



2011 Annual Report

# Partnership in a Changing World

# At a Glance

**CHF International** is an international development organization that works in developing countries and those affected by conflict or disasters. Our mission is to be a catalyst for long-lasting positive change in low- and moderate-income communities around the world, helping them improve their social, economic and environmental conditions. Founded in 1952, CHF is a politically neutral, non-profit 501(c)(3) organization that prides itself on an approach that is accountable, efficient and effective.

**We are guided by the following principles:**

## **Community**

We seek out the needs of the communities where we work through building relationships with members of the community. We listen to those needs and undertake our work on the basis of those needs.

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## **Partnerships**

We partner with communities, government, the private sector and other international and local organizations to ensure that our projects have the greatest positive impact and value for the people with whom we work.

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## **Local**

We use our relationships to engage local labor, source local materials and create solutions that are appropriate to the region where they are implemented. More than 95 percent of our people are from the countries — even the communities — where they work.

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## **Self-sufficiency**

The aim of all CHF's work is to build the capacity of local partners, governments and the private sector to create communities that are economically, socially and environmentally self-sufficient.



CHF International  
2011 Annual Report

# Partnership in a Changing World

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*A CHF ACSI microfinance  
loan recipient in Iraq.*



# Letter from the Chairman



Welcome to the 2011 Annual Report of CHF International, *Partnership in a Changing World*.

This is my first year as Chairman of the CHF International Board of Trustees, but my relationship with CHF began in 2005, when I was appointed President and CEO of the Overseas Private Investment Corporation (OPIC). I worked with many NGOs during the three and a half years in which I held this position, but none impressed me as much as CHF for their professionalism and willingness to tackle head-on the most pressing economic and humanitarian issues facing the developing world today. I was particularly impressed by CHF's work with OPIC in Iraq, Lebanon and the West Bank and Gaza, environments which can prove exceptionally challenging and where CHF has demonstrated a long-term commitment. When I left OPIC, I was delighted to be asked to join the CHF Board of Trustees. It gave me the opportunity to see from the inside what had so impressed me as an external partner and I am pleased to say that I retain the same high opinion of CHF today. With that dual perspective, I was honored to be elected Chairman of the Board last year.

We live in times of significant change. I believe that donor-driven development has peaked in size and volume. An essential component of any 21st century development strategy to create sustainable economic growth has to be private sector investment. CHF has been a leader in this area for some

years, working closely with the international and local private sector in the developing world and building the capacity of those organizations that assist local enterprises. You can read more about this in the Middle East, for example, on page 16. There is a need for those of us who have worked in and understand both the private and public sectors to continually examine how these two fields can most fruitfully interact. Through partnerships that meet both community and commercial needs, the private sector can create greater social impact and the public sector can boost economic growth in emerging economies. I believe that organizations like CHF have the experience to stand in a unique position to demonstrate to policy-makers and business leaders how best to achieve the greatest impact for communities in need in this changing world. Having worked in the private sector all my life, I am proud to be part of an organization that understands and embraces this change in the development landscape. I look forward to working with CHF to continue its strong lead in encouraging greater engagement from the business community and further leveraging both public and private sector resources aimed at long-term sustainable development.

**Robert A. Mosbacher, Jr.**  
*Chairman*

*CHF International works with the Caterpillar Foundation in Lebanon and India and with Caterpillar's local affiliate HAYTRAC in Haiti (pictured).*



# Letter from the President & CEO



In 2012, CHF International is celebrating 60 years of building a better world. In that time, we have witnessed many changes in the world and in our organization. CHF began as a US domestic housing organization; now we are one of the premier international development organizations in the world. But throughout these six decades, at the core of our work, from Maryland to Mongolia, has been partnership with the community.

In the 18 months since I became CEO I have had the pleasure of traveling to many of our partner countries and of meeting our staff and the community members with whom we work. I have met Hondurans, Kenyans, Pakistanis, Palestinians and people from many more countries. In that time, I have seen that we all have one thing in common — a dedication to improving the lives and livelihoods of our communities and those around us.

Solid community relationships and local participation are at the core of our mission. Around 95 percent of our staff comes from the communities where we work. We believe that relationships should have longevity and that we should remain partners throughout the period of a community's evolving needs. On page 21, you can read about our work in Colombia which has progressed over the last 11 years from solely assisting families displaced by violence to also assisting those families who are returning to their homes, as the country emerges from years of drug-cartel and paramilitary-

driven violence. You can also read on page 31 about some of the countries where we have built a legacy of independent organizations which are now themselves leaders in improving lives and livelihoods in their own communities. It is through relationships based on trust, respect and equality that we undertake such work, and through our commitment to helping people to help themselves by setting them on the road to self-sufficiency.

CHF is an organization that embraces change. We seek to ensure that the changes we work to create are positive for the communities who need it most. In this environment, we are always looking to connect with new partners, new ideas and innovations, and to bring together the right ingredients for sustainable, scalable solutions to global challenges. But it is our core guiding principles of partnership, respect and trust that make us CHF. We welcome you in sharing these values and joining our CHF worldwide community.

**David A. Weiss**  
*President & CEO*

*CHF's Protecting and Restoring Economic Sustainability to Ensure Reduced Vulnerability Plus (PRESERV+) project with funding from USAID/OFDA, is assisting more than 30,000 people in Kenya by protecting livelihoods through improved access to income and agricultural support.*



