



HUMAN SCALE DEVELOPMENT

**CONCEPTION, APPLICATION AND
FURTHER REFLECTIONS**

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Human Needs Matrix

After Manfred Max-Neef

	Being	Having	Doing	Interacting
Subsistence	Health, adaptability Sense of humour	Food, shelter, work	Feed, procreate, rest, work	Social setting, environment
Protection	Care, equilibrium, solidarity	Rights, social security, family	Cooperate, plan, help	Living space, dwelling
Affection	Self-esteem, respect, passion	Friendships, family, relation with nature	Make love, share, cultivate, appreciate	Privacy, intimacy, home, togetherness
Understanding	Critical conscience, curiosity, discipline	Literature, education teachers	Investigate meditate experiment,	Groups, community, schools, family
Participation	Dedication, respect, receptiveness	Rights, responsibility duties, work	Cooperate, dissent, agree on, interact	Associations, churches, family
Idleness	Curiosity, tranquillity, imagination	Peace of mind, games, parties	Day-dream, relax remember, brood	Privacy, intimacy, free time, landscape
Creation	Passion, intuition, imagination,	Abilities, skills, method, work	Work, invent, build, compose, design	Productive settings, workshops, time
Identity	Sense of belonging, self-esteem	Language, symbols, religion, values	Commit oneself, grow, recognise	Social rhythms, maturation stages
Freedom	Autonomy, boldness, passion	Equal rights	Dissent, choose, disobey, run risks	Temporal/ spatial plasticity

Table 2: VIOLATORS OR DESTROYERS*

Supposed Satisfier	Need to Be Supposedly Satisfied	Needs, the Satisfaction of Which It Impairs
Arms race	Protection	Subsistence, Affection, Participation, Freedom
Exile	Protection	Affection, Participation, Identity, Freedom
National Security Doctrine	Protection	Subsistence, Identity, Affection, Understanding, Participation, Freedom
Censorship	Protection	Understanding, Participation, Idleness, Creation, Identity, Freedom
Bureaucracy	Protection	Understanding, Affection, Participation, Creation, Identity, Freedom
Authoritarianism	Protection	Affection, Understanding, Participation, Creation, Identity, Freedom

*Violators or destructors are elements of a paradoxical effect. Applied under the pretext of satisfying a given need, they not only annihilate the possibility of its satisfaction, but also render the adequate satisfaction of other needs impossible. They seem to be especially related to the need for protection.

Table 3: PSEUDO-SATISFIERS*

Satisfier	Need Which It Seemingly Satisfies
Mechanistic medicine ("A pill for every ill")	Protection
Exploitation of natural resources	Subsistence
Chauvinistic nationalism	Identity
Formal democracy	Participation
Stereotypes	Understanding
Aggregate economic indicators	Understanding
Cultural control	Creation
Prostitution	Affection
Status symbols	Identity
Obsessive productivity with a bias to efficiency	Subsistence
Indoctrination	Understanding
Charity	Subsistence
Fashions and fads	Identity

*Pseudo-satisfiers are elements that stimulate a false sensation of satisfying a given need. Although they lack the aggressiveness of violators, they may on occasion annul in the medium term the possibility of satisfying the need they were originally aimed at.

Table 4: INHIBITING SATISFIERS*

Satisfier	Need	Needs, the Satisfaction of Which Is Inhibited
Paternalism	Protection	Understanding, Participation, Freedom, Identity
Overprotective family	Protection	Affection, Understanding, Participation, Idleness, Identity, Freedom
Taylorist-type of production	Subsistence	Understanding, Participation, Creation, Identity, Freedom
Authoritarian classroom	Understanding	Participation, Creation, Identity, Freedom
Messianism (Millennialism)	Identity	Protection, Understanding, Participation, Freedom
Unlimited permissiveness	Freedom	Protection, Affection, Identity, Participation
Obsessive economic competitiveness	Freedom	Subsistence, Protection, Affection, Participation, Idleness
Commercial television	Leisure	Understanding, Creation, Identity

*Inhibiting satisfiers are those that by the way they satisfy (actually oversatisfy) a given need seriously impair the possibility of satisfying other needs.

