



## > Community Development through *Participatory Action*

CHF International works in low- and moderate-income communities that are struggling with the effects of war, natural disaster, poverty and lack of economic opportunities. Social and economic development for low-income communities is greatly hindered by internal conflicts, lack of access to local government actors, and exclusion from the decision-making process.

In response, CHF developed the **Participatory Action for Community Enhancement (PACE)** methodology to build the capacity of individuals within a community to be catalysts for positive change. By engaging community members at every level in projects to construct physical infrastructure and improve their environmental or economic conditions, communities learn accountability, conflict resolution, business skills, and resource mobilization.

In addition, building on CHF's commitment to building civil society, our programs leverage networks of existing groups while working with local populations to establish community-based organizations, cooperatives, business associations, and environmental, advocacy and women's groups.

### Key elements for a successful PACE program include:

- > **Participation:** The foundation of community development programs must be active participation. Our programs bring individuals together across ethnic, political and religious barriers to achieve a common goal, while instilling democratic processes for a peaceful future. In addition, communities are asked to make a contribution of labor, cash and/or materials. When people have a vested interest in the outcome of a project, they have a vested need to see it through to fruition.
- > **Training:** Capacity building of communities really starts with the training of individuals. Local leaders learn managerial skills through project management training. Through targeted skills building, a gradual shift of project responsibilities from CHF International to local hands occurs over time.



Community meetings in Azerbaijan have improved the role for women within a number of communities.

- > **Representative Leadership:** CHF works with communities to help create councils of elected members who are representative of all identity groups within the community. These councils work to voice local needs in partnership with CHF International and local governments, while providing information and resources to community members.
- > **Clustering:** "Clustering" is a term used to describe programs that engage multiple communities that can each benefit from a regional development project. Forming clusters among communities across a region allows us to improve services for, and accessibility to, infrastructure on a greater scale, and across social, cultural and political divides.
- > **Transparency:** In many areas where we work, corruption and manipulation have become an accepted part of society. PACE focuses on a system of transparency, in which decisions are made and recorded, and the decision-makers are held accountable.
- > **Lasting Impact:** PACE projects are implemented with the ultimate goal of phasing out the need for CHF within the community. Once communities learn and adopt the process as their own, they can continue to accomplish community goals without relying on outside help. PACE programs create a replicable model for communities to follow independently.



The Lagmonata clean drinking water project in Uzbekistan was designed and implemented by the local community.



A cooperative of local producers are taught how to accurately assess production potential for their crops in Bolivia's Monte Sinai region.

## Selected Highlights:

### Asia

**UZBEKISTAN:** Through the **Community Action Investment Program (CAIP)**, CHF International has helped to reduce tensions and potential for conflict in the Surkhandarya and Kashkadarya regions of southern Uzbekistan. Democratic community leadership is developed through improvements to social infrastructure. The creation of new jobs through enterprises which benefit the community establishes a foundation for community participation and leadership. This results in continued economic and social benefits.

*CAIP has involved more than 500,000 community members in projects for long-term sustainability.*

### Europe & the Caucasus

**GEORGIA:** CHF International launched the **Georgia Employment and Infrastructure Initiative (GEII)** to improve essential infrastructure services and generate income for a socially and economically empowered citizenry in Georgia. The community-driven process is facilitating the creation of democratically-elected Community Development Councils (CDCs) and providing business development services for up to **500,000 people**.

**AZERBAIJAN:** CHF's **Community Development Activity (CDA)** program is helping communities design and implement hundreds of infrastructure projects, such as building schools and businesses, through a process that is strengthening institutions for civic participation. **CDA has directly impacted 200,000 men, women, and children in 212 communities in Azerbaijan.**

### Latin America & the Caribbean

**BOLIVIA:** CHF's **CONCADE** program is a comprehensive program that provides grants as well as technical assistance to communities, farmers' groups, local businesses, NGOs and other organizations in the Chapare region of Bolivia. The program provide local residents with training in sound business practices, technical assistance, community involvement, community-strengthening, economic stimulation, environmental protection and the provision of basic social needs, such as education and health. **The program has assisted more than 13,500 farmers improve their yields and practices for long-term sustainable results.**

### Middle East

**IRAQ:** **Iraq Community Action Program (ICAP)** is one of the only community-led development and reconstruction programs in Iraq. The ICAP program is directly engaging 75,000 Iraqis to actively participate in democratic processes to reconstruct their own communities, helping build a nation-wide grassroots constituency for democracy. **Since 2003, ICAP has helped form 449 Community Associations that have been formed and trained on the CAP process.**

**LEBANON:** Two key CHF programs, **Clustering for Economic Development and Revitalization of Industry Sectors (CEDARS)** which ended in 2005, and its followup program, **CEDARsPlus**, were designed to expand rural economic opportunities in Lebanon by increasing the competitiveness of the agribusiness sector through training, introduction of new technologies, and improved access to credit. Through the creation of 5,000 new jobs, CEDARS is facilitating the reintegration of rural areas into the national economy, impacting more than **38,000 low-income rural Lebanese residents.**