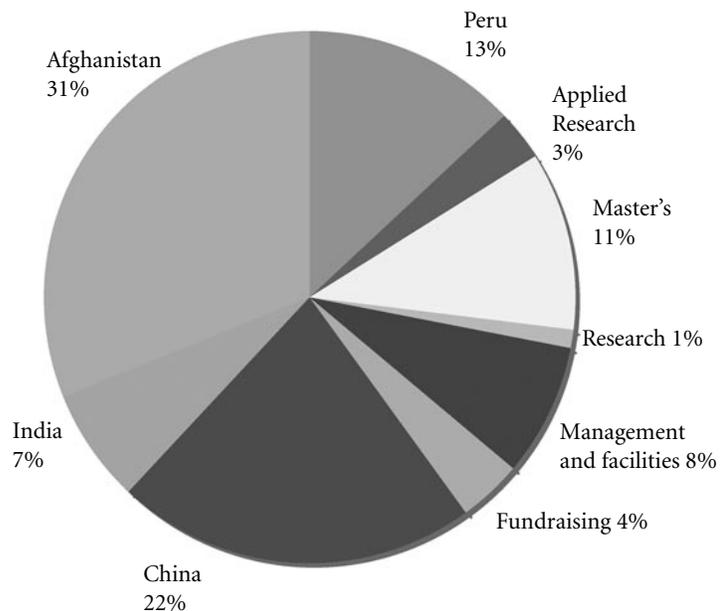
## Statements of Activities *For Year Ended June 30, 2006*

### Support and Revenue Total

Contributions and Grants	\$4,028,227
Program Service Fees	124,391
Investment Revenue	128,105
<i>Total Support and Revenue</i>	<i>\$4,280,723</i>

Expenses	Total
Total Program Services	\$3,127,045
China programs	
India programs	
Afghanistan programs	
Peru program	
Applied Research	
Masters program	
Research	
Total Supporting Services	\$435,436
Management and facilities	
Fundraising	
<i>Total Expenses</i>	<i>\$3,562,481</i>

### Expenses as a Percentage of Total Budget



## Summary Financial Report, June 30, 2007

The following summary report was derived from the audited financial statements of Future Generations, Inc. The complete audited financial statements, together with the auditor's report, are available upon request from the Future Generations administrative office.

### Statements of Financial Position *June 30, 2007*

Assets		Liabilities and Net Assets	
Current Assets	\$ 95,664	Current Liabilities	\$ 476,354
Investments	3,978,233	Long-Term Debt	0
Property and equipment	367,270	Total Liabilities	476,354
<i>Total Assets</i>	<i>\$4,441,167</i>	Total Net Assets	3,964,813
		<i>Total Liabilities and Net Assets</i>	<i>\$4,441,167</i>

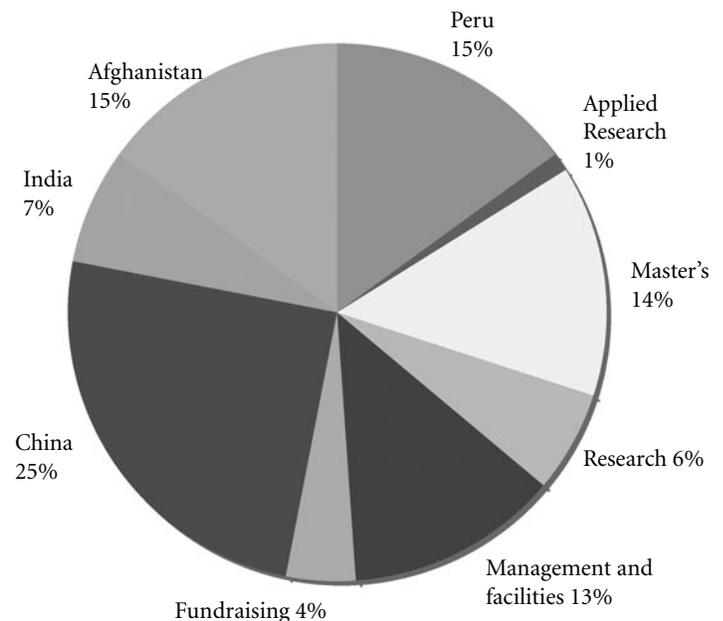
### Statements of Activities *For Year Ended June 30, 2007*