# Where We Work

Countries in which CHF worked between October 2010 and March 2012



## THE AMERICAS



Colombia



Haiti



Honduras



Nicaragua

## AFRICA



Democratic Republic of Congo



Ethiopia



Ghana



Kenya



Liberia



Rwanda



South Sudan

## MIDDLE EAST & NORTH AFRICA



Egypt



Iraq



Jordan



Lebanon

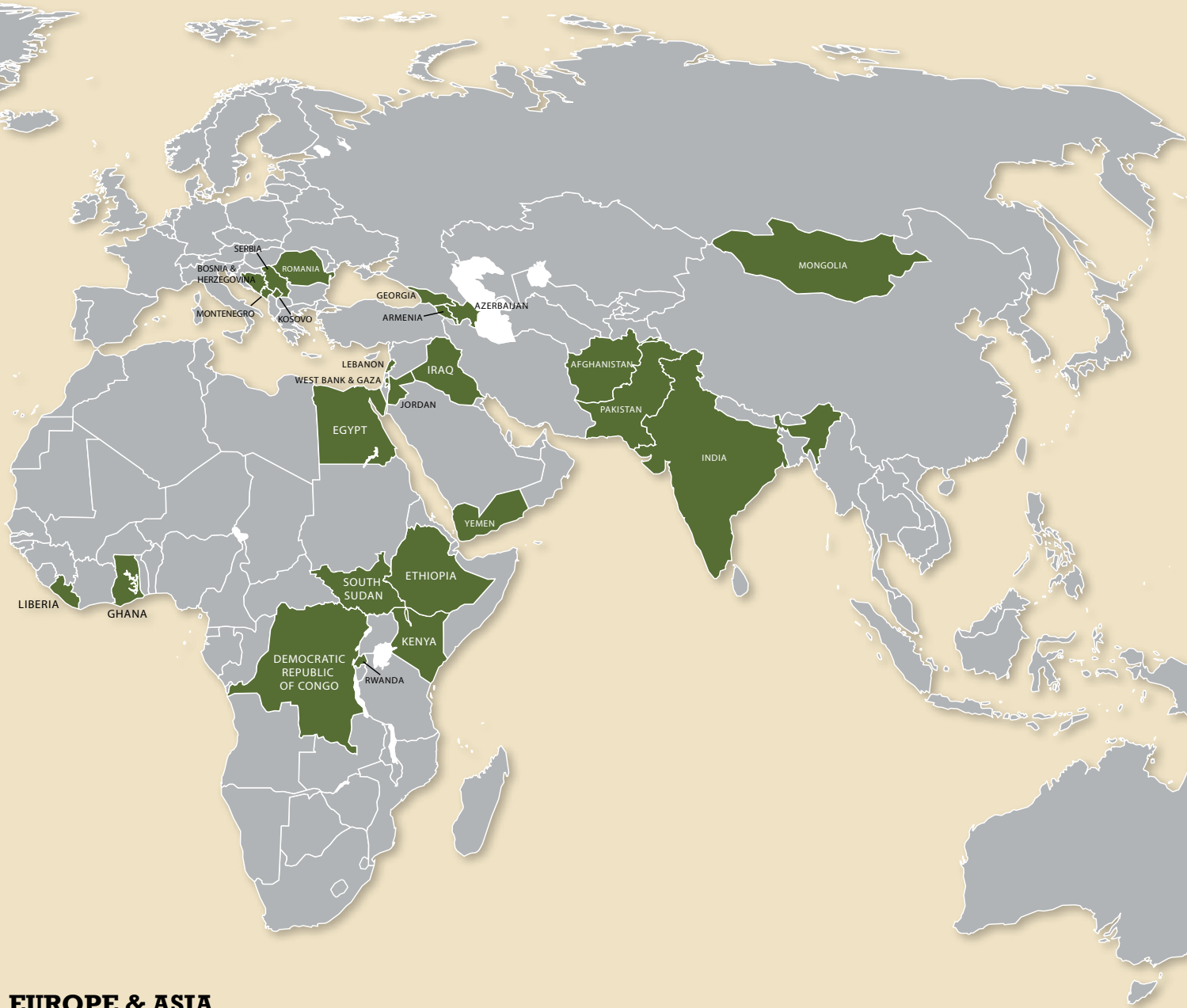


West Bank & Gaza



Yemen





**EUROPE & ASIA**



Afghanistan



Armenia



Azerbaijan



Bosnia



Georgia



India



Kosovo



Mongolia



Montenegro



Pakistan



Romania



Serbia



*Honduras, Water Harvesting Project*

# Who is CHF International?

CHF International is an international development organization that works in developing countries and those afflicted by conflict or disasters. We partner with communities around the world to help them direct the improvement of their lives and livelihoods on the road to self-sufficiency. We believe that the people best suited to decide what a community needs are the people of the community itself.

*President Ellen Johnson Sirleaf attends the graduation of the CHF-trained Liberian women entrepreneurs in the Goldman Sachs 10,000 Women Certificate Program for Women Entrepreneurs.*





*South Sudan, Returnee Assessment*



*CHF's Ghana and India staff during an exchange study tour focused on urban development and poverty reduction.*



## What makes CHF unique?

For 60 years, in more than 80 countries around the world, CHF has built close relationships with communities based on mutual understanding, respect and cooperation. Our work is about people listening to people as equal partners.

# How Does CHF Work?

Ethiopia, Asset Building  
Group Discussion



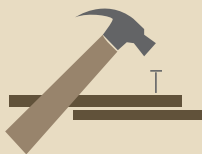
**At the core of CHF's work is our partnership with the community.**

We engage with communities through participatory methods that begin with community-wide meetings and lead to elected community councils. The council then leads the decision-making and prioritization process.

The council and community are closely involved in contributing to the project through:



Money



Labor or Materials



Designing the Project



Appointing Local Contractors

The council and community also deal with other bodies that need to be involved in the project:

## Government

Completed projects often must be maintained by the local government, which needs to be involved from the earliest stages of design. In many of the countries where we work, local government and community interaction is uncommon, so CHF provides training to both sides on how to interact constructively.

## Local Organizations

CHF partners with local organizations in our project design and implementation. They bring local knowledge and expertise to our work. At the same time, we work to build their technical capacity.

## Private Sector

Understanding the role of the local and international private sector is essential to empowering communities around the world. Our experience is that the private and non-profit sectors can learn from each other and that the interests of the people with whom we work are best served by the two sectors doing business together with a double bottom line, matching commercial and community needs.

When completed, it is the council that signs off on the project, before receiving ownership. Involvement and ownership translate into **long-term sustainability.**

## Ideas & Evidence

### All of our ideas are rooted in hard evidence:

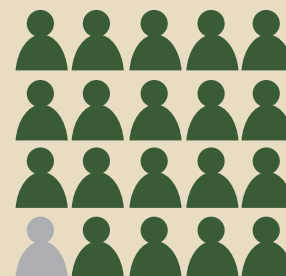
- environmental assessments
- market research of the operating environment
- decades of experience brought to bear upon problems to find new solutions

*CHF evaluates its ideas constantly to ensure they are effective.*

## Building Capacity

“Building capacity” means improving a country or a community’s ability to meet their own needs more effectively.

Effective capacity building occurs when a community’s local knowledge interacts with outside expertise that is not present in that community. It works both ways — the local and outside experts learn from each other. CHF International’s experience is that the most effective model for staffing a project is a small number of expatriate technical experts working alongside a large body of expert local staff members. As a country’s local capacity increases, expatriate staff can be phased out. This model of partnership makes it possible to create communities and societies that are self-directed.



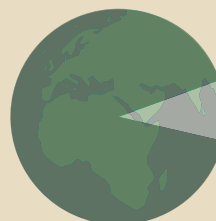
**1 in 20**  
staff working on  
a project is an expat  
**>95%**  
are local staff

## Leverage

### How can we get the most for our development dollars?

Governments, corporations and organizations who wish to help communities around the world may find it difficult to make a large impact with limited funding, but CHF International is able to bring investments together to maximize the positive impact of these funds and achieve more for our development dollars.

Overall, this means that CHF’s total expense on administration and fundraising each year is around eight percent. The funds we receive are put to their maximum use in an efficient, effective and accountable manner.



**91.7%**  
of donor funds  
spent on programs

## Accountability

Every cent we spend is accountable to the donor, whether the US government or individuals from around the world. CHF International is accountable to US law, undergoes strenuous annual audits and fulfils all legal requirements to ensure that the people we employ and our beneficiaries are those intended to benefit from our work.

## Evaluating our Impact

CHF constantly evaluates the effectiveness of our work in order to ensure the greatest positive impact. We measure not just outputs but also long-term results and seek to find effective methods for evaluation in each operating environment. Where possible, we build a learning agenda into the core of a project so that we share lessons learned with other development organizations, such as we did in our Katye project in Haiti (see page 28).

## Legacy

The nature of CHF’s work means that our vision of a better world is one where we no longer need to exist. CHF does not embed itself in a country. Where there is a demand and a need, we address it. But throughout the process of addressing that need, we aim to build the capacity of existing local organizations or create legacy organizations that can do our job when we leave. See page 31 to learn what happens when we leave a country.

# Our Work in Action

## **Middle East & North Africa: Responding to the Needs of the People ..... 16**

In 2011, global change was most clearly symbolized by the “Arab Spring.” Read about how CHF is working in partnerships across the Middle East and North Africa to address the long-term economic, educational and governance needs of communities across the Arab world.

## **Colombia: Partnerships from Displacement to the Journey Home ..... 21**

CHF has been striving to meet the needs of Colombia’s vulnerable population of internally displaced persons since 2001. Read about how we are adapting to the needs of these people as they face new challenges returning home.

## **The 21<sup>st</sup> Century Urban Disaster ..... 26**

More than half the world’s population now lives in urban centers. These cities are vulnerable to natural disasters, which are becoming a more and more common — and deadly — phenomenon. How can humanitarian agencies and governments adjust our approaches and work together to respond to this growing challenge?

## **What Happens When CHF Leaves a Country? ..... 31**

CHF’s central objective is to build the self-sufficiency of the communities and partners we work with so that when we leave, they can carry on the vital work that we achieved together. Read profiles of organizations CHF helped to set up that are now driving their own development.

*CHF developed programs in the early 2000s to promote citizen participation and create employment opportunities in Montenegro. Three independent organizations focusing on the tourism industry grew out of these programs — FORS Montenegro, the Center for Sustainable Tourism Initiatives and Montenegro Adventures.*





*CHF, along with partners UNICEF, USAID's Responsive Governance Project (RGP), and Save the Children, helped to launch the Yemen Ministry of Education's nationwide Back-To-School campaign. The campaign's goal was to increase the number of children going to school and reduce dropout rates during the school year 2011-2012.*

## Our Work in Action

# The Middle East & North Africa

*Responding to the Needs of the People*

**I**n 2011, global change was most clearly symbolized by the “Arab Spring,” the series of mass demonstrations and uprisings that are drastically altering the political landscape of the Middle East and North Africa. But while uprisings may lead to rapid changes in leadership, genuine development is a slower process that depends upon long-term commitment, partnership and education. The complex development needs of the people of the Arab world remain pressing, and while security and national governance may dominate headlines, issues of economic security and local governance continue to have a massive impact on the day-to-day lives of the people of the region now and will do so in the future.

CHF has been working in the Middle East since 1995 in close partnership with communities across the region. In the Middle East and North Africa, we run a broad and closely integrated range of programs underpinned by our microfinance institutions, which lend to individuals, small and medium enterprises (SMEs) and provide loan guarantees. On top of this foundation, we implement development programs focusing on vital issues from local governance to child labor.



## Education and Opportunities for the Economically Underserved

It's not easy to get a loan for your business or home in the Middle East. At the foundation of our integrated approach in the Middle East is our portfolio of microfinance institutions in the West Bank and Gaza, Lebanon, Jordan and Iraq. These lending programs are aimed directly at the needs of the working classes of the Arab world. These are the people who are most vulnerable to changes in government and conflict and simultaneously are the people who cannot afford to leave their countries when things go wrong. Our experience is that the people of the Middle East have a tremendous commitment to improving their lives and livelihoods, in spite of many travails and trials. This commitment is demonstrated by extremely high repayment rates to our lending programs; in Iraq the repayment rate is above 99 percent and overall in the region the repayment rate is around 98 percent. These lending programs, originally started in the 1990s and early 2000s, are run entirely by people from the region, who display a deep conviction to helping their home countries and communities.

Started as housing and entrepreneurship lending programs, our credit institutions have grown to cover the developing needs of the people of the region. This includes the needs of the most vulnerable groups, such as women and youth.

## Youth — The New Generation of Iraqi Entrepreneurs

In 2004, when his father was killed by a criminal gang, a very young Jassim became the sole breadwinner for his family. With his limited training, he opened a small car repair shop near his home in Mudaina, following in his father's footsteps. This enabled him to feed his family, but life was hard and Jassim found himself unable to earn more without additional resources.

While it was impossible for Jassim to borrow from a bank, he learned of CHF's microfinance provider "ACSI" and immediately applied for a

business loan. With the loan, he purchased extra tools and decorated his workshop. In just a few months, Jassim's business had grown big enough to hire three employees. After fully repaying his loan, Jassim applied for a second loan to buy a new car-painting machine. Since his first loan, Jassim's auto shop has become one of the most popular in town. He offers sustainable employment to members of his community and his family no longer struggles to survive.

Jassim's loans represent two of the more than 134,000 loans financed by CHF to applicants unable to meet the requirements of banks. Established in 2003, CHF International's Access to Credit Services Initiative (ACSI) was the first microfinance provider in Iraq. ACSI provides small, affordable loans to Iraqis who do not otherwise have access to sufficient capital. Families use these loans for home improvement or to expand their small businesses in hundreds of communities across Iraq. ACSI has become the largest microfinance program in Iraq, currently serving 21,000 customers who employ 55,000 people. Additionally, it also has contributed to the broader microfinance sector through providing training and technical support to local microfinance institutions.

## Home Buyer Education

Home ownership in the Middle East is often a challenge, especially for those with lower incomes, with few mortgages available and little understanding of what they involve — an understanding further hampered by reverberations felt from the recent mortgage crisis in the West.



*ACSI loan recipient Jassim (left) in his auto repair shop with a CHF loan officer.*

Funded by the UK's Department for International Development, the Palestinian Homebuyer Education Program is working to improve the ability of Palestinian households to become successful homeowners. The program aims to increase awareness of critical issues related to home ownership, improve consumer knowledge of the home buying process and promote the growth of the real estate profession through the introduction of real estate curricula. The goal of the program is to establish a solid foundation for the West Bank's housing and mortgage market, as better informed consumers will make better borrowers and more responsible homeowners.

### Responding to the "Arab Spring" — Promoting Economic Growth

In 2011, CHF launched two new large initiatives in the Middle East and North Africa with the Overseas Private Investment Corporation and USAID. Over the next 10 years, CHF will be managing two Loan Guaranty Facilities in partnership with local commercial banks. Through this partnership, we aim to drastically expand lending to small and medium enterprises (SMEs) in order to create jobs, especially in light of the growing needs of the young people driving the Arab Spring. These facilities, based in Jordan and Egypt, will be able to guarantee up to \$500 million in loans from Arab banks to SMEs in growth industries, diversifying the economy of Middle Eastern countries and demonstrating the ability of SMEs to be viable loan recipients in a region where such loans have been difficult to come by.

### Building Relationships Between Governors and the Governed at the Local Level

One of the key complaints of protestors during the last year has been that their governments have failed to listen to their people's needs. CHF works with local governments and communities to facilitate constructive interaction between responsible citizens and responsive governments. We seek to empower voices in a peaceful way, demonstrate the effectiveness of constructive interaction, then make this dialogue a sustainable relationship between communities and the representatives they empower to govern to build peace, prosperity and stability.

### West Bank and Gaza — Local Democratic Reform

The Palestinian people have a complicated political situation, which has become even more complicated in the last year. CHF implemented the USAID-funded Local Democratic Reform (LDR) from 2006-2011 and is now implementing the USAID-funded Local Government and Infrastructure (LGI) program; both are designed to build the capacity of local governments to be responsive to the communities they represent.

Through our partnership-driven approach, CHF helped ministries to build a strategic plan to address the needs of the people and provided them with training in human resources, information technology and management systems. One of the most important aspects of our work has been to give youth a voice in their future, and to train young Palestinians in effective, responsive governance to create a better future for the region.



*As part of the Local Democratic Reform program in West Bank and Gaza, CHF asphalted the front yard of Abu Obeidah School in Dahriyeh to provide the children with a space to play.*

## BY THE NUMBERS

### West Bank & Gaza in 2011

- **55** municipal government entities received capacity building assistance
- More than **20,000** Palestinians took part in community meetings run by CHF, including 8,000 women
- More than **277,000** community members benefited from CHF's work to improve local governance

## Youth Shadow Local Councils

CHF has established 13 Youth Shadow Local Councils (YSLCs) throughout the West Bank. The youth councils mirror each community's governing council, give young people the opportunity to learn about the issues facing the municipality and enable them to be involved in decision-making.

In the community of Halhoul, the support of Mayor Dr. Ziad Abu Yousef has greatly increased the participation of youth in local governance. Halhoul is one of many communities that run summer camps for their youth club, but Dr. Ziad takes time out of his busy schedule to visit the activities. "We are happy to see the youth of Halhoul taking the initiative, and we hope that they will get useful ideas from us and us from them. We can work together to bridge the gap between generations," the mayor explains.

He also acknowledges that the beginning of the Youth Shadow Local Council was challenging: "We were afraid of the new activities. Youth councils are not traditional and municipal leadership was concerned as to how the community would react to them. But since its founding, the youth council has been very successful. Other mayors and Local Government Units are calling me to ask about establishing youth councils."

Amaan was studying Business Administration at the University of Hebron when she took a class in local governance. She wondered why there was no

representation for youth in Halhoul, and when she heard about the formation of the youth council, she was excited: "I knew I had the enthusiasm inside me and that the project would be a success." She felt so passionately about the project that she decided to run for leadership in the youth council. "Halhoul is a very conservative society so there were a lot of challenges. The community sometimes doesn't accept that a girl can be a leader. But I overcame the challenges with support from my family and Dr. Ziad. He has been not only a mayor but a friend and I have learned so much from him," she adds. Amaan is a symbol of the Palestinian youth who are participating in Youth Shadow Local Councils and striving to excel despite political, economic and social constraints.

Across the West Bank, CHF's 13 Youth Shadow Local Councils have involved 173 elected council members and more than 4,000 young people in the recent Youth Shadow Councils' General Assembly. The councils have been instrumental in implementing more than 500 initiatives and events including cleaning drives, civic engagement summer camps and outreach activities for marginalized and at-risk youth. They have also run advocacy campaigns that tackle serious community concerns, including efforts to limit child labor, conserve water consumption, encourage traffic safety and curb copper burning.

## Investing in the Future — Stopping Child Labor

In the Middle East, many children from low-income families suffer from inadequate access to flexible, low-cost and appropriate education, putting them at risk of entering into exploitative or illegal labor practices. Since 2004, CHF has worked across the region, previously in Lebanon and Yemen, and now in Jordan, to remove children from the worst forms of exploitative labor and to prevent additional children from entering into such practices, while providing them with direct educational services and other non-formal education. With funding from the US Department of Labor, building close relationships with local and national governments, schools, parents and the children themselves has been essential to the effectiveness of these initiatives. CHF is currently working with the Government of Jordan to strengthen policies on child labor and education and to build the capacity of national institutions, including raising awareness of the importance of education and supporting research on child labor. Most recently, CHF has been a key partner of the government in the dialogue that led to the newly launched national framework to alleviate



Members of a Youth Shadow Local Council in the West Bank.

child labor by the National Committee on Child Labor. The national framework provides clear descriptions of roles to be played by related government agencies throughout Jordan and holds those involved accountable to those roles. It also identifies methods by which these organizations should deal with children who have been or are laborers and ways in which they should be reintegrated into the schooling system.

### Sanar's Story



Sanar (middle), a youth member of CHF's Combating Exploitative Child Labor through Education (CECLE) program in Jordan.

Sanar just finished her freshman year in college. At 19, she is studying Information Technology in Amman, Jordan. She is also a role model to many girls who are enrolled in CHF's Combating Exploitative Child Labor through Education (CECLE) Program in Jordan.

Sanar joined the program at age 17, after leaving her native Iraq at the age of 15, as her family looked for a better life in Jordan. Once in the new country, Sanar

dropped out of school and became depressed after her father discouraged her from resuming her studies. Forced to stay home for almost a year, she even contemplated committing suicide. "I had big dreams, I thought I could be anything in this world, anything I wanted except for staying home doing unpaid domestic work every day," she recalls.

After hearing about CHF's CECLE Program, Sanar decided to enroll. She graduated eight months later and was referred to home schooling to complete the equivalent of her high school education. Again, she exceeded expectations and graduated with an average of 82 percent. Although busy with college, Sanar has promised to keep visiting the center to remind all the girls there that if she can make it, so can they.

Approximately 8,500 children are enrolled in the Jordan CECLE program; of that, more than 2,000 children were fully withdrawn from child labor, and more than 5,200 children were prevented from entering into child labor.

COURTESY OF QUEEN RANIA AL-ABDULLAH



Her Majesty Queen Rania Al Abdulla is seen here with Waleed Tarawneh, CHF Jordan Country Director (right), and representatives from the Jordanian Ministries of Education, Labor and Social Development, program partners and beneficiaries who attended the launch of the national framework to alleviate child labor in January 2012.



## Our Work in Action

# Colombia

## *Partnerships from Displacement to the Journey Home*

**C**HF has been working in Colombia since 2001, a period marked by escalating conflict between the government and paramilitary groups. This conflict has displaced millions of innocent families from their homes, destroying livelihoods and posing severe challenges to the displaced as they restart their lives. To this day, Colombia has the largest number of internally displaced persons (IDPs) in the world — with estimates ranging from 3.6 to 5.2 million — and CHF's work in the country has strived to meet their needs.

The situation in Colombia is, however, improving. Crime and violence have been reduced, the country has signed a trade agreement with the United States, and paramilitaries have begun to demobilize. The lives of Colombians are safer from violence now than at any time in the last decade.

CHF is closely connected to the communities of Colombia. Our entire team, from the Country Director to our community mobilizers, is Colombian. As the people of Colombia face new challenges and new opportunities, we are adapting to their needs and evolving the way we work to better empower them for the future.

## Returning Home — Montes de Maria

A key transit route for narcotics, Montes de Maria was one of the areas most affected by Colombia's internal conflict, with over 140,000 people displaced from the region between 2000 and 2005. Conflict destroyed critical social and economic infrastructure; trust between government and communities and between the communities themselves was harshly undermined.

The situation in the region has improved since 2006 but much remains to be done. Funded by USAID and in partnership with the Government of Colombia, CHF is implementing the *Colombia Responde* program in the Montes de Maria region to support the National Consolidation Plan, the goal of which is to strengthen state presence and service delivery. In the municipalities of El Carmen de Bolivar, San Onofre, San Jacinto and Ovejas, CHF is working in partnership with communities to identify their most pressing needs and to work together with local and national governments to ensure they are met. By bolstering local economies, improving social services, and strengthening civil society and governance we are helping the communities of Colombia prepare themselves for the future.

## Economic Development — Land, Restitution and Market Demand

CHF's economic development work in Montes de Maria is formulated around market demand for agricultural products, such as honey, mangoes, cacao and cassava. We work with producers' associations to present proposals to the Ministry of Agriculture. CHF provides a small amount of funding, but the majority of the funding comes from the government, mobilizing local resources and building trust between communities and government. We also work to gather historical information on land tenure and provide it to the Ministry of Agriculture, to help displaced people recover their land from which they were dispossessed by illegal groups.

For men like Carlos Caro, who was displaced from Santa Fe but has since returned, receiving his land title was a dream come true: "To have the papers improves quality of life because we can access credit for animals and seeds," he says.

For Yamil Carabello, the assistance received has been invaluable. The program has helped Yamil create an association to support mango production and



*Colombia Responde helped Carlos Caro locate his land title upon his return to the Santa Fe area.*

marketing, earning him and his fellow farmers more money for their product. *Colombia Responde* brought together 80 families throughout San Onofre to be part of the association. "These projects are so important," says Yamil. "They represent a sustainable income for our families, our parents, children and grandchildren. Previously, each family had only 10 mango trees in the backyard, but now they will have three hectares of farmland per family."

CHF has given technical and management assistance to the association, and has brought together the Ministry of Agriculture and local mayors to contribute funds to the project. As the mango association grows, it will generate employment opportunities and improve the local economy.

## BY THE NUMBERS

### Colombia Responde in 2011

- More than **2,700** community members directly participated in CHF-run community meetings
- **30,000** days of labor generated by *Colombia Responde* for local Colombians
- **2,240** people benefiting from new or improved housing
- **560** local enterprises, such as businesses, producer groups and associations, assisted



*Children on a boat provided by CHF and supported by the Municipality of El Carmen de Bolivar in Colombia. The boat allows the students to travel easily to their school 12 kilometers away.*

## **Social Services — Essential Community Infrastructure**

In the first year of the program, CHF initiated an ongoing series of school, road, parks and other infrastructure improvements. We also began working with communities to improve access to potable water and health services, both of which are crucial to the continued success of community consolidation.

One area where CHF is working, Camaron, was badly affected by guerrilla groups. The limited access roads and mountainous geography made it a perfect hiding spot. The confrontations between these groups forced almost all of the inhabitants to be displaced at one time or another. But with the situation improving, many local people returned in 2008 to reclaim their homes rather than continue living the hard life of displaced people in the city.

The geography of Camaron that created opportunities for guerillas now creates challenges for returnees. For example, the students of Camaron were separated from their local school — located 12 kilometers away in a community called San Jose del Playon — by a large reservoir. Some students were able to spend the whole week in San Jose, but for other families the cost was too high, which prevented the children from

attending school. Some students, like Ever Luis Blanco, exhausted by having to row across the reservoir every day, opted to study only on Saturdays. This left him far behind other students his age — at 16, he had the reading level of a 12-year-old.

Ermelina Guerrero, Ever Luis' mother, said that the cost to board her son was very high. "But when I was in the city I realized that if you don't study, you won't amount to anything, because you can't get a job without having studied. Although it cost me a lot because my husband was killed when we were displaced, I have always done my best to give education to my three sons," Ermelina explains.

In response to this challenge, CHF provided a motorboat to allow free, daily transport of students to school. This helps to resolve one of the largest problems facing this community — access to secondary education. Additionally, the boat keeps families and communities together and encourages cohesion in the returnees, as the children can come home every night.

This project was supported by the Municipality of El Carmen de Bolivar, which contributed \$37,000 to the cost of the boat and will continue to maintain it. In this way, future generations of Camaronero children can obtain the education and future that they deserve.

## Civil Society

CHF International has 60 years of experience in encouraging constructive dialogue between disparate sectors of society. By linking local, regional and national governments we build the relationships that help communities achieve their goals. In Montes de Maria, all of our projects include local municipal involvement as well as support from the Government of Colombia. At the same time, we are building the capacity of local communities to mobilize resources for their own self-determined priorities. This experience is emboldening and encourages sustainability as they work together to achieve a common goal and begin to think differently about the direction of their community.

## HIV and AIDS

HIV/AIDS is a very serious issue in Latin America. CHF is the principal recipient of the Global Fund to Fight AIDS, Tuberculosis and Malaria in Colombia where we are working to reduce the risk of HIV infection in the country's most vulnerable populations. By helping these groups to adopt safe behavior and strengthening the institutional capacity for diagnosis and treatment, CHF is comprehensively addressing the HIV/AIDS issue throughout Colombia.

In the past year, we have worked to fill the gaps in preventive health services and measures to support at-risk groups such as commercial sex workers and vulnerable youth. We are also working to reduce the stigma associated with HIV and AIDS, a crucial obstacle to obtaining treatment. Working with community peer leaders and networks, we help these groups speak with one voice, so far reaching over 11,000 vulnerable people and more than 30,000 community members.

## Access to Finance for the Most Vulnerable

Express Microfinanzas, CHF's Colombian microfinance initiative, increases access to finance for displaced persons who need quick investments to begin rebuilding their lives and livelihoods. In 2011, CHF gave out loans to 2,148 people, including 1,162 women, totaling \$3.8 million.

Located in a densely populated neighborhood of Bogota, Express Microfinanzas offers loans for small business owners. The conflict in Colombia and resulting high levels of displacement means that many loan

recipients came to Bogota with nothing and are trying to put their lives back together. Most of the displaced are women — many of them single mothers. "Our loans enable mothers who have suffered extreme violence and enormous trauma to support themselves and their children," says Diego Duarte, Operations Manager of Express Microfinanzas. "Many times, other jobs do



*An Express Microfinanzas consultation.*

not allow them to bring their children to work. If they start their own business, they can work from home and watch their children at the same time." Thirty percent of CHF's loans in Colombia are to women. "We offer loans to anyone who needs them," says Duarte. "But it has just turned out that way. And women re-pay their loans better."

Such is the case of Milena Fernandez. Her business, sewing hospital gowns and drapery for surgical patients, as well as men's shirts, has grown exponentially since her \$1,500 loan last year. She now has eight employees



*Milena Fernandez, recipient of a loan from Express Microfinanzas, and her five-month-old son, Hernando.*





*A gender-based violence awareness and prevention workshop for IDPs. CHF trained a group of gender-based violence survivors to run such workshops. These women, who call themselves the “Sonoras” (Sirens), are also taught how to identify women survivors of violence, approach them and refer them for treatment.*

and almost 150 clients. She sells the gowns directly to hospitals and the shirts at market on Wednesdays and Saturdays. She also has a five-month old son, Hernando. “Running my business out of my home means I can take better care of my son,” says Milena. “Some of my employees are also mothers, and I help them support their families.”

### **Floods — Immediate Aftermath and Ongoing Partnership**

Colombia experienced devastating flooding at the end of 2010 and into 2011, affecting over 1.5 million people. To respond to the disaster, with funding from USAID’s Office of Foreign Disaster Assistance, CHF distributed critical hygiene and household kits, designed to prevent water-borne illness, to more than 8,000 people in need, and created an awareness campaign on how to protect against these diseases.

Following these initial floods, CHF is implementing a \$43 million project, funded by the Colombian Ministry of Education, to repair and improve schools in Bolivar and Sucre municipalities that were badly affected by the flooding. CHF has so far repaired 537 schools, impacting the lives of hundreds of thousands of students. In addition to the school repairs, CHF provided school kits, educational materials and over 600 temporary classrooms to

those who had been displaced from their schools following the flooding.

### **Looking to the Future**

At the center of CHF’s partnerships in Colombia has been our work with displaced, vulnerable people. For 11 consecutive years, with funding from the US State Department, CHF has partnered to provide assistance to the displaced. Assistance takes the form of food and other essential items, vocational training and working to build improved relationships between displaced people and their host communities. It also involves building the capacity of local government and civil society organizations both to respond to the urgent needs of displaced people and to develop long-term solutions to the problem of forced displacement. CHF is committed to helping these vulnerable families and communities, both in their displacement and as they return to their home communities. It is this long-term relationship with the Colombian people with a focus on solutions that is at the center of our approach.

As Colombia emerges from years of violence and grows into a prosperous Latin American country with tremendous potential, CHF will continue to build on more than a decade of close relationships to partner with the people of the country to help them on the road to self-sufficiency.

# The 21<sup>st</sup> Century Urban Disaster

**T**he Sendai tsunami, floods in Bangkok, the earthquake in Christchurch: three different disasters of 2011, all in densely populated areas. Two distinct but intertwined trends are becoming readily evident in the 21<sup>st</sup> century: the world is becoming increasingly urban and natural disasters are becoming more frequent and affecting more people than ever before. The intersection of these two trends is shaping the face of disaster response: humanitarian responses are increasingly being mounted in complex urban environments.

CHF is a recognized leader in humanitarian assistance, particularly in relation to shelter. But with these recent demographic changes, we have been bringing together our urban and emergency response expertise to help change the way the world responds to the new and deadly breed of disasters.

*Aftermath of the 2010 earthquake in Haiti.*



## From Rural to Urban

In the 19<sup>th</sup> and 20<sup>th</sup> centuries, disasters disproportionately affected more families in rural areas than in urban areas. Rapid urbanization, consequently, is presenting unique challenges to the traditional approaches to disaster response. We can break down the challenges into three primary areas:



*Haitian shelter recipients gather together to do laundry*



*A barber in the Ravine Pintade neighborhood, Port-au-Prince, Haiti*



*A local market in Accra, Ghana*

### **FROM HOUSEHOLD TO**

**NEIGHBORHOOD:** Targeting at the household level, as in a rural setting, is rarely possible because few urban households own the land on which they live and fewer still produce enough food for the family. In most urban areas, households do not maintain individual water sources and sanitation outlets but are connected by common water and sewer infrastructure. A neighborhood-based approach becomes necessary.

**URBAN LIVELIHOODS:** In an urban context, where families rely on purchasing food and other essential items, any interruption to a family's ability to earn income can be disastrous. Urban disasters lead to loss of employment and frequently result in price increases for food, water, and essential commodities. The urban family is hit disproportionately hard by disaster because essential items increase in price at the same time as the family's income decreases.

### **THE IMPORTANCE OF MARKETS:**

In an urban setting, markets are integral to survival. Small businesses and shop owners are the drivers of the economy in many cities in developing countries. Aid organizations are increasingly recognizing the significance of supporting markets in the wake of disaster. The 21<sup>st</sup> century challenge for aid organizations is how to best utilize area markets in relief programs so that small businesses, the drivers of economic recovery, are supported during the administering of relief and not bypassed. The quicker markets can be restored, the more effective they can become in meeting the recovery needs of disaster-affected families.

# Katye, the Neighborhood Approach in Action

*Katye* (Haitian Creole for “Neighborhood”) is a project funded by USAID’s Office of Foreign Disaster Assistance and implemented by CHF International with our partner Project Concern International (PCI) in the Ravine Pintade area of Port-au-Prince, one of the neighborhoods most brutalized by the 2010 earthquake. Two-thirds of the 1,000 families living in the area were left homeless by the disaster.

After the 2010 earthquake, as CHF implemented rubble removal and shelter programs, our experienced Haiti team began to imagine an approach that would be integrated and coordinated in close conjunction with the community. We decided that a new, urban approach was needed with the neighborhood as the unit of intervention. *Katye* includes elements of shelter, disaster recovery, risk reduction, rubble removal, water and sanitation, health, livelihoods and protection of vulnerable populations.



## Community Urban Planning

Before the earthquake, Ravine Pintade was an informal settlement with poor housing, infrastructure and planning, which exacerbated the effects of the disaster. Reconstruction focused on access roads, drainage, market spaces, waste removal, water and sanitation. CHF mapped out the neighborhood in its chaotic state with the community, then provided options that created more land space through better planning, as well as space-saving options, such as two-story shelters. The central idea was to involve the community in the redesign of its neighborhood at the earliest stages of the reconstruction process in order to increase acceptance and sustainability of changes.

## Disaster Risk Reduction

Disaster risk reduction is essential, both on the physical and human level. With our partners, CHF constructed durable shelters that are used as the core of future homes. We used a variety of models, from two-floor, steel framed shelters (an approach that maximizes space and is particularly useful in densely populated areas) to timber framed, stucco-walled shelters that provide a sanitary, safe home for a family. Our shelters are seismically and hurricane resistant and are built on retaining walls that stabilize the foundations and encourage better homeowner driven construction. Drainage was put in place to stabilize the settlement near the ravine, and circulation paths were built to provide emergency evacuation in case of fire, flood or earthquake. With our partner PCI, we worked to provide protection for vulnerable residents, such as a clinic, safe access to water and latrines and by placing services in areas well-lit by solar lights.



*Community workers help to rebuild the Ravine Pintade neighborhood in Port-au-Prince*

## Land Tenure

Haiti lacks a comprehensive, working system for recording land tenure. In this challenging environment, CHF adapted traditional approaches to the unique local conditions. Keeping families and communities intact was our ultimate goal, so we turned to the community to take part in our assessment and mapping. Due to a lack of formal documentation, we also relied on local residents to verify information. To have shelters built in their lots, land owners were asked to bring witnesses to verify that they were actually living in that property before the earthquake struck. Witnesses were asked to sign affidavits and the new information was recorded and made available to the government to help institute land ownership records. Additionally, CHF worked with landowners to provide shelter for the homeless and landless. We agreed to build an additional shelter on a landowner's lot if the owner would allow a homeless family to live there free for two years. After the two years, the landowner can begin collecting rent, covering both humanitarian needs and creating a rental market.

## BY THE NUMBERS

### Katye

- **35,000 m<sup>3</sup>** of debris removed for recovery work (the equivalent in volume to **14** Olympic swimming pools)
- Nearly **2 km** of retaining walls constructed to bring stability to the landscape
- **75** two-story, steel-framed shelters built for smarter land use
- **270** high-quality wood and stucco shelters provide a secure home
- Stormwater protection with **2 km** of new drainage lines
- Improved circulation including **1.5 km** of new footpaths and staircases



## The Future of Disaster Response

Disasters are inevitable. But with continued investment in disaster risk reduction activities, municipal governments can mitigate the impact of those disasters when they do occur. Where families and neighborhoods are affected, the humanitarian community, in close cooperation with host governments, is adapting to the new world around us to mount aid programs that are designed around the unique complexities of the urban environment.

We view this program as part of an ongoing evolution in disaster response: CHF, governments, other NGOs and donors can learn from it, build on it, and together we can improve the world's response to the impending urban disasters we will see increasingly in the 21st century.

# What Happens When CHF Leaves a Country?

**C**HF's central objective is to build the self-sufficiency of the communities and partners we work with so that when we leave, they can carry on the vital work that we achieved together. In addition to this, between 95 and 100 percent of our staff are from the country or even the communities where we are based. This means that when we finish our work in a country, we leave behind a highly trained local workforce. But we go even further and, wherever possible, we take this to the next step — helping former CHF staff create their own organizations. Whether for-profit, non-profit, or otherwise, these former CHF staff members continue the vital work of development themselves. This is about building technical expertise and scalable solutions — but at its heart, it is also about authentic relationships based on mutual respect, trust and intercultural understanding. It is through these relationships that we build a legacy of self-sufficiency and move these organizations from “partners” to “leaders”.

Former CHF organizations operate successfully around the world from Azerbaijan to Mexico, Guatemala, Kosovo, Poland, India and more. In this section, we profile some of the independent organizations that CHF helped set up that today continue to operate, in some cases long after we left their country.

*A family on a tour in Montenegro*



## Peru: Progreso

Cajamarca, in the northern Peruvian Andes, is one of the poorest areas in Peru. In 2001, CHF International partnered with the Newmont Mining Company to establish a microfinance program that offered loans to community members who needed credit for housing.

When Progreso was established, veteran CHF Country Director Milton Funes trained the new staff on CHF's methodology and philosophy. "We learned about microfinance and home improvement, but we also learned about credit procedures and excellent customer service when dealing with low-income communities," says Progreso Programs Manager Ricardo Chavarry.

Progreso became independent in 2007 and was quickly challenged to create a methodology and lending products that would suit local conditions. "When we started out, another institution offered similar services, but we adapted CHF's methodology and created an agile product that was more accessible," explains Chavarry. "We were able to provide access to microfinance for people that would never have had access to a formal bank."

As CHF International handed off responsibilities, the local team had to adapt. They changed all their financial and accounting procedures to comply with Peruvian standards. They also invested in marketing and public relations to position their brand as a local organization. Chavarry says that client relations were central to the organization's success: "We believe that a client that identifies with the institution is our best publicist or ambassador. He will recommend us to his friends and family. Our clients look for warmth, security and trust and we offer that." Since Progreso began operating independently, they have disbursed more than 3,000 loans and approximately \$3.9 million, with a repayment rate of 96 percent. The average loan size is \$1,300 to clients made up of tradesmen, informal workers and entrepreneurs, whose incomes vary from \$150 to \$500 a month.

"Before CHF, I had some NGO experience, but with Progreso it became obvious to me that we provide a lot of support to the community," states Chavarry. "Our work has a big impact on the lives of so many and I can see that. For me, there is no greater satisfaction than seeing a smile on the face of a child or a father whom we have helped."



*A Progreso loan officer and client*





*A meeting between Dutch and Bosnian business representatives during a trade mission organized by the REZ Regional Development Agency. The event aimed to increase Bosnian exports and to encourage business linkages between the Netherlands and Bosnia and Herzegovina.*

## Bosnia: REZ Regional Development Agency

In 2001, CHF created the Municipal and Economic Development Initiative (MEDI), funded initially by USAID and later by SIDA, the Swedish development agency. MEDI was designed to create democratic, non-profit associations to serve community needs in Bosnia. MEDI participants went on to establish the REZ Regional Development Agency in 2004 to continue facilitating economic development in Bosnia. REZ focuses on industry development including agriculture and renewable energy.

CHF International helped REZ to become sustainable from its inception. Ninety local CHF staff joined REZ, ensuring sustainability and continuity of knowledge. “CHF supported us, understood us, and led us, but we have done the job,” says REZ Executive Director Amela Malicbegovic. “CHF gave us a lot of freedom of implementation. They encouraged us to make decisions together about strategic movements. It was good to know from our side that they

“CHF supported us, understood us, and led us, but we have done the job... It was good to know that they believed in us, and from that they built our capacities.”

—REZ Executive Director  
Amela Malicbegovic

believed in us, and from that they built our capacities.” Malicbegovic also credits CHF for helping them embrace a long-term vision: “They were always telling us that REZ will be here after CHF leaves and helped us to be oriented in that way. So they were giving us the right motivation and the right support to succeed.”

As of 2011, REZ has existed as an independent organization for eight years. It has provided services to 16 municipalities and has implemented three projects financed by the European Union. It also offers consulting services to help communities and municipalities on how to apply for EU funds. “There are so many results,” says Malicbegovic, “but we have only achieved our middle-term vision. With the will we have inherited from CHF, we can do so much more.”

[www.rez.ba](http://www.rez.ba)

## Montenegro: FORS

Montenegro, an independent country since 2006, is in the process of transitioning to a market economy. To facilitate this transition, CHF developed programs in the early 2000s to promote citizen participation and generate employment opportunities. To that end, CHF worked with local staff in Montenegro to create *FORS Montenegro*, a regional NGO that is now implementing development projects with both United States and European Union funding.

In 2008, as CHF closed out its USAID-funded Community Revitalization through Democratic Action program in Montenegro, there was a transition period while FORS took the reins. Local staff members who

left CHF quickly found positions at FORS, which proved extremely helpful to the fledgling NGO, as CHF Montenegro staff had received training on NGO management. “CHF knew our areas of expertise and what we needed to help build our capacity,” says Veselin Sturanovic, Executive Director of FORS. During the first few months of operation, CHF’s program staff helped FORS staff get established and quickly win a project from another donor.

Currently, FORS is managing four EU-funded projects, providing equipment and capacity building for emergency responders, working with local authorities on environmental protection, protecting a nature preserve in the northern part of the country, and providing training and capacity building for other local organizations. In 2010, CHF re-entered Montenegro to implement the USAID-funded Economic Growth Project, focused on tourism development, agribusiness and the business enabling environment in Montenegro; it was a natural fit and a sign of their success that CHF employed FORS Montenegro as a key implementing partner.

“Why did we succeed and others didn’t?” asks Sturanovic. “The answer is that we believe in this organization. All the time, the effort, the sleepless nights

— we did all that to sustain and become a respected organization. Regional and local authorities call us all the time and want to work with us.”

[www.forsmontenegro.org](http://www.forsmontenegro.org)

### Montenegro: Center for Sustainable Tourism Initiatives

The Center for Sustainable Tourism Initiatives (CSTI) was born out of an idea to develop the tourism sector and was established in 2006 with funding from USAID and CHF International. “We started from nothing. We were developing a pilot tour for six months but none of the agencies in northern Montenegro had the capacity to sell our tours,” says CSTI Executive Director Svetlana Vujicic.

Focusing on best practices from other countries, CSTI aimed to generate employment and increase the revenues of small enterprises and entrepreneurs by promoting Montenegro’s attractions. To achieve this, they established a tourism agency, Montenegro Adventures, specifically designed to sell unique northern Montenegrin adventure tourism packages. Although Montenegro Adventures and CSTI are two



*Biking and skiing are two of the many tourist activities available in Montenegro.*

distinct organizations, they share the same ideals and often collaborate on projects.

Vujicic credits CHF International with encouraging both organizations' sustainability. "They invited us to strategic planning sessions and built relationships with donor organizations. This helped us to be sustainable and gave us a first chance at EU funding." The executive director says the time spent working with CHF was intense. "You wouldn't believe what kind of energy existed within CHF. This is why we were able to be established. We could not have done more in that time period," adds Vujicic.

Both CSTI and Montenegro Adventures have been operating independently since 2008. CSTI has become the leader in increasing public awareness of tourism in Montenegro, working to reduce poverty by attracting infrastructure investment through the tourism business. In many projects, CSTI works directly with tourism entrepreneurs to adapt products and services to meet the needs of consumers. CSTI also provides cross-border exchanges with its four neighboring countries — Albania, Bosnia and Herzegovina, Croatia and Serbia — to facilitate cultural exchange. Today, Montenegro Adventures is the leading agency for tourism in Montenegro.

"CSTI is growing," says Vujicic. "The bright future is ours if we work hard enough."

[www.cstimontenegro.org](http://www.cstimontenegro.org)  
[www.montenegro-adventures.com](http://www.montenegro-adventures.com)

### Mongolia: Development Solutions

After Mongolia's democratic revolution in the early 1990s, the transition to a market economy led nomadic populations to settle into peri-urban areas outside major cities. The lack of services and economic activity in these areas created markedly higher rates of unemployment, poverty and other social problems. CHF began working with these vulnerable populations in 2002. Six years later, CHF worked with local partner organizations to establish the local non-profit Development Solutions. Development Solutions was conceived to provide innovative, results-oriented, practical solutions for businesses to help spur social and economic development.

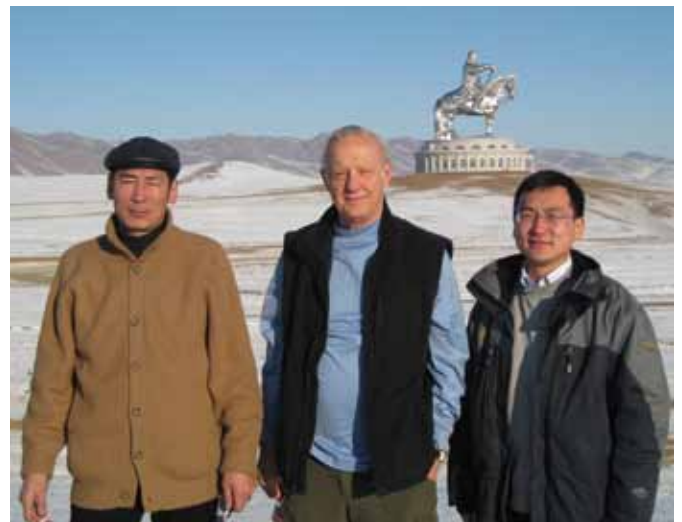
A large number of CHF's local staff left to work with Development Solutions, and while CHF worked closely with them to make the transition, it was not always

easy — many of the staff had been with CHF for up to six years. But, even if sometimes difficult, jumping over the hurdles of independence is essential: "It was very good for us to think about self-sustainability during this period," states Development Solutions Executive Director Bat-Orshikh Erdenebat. In early 2009, CHF's recently retired Chairman of the Board of Trustees, Don McCreary, volunteered for three months to advise and mentor Development Solutions and their Board during their transition to independence.

Development Solutions began by serving microenterprises, but quickly realized it had to expand its client base. They started to develop services for small and medium enterprises. "We were afraid at first because we had limited experience with companies of that size, but feedback from our clients was very positive, so we started to develop more and more new products. CHF helped us find good sources. To be sustainable, we have had to develop products to suit market needs," explains Erdenebat. Development Solutions was able to evolve into a consulting organization and they continue to develop guided by client demands.

To date, Development Solutions has served 10,000 clients in Mongolia. "Huge mining companies and energy resource companies are all asking us for our services. We experienced our challenges early on and today we are a good SME advisory service provider in Mongolia," says Erdenebat. "We are doing even better, and we have our own reputation in the market."


[www.dsmongolia.org](http://www.dsmongolia.org)



CHF's former Chairman of the Board of Trustees, Don McCreary (center), with Development Solutions Executive Director Bat-Orshikh Erdenebat (right). Mr. McCreary volunteered with Development Solutions during their transition to independence.

# Areas of Expertise

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*Through the USAID-funded D-RASATI project in Lebanon, a team of engineers rehabilitated the Aqbet Byakout School to ensure children's safety and give them easy access to basic needs like toilets, sinks, water faucets and a roofed playground.*



# CHF's Impact in 2011

**\$168 million**  
in loans disbursed

**992**  
irrigation  
projects

**279** community  
councils given  
capacity building  
assistance

**166,000**  
people benefited from loans

women acquired improved  
business and technical  
skills through CHF training

**38,100**

**254,300**

people accessed HIV/AIDS health prevention  
and treatment services through CHF

people assisted through improved  
water and sanitation assistance

**70,000**

**22,000**

essential-items kits were distributed  
to families in dire conditions

**103** civil society  
organizations received  
institutional capacity  
building assistance

**58,700** long-  
term jobs created worldwide

**379,000**  
slum dwellers received  
assistance through improved  
governance



**86,600**  
people received  
assistance for malaria

**122,000**  
people participated  
in community council  
meetings

More than  
**470,000**  
people affected by natural  
disasters were assisted  
by CHF

More than **1,100**  
CHF community council  
meetings took place

**257,000**  
people given workforce development  
and employment training

**92** kilometers  
of road constructed  
or repaired  
**28,000**  
tons of food distributed  
to populations in need

**1,579** long-term  
jobs were created for youth

**2,053**  
transitional shelters  
were constructed

**72** local  
organizations received  
technical capacity building  
for HIV/AIDS services

**16,000**  
slum dwellers benefited from  
housing improvements

**1,280,000**  
people benefited from  
infrastructural improvements

Students in West Bank/ Gaza





### *Responding to the Drought in the Horn of Africa*

*Above: CHF staff hand out sorghum seeds to villagers in drought-stricken Eastern Kenya funded by USAID/OFDA.*

*Right: CHF is working in Ethiopia with