Table 5: SINGULAR SATISFIERS*

Satisfier	Need that It Satisfies
Programs to provide food and housing	Subsistence
Curative medicine	Subsistence
Insurance systems	Protection
Professional armies	Protection
Ballot	Participation
Sports spectacles	Leisure
Nationality	Identity
Guided tours	Leisure
Gifts	Affection

*Singular satisfiers are those that aim at the satisfaction of a single need and are, therefore, neutral as regards the satisfaction of other needs. They are very characteristic of development and cooperation schemes and programs.

Table 6: SYNERGIC SATISFIERS*

Satisfier	Need	Needs, the Satisfaction of Which It Stimulates
Breast-feeding	Subsistence	Protection, Affection, Identity
Self-managed production	Subsistence	Understanding, Participation, Creation, Identity, Freedom
Popular education	Understanding	Protection, Participation, Creation, Identity, Freedom
Democratic community organizations	Participation	Protection, Affection, Leisure, Creation, Identity, Freedom
Barefoot medicine	Protection	Subsistence, Understanding, Participation
Barefoot banking	Protection	Subsistence, Participation, Creation, Freedom
Democratic trade unions	Protection	Understanding, Participation, Identity
Direct democracy	Participation	Protection, Understanding, Identity, Freedom
Educational games	Leisure	Understanding, Creation
Self-managed house-building programs	Subsistence	Understanding, Participation
Preventive medicine	Protection	Understanding, Participation, Subsistence
Meditation	Understanding	Leisure, Creation, Identity
Cultural television	Leisure	Understanding

*Synergic satisfiers are those that by the way they satisfy a given need, stimulate and contribute to the simultaneous satisfaction of other needs.

Table 7: CONSOLIDATED NEGATIVE MATRIX (GREAT BRITAIN)

	BEING	HAVING	DOING	INTERACTING
SUBSISTENCE	Selfishness, wastefulness, disconnectedness, imbalance, addictiveness, self-indulgence, insatiability, passivity, acquisitiveness, greed, egotism, confusion, anxiety, stress, regression, dependence, powerlessness	Malnourishment, homelessness, ill-health, unemployment, monetarism, overproduction, pollution, economic policy, inequality, consumerism, unsustainability, centralization, hyperurbanization health policy, social acceptance of inequality	Pollute, steal, degrade, speculate, monopolize, advertise, close off, ignore, overeat, grab, talk to avoid doing, hoarding, discriminate in trade, adulterate food	Disharmony with nature, greenhouse effect, pollution, housing developments, congestion, separation from the land, destruction of wildlife habitat, degraded environment, overplanning, poor architectural designs, systemic waste
PROTECTION	Fear, nationalism, hostility, paranoia, secretiveness, possessiveness, repression, self-destructiveness, aggressiveness, paternalism, selfishness, unpredictability, dogmatism, dependency, racism, elitism, introversion, alienation, subservience, greed, indifference, competitiveness, vulnerability	Totalitarianism, armamentism, Official Secrets Act, Censorship, nationalism, profiteering bureaucracy, army, property "curative medicine," housing policy and market, social acceptance of violence, discrimination, prejudice, vandalism	Destroy, poison, exploit, absolve responsibility, destroy other species, dislocate, impose, control, dictate, fight, arming, dangerous driving, pollute, neglect, overprotect	Military bases, degradation of the environment, unsafe streets, unsafe transport, badly designed housing, spatial discrimination, overcrowding, unbalanced demographic distribution, lack of secure common spaces, urbanization
AFFECTION	Rationality, cynicism, superficiality, fear, narcissism, aggressiveness, jealousy, overprotectiveness, alienation, possessiveness, Englishness, insecurity, permissiveness, promiscuity, loneliness, distrust, inhibition, reserve shyness, arrogance, frigidity, intellectuality, numbness	Education system, organization, media, family breakdown, generation gap, pornography, sexism, prostitution, turning affection into a commodity, commercialization, break-up of extended family, commercialization of caring, automation, computerization	Separate, isolate, neglect, dominate, destroy, take for granted, abuse, rush, inhibit, moralize, put a price on things, trade in affection, devalue, fail to communicate	Isolation in crowdedness, loss of feeling of permanence, design problems, overcrowded schedules, visual pollution, overcrowding, spatial paranoia, break-up of family environment, warped time priorities, climate, lack of time, lack of qualitative space

Table 8: NEGATIVE SYNTHESIS MATRIX (GREAT BRITAIN)

	<i>BEING</i>	<i>HAVING</i>	<i>DOING</i>	<i>INTERACTING</i>
SUBSISTENCE	Self-indulgence	Unsustainability	Pollute	Disharmony with nature
PROTECTION	Self-destructiveness	Profiteering, prejudice	Exploit	Degradation of environment
AFFECTION	Family breakdown	Rationality, alienation	Devalue	Break-up of family environment, warped time priorities
UNDERSTANDING	Prejudice	Gaialessness	Abdicate	Fast pace of change incompatibility of language systems within social environment
PARTICIPATION	Apathy	Centralized government	Give up responsibilities	Lack of communal spaces
IDLENESS	Guilt	Junk, entertainment	Rush around, ignore what is going on inside us	Congestion
CREATION	Inhibition	Predominance of material objectives	Commercialize, discourage	Distance from all nature
IDENTITY	Fear, rootlessness	Gaialessness	Refuse to know oneself, denying our connection with others and the environment	Degrade environment
FREEDOM	Fear	Deprivation	Devalue	Creation of poor quality spaces

Table 11: NEGATIVE SYNTHESIS MATRIX (Mendoza, ARGENTINA)

	<i>BEING</i>	<i>HAVING</i>	<i>DOING</i>	<i>INTERACTING</i>
<i>SUBSISTENCE</i>	Dependence	Unemployment	Depend	Destruction of the environment
<i>PROTECTION</i>	Paternalism	Inadequate social security	Depend	Isolation
<i>AFFECTION</i>	Selfishness	Lack of positive attitudes toward fellow-creatures	Criticize	Separation of families due to seasonal working schedules
<i>UNDER- STANDING</i>	Incommunica- tion, mediocrity	Authoritarianism	Accept, pseudo- inform	Inadequate demo- graphical distribu- tion
<i>PARTICIPATION</i>	Ignorance	Ignorance about rights and duties	Depend	Isolation
<i>IDLENESS</i>	Lack of interest	Lack of leisure means	Devalue	Lack of stimulating milieus, crowded- ness
<i>CREATION</i>	Conformism	Mediocrity	Destroy	Isolation, crowded- ness
<i>IDENTITY</i>	Lack of per- sonality	False prejudices	Divide	Isolation
<i>FREEDOM</i>	Dependence	Lack of con- sciousness about true liberties	Divide, speculate	Milieus of depend- ence

ling poverty as it is conventionally understood. Needs will be interpreted exclusively as deprivations and, at best, the satisfiers that the system may generate will correspond to those identified in this book as singular. Last, but not least, linear assumptions will stimulate accumulation regardless of people's human development. Paradoxically, this option results in a circular cumulative causation (in the sense of Myrdal) and thus the poor remain poor inasmuch as their dependence on exogenously generated satisfiers increases.

If one opts for the systemic assumptions, the development strategy

Table 12: POSITIVE SYNTHESIS MATRIX (Mendoza, ARGENTINA)

	<i>BEING</i>	<i>HAVING</i>	<i>DOING</i>	<i>INTERACTING</i>
SUBSISTENCE	Drive	Capacity to complete projects	Construct system of higher education	Care about human and natural resources
PROTECTION	Personality	Respect for family	Conscientize	Integration
AFFECTION	Solidarity	Capacity to give of oneself	Criticize constructively	Spaces of encounter
UNDERSTANDING	Harmony, dialogue, critical conscience	Perseverance	Value virtues of others	Non-discriminatory communication
PARTICIPATION	Initiative, humility	Respect for human rights	Dialogue	Factories and universities
IDLENESS	Willingness, originality	Imagination	Recreate	Places of encounter
CREATION	Imagination	Originality	Work	Stimulating milieus of production
IDENTITY	Authenticity	Integrated personalities	Take responsibility	Feel part of social system
FREEDOM	Respect	Responsibility	Take conscience	Adequate milieus

will favor endogenously generated synergic satisfiers. Needs will be understood simultaneously as deprivations and potentials, thus allowing for the elimination of the vicious circle of poverty.

It follows from the above that the way in which needs are understood, and the role and attributes ascribed to the possible satisfiers, are absolutely definitive in determining a development strategy.