#### Support and Revenue Total

Contributions and Grants	\$3,147,147
Program Service Fees	214,710
Investment Revenue	385,730
<i>Total Support and Revenue</i>	<i>\$3,747,587</i>

Expenses	Total
Total Program Services	\$2,941,104
China program	
India program	
Afghanistan program	
Peru program	
Applied Research	
Master's program	
Research	
Total Supporting Services	\$585,369
Management and facilities	
Fundraising	
<i>Total Expenses</i>	<i>\$3,526,473</i>

#### Expenses as a Percentage of Total Budget



## Senior Staff of Future Generations



### A Group Photo Moment:

The senior staff of Future Generations Peru join representatives of the Las Moras community and the Huánuco Department of Health as finalists for the 2006 Quality Recognition Award of the National Society of Industry in the category of public services.

Laura Altobelli, Dr.P.H., M.P.H.  
*Country Director, Peru*

Abdullah Barat  
*Afghanistan Site Director*

Brian Bland, B.A.  
*Registrar and Online Learning Coordinator*

Jason Calder, M.A.  
*Director, Engaging People in Peace Research Project*

Homayra Etemadi, M.A.  
*Country Director, Afghanistan*

Jim Hollowood, Ed.D., M.B.A.  
*Comptroller*

Judith Hollowood, M.B.A.,  
M.L.S., M.A.  
*Director of Admissions*

Luis Espejo, M.D., M.P.H.  
*Community Development Specialist, Peru*

Frances Fremont-Smith, Ed.M.  
*Executive Director  
Future Generations China*

Nawang Gurung, M.A.  
*China Pendeba Coordinator*

Traci Hickson, M.A.  
*Director of Development and Communications*

Tage Kanno, M.D., M.A.  
*Executive Director  
Future Generations Arunachal*

Dorothy Knapp, M.A.  
*Director of Program Operations, International*

Carol Mick, B.A.  
*Financial Manager*

Julia Posteraro, M.I.D.  
*Development Associate*

Sujanta Choupoo  
*Office Manager,  
Future Generations Arunachal*

Michelle Simon, A.A.S.  
*Accounting Assistant*

Daniel Taylor, Ed.D.  
*President*

Carl Taylor, M.D., F.R.C.P,  
Dr.P.H.  
*Senior Health Advisor*

Norbu Tsering  
*Tibetan Community  
Development Specialist, China*

Denise VanDerKamp, B.A.  
*Project Assistant*

Dan Wessner, J.D., M.Div., Ph.D.  
*Director of Academic Programs*

Becky Vaus  
*Administrative Assistant*

## Faculty

### Endowed Professors

Robert L. Fleming, Jr., Ph.D.  
*Prof. of Equity and Empowerment Conservation*

Henry Perry, M.D., M.P.H., Ph.D.  
*Prof. of Equity and Empowerment Health*

### Full-time Faculty

Altobelli, Laura, Dr.P.H., M.P.H..

Sheila McKean, Ph.D.

Mike Rechlin, Ph.D.

Dan Robison, Ph.D.

Daniel Taylor, Ed.D.

George Taylor, M.S.

Dan Wessner, J.D., M.Div., Ph.D.

### Adjunct Faculty

Karen Edwards, M.A.

Dorothy Knapp, M.A.

Lisa Schirch, Ph.D.

### Special Lecturers

Benjamin Lozare, Ph.D.

Future Generations follows a policy of nondiscrimination and does not discriminate on the basis of race, color, creed, religion, national/ethnic origin, gender, sexual orientation, or age.

## Summary: Approach to Going to Scale

### SEED

Using a reliable and replicable system, communities can mobilize energy and sustain change at the local level.

### SCALE

Community-based successes can continuously improve in quality, and successes in one or several communities can expand rapidly to cover a larger region.

The arena in which international community development efforts have faced their greatest challenge is in “going to scale.” For over a decade, Future Generations has been studying the global evidence base of communities that show remarkable, ongoing initiative. These communities and their government partners sustain success over time, evolve solutions for new challenges, and spread innovation across regions and countries. Building upon global experience, Future Generations identifies key principles and applies and teaches a process for achieving sustainable and large-scale impact at a low cost.

This research shows that four principles must be present. When all four are implemented, community energy grows; solutions evolve to fit the local economy, ecology, and values; change is sustained; and locale-specific solutions expand across whole regions. The principles are:

*Principle 1:* Build from success

*Principle 2:* Create three-way partnerships

*Principle 3:* Make decisions based on factual evidence; and

*Principle 4:* Seek behavior change as the outcome

This framework, known as Seed-Scale, helps communities build from these principles and create simple, one-page workplans. Seven tasks are then repeated to generate a growing cycle of community energy. Change is sustained. The process is evaluated through five criteria. Communities teach communities, and local solutions expand across entire regions.

With a modest annual budget, Future Generations has used this process-based approach to train and empower more than 7,000 communities and government partners in 17 countries to sustain and grow local solutions in mother and child health, income generation, and conservation. This large scale impact is achieved at a low cost by engaging others. Government partners provide much of the needed financial support, and communities train more communities through regional learning centers.

**A Case Study:** In the highlands of Peru, an annual investment of \$50,000 enables the community of Las Moras to be a national model and training center that extends innovations to the 2,137 community-managed health facilities throughout Peru. This award-winning community demonstrates how to create community-government partnerships that ensure quality health care, extend health care into the poorest homes, and support community workplans. Workplans address a range of community needs from activities for youth to public green spaces. Local funds from the municipality and fees-for-service generated by the health clinic cover all major expenses. Costs are also kept low through the volunteer efforts of fifty women trained as community health workers. Future Generations provides technical advice to help partners initiate innovative approaches, helps to develop the training curriculum, and trains the trainers. Today, the Las Moras community leads comprehensive training programs for community representatives and health officials from Huánuco as well as Lima and Cuzco.

### Resources Available for More Information

- [www.future.org](http://www.future.org)
- *Just and Lasting Change: When Communities Own Their Futures*, by Daniel Taylor and Carl E. Taylor published by Johns Hopkins University Press in 2002
- Seed-Scale interactive learning cd-rom
- Seed-Scale flip charts for community workshops

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China 100020  
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web > [www.greenlongmarch.org](http://www.greenlongmarch.org)

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# FutureGenerations

## Summary of Activities

**Worldwide:** Future Generations advances research and understanding in a replicable process of equitable and sustainable community change. The Future Generations **Graduate School** offers a Master's Degree in Applied Community Change and Conservation.

**Afghanistan:** Future Generations Afghanistan promotes community-government partnerships, demonstrates community-driven solutions in health, literacy, and governance, and scales up local successes through regional learning centers.

**China:** Future Generations China promotes sustainable rural livelihoods, supports a national youth movement for the environment known as the Green Long March, and in the Tibet Autonomous Region partners with communities and government in supporting a people-based approach to nature conservation, which now covers 40% of Tibet.

**India:** Two organizations operate in India, Future Generations India and Future Generations Arunachal. Future Generations Arunachal promotes statewide extension of social development and a network of biosphere reserves.

**Peru:** Covering 1/3 of Peru, Future Generations Peru demonstrates and expands the knowledge of how communities, government, and civil society can form effective partnerships that improve health and human welfare in the poorest Peruvian homes.

## How You Can Support This Work

- Consider an annual donation
- Grow the endowment of the Graduate School
- Help us recruit and fund Master's degree students
- Remember us in planning your estate gift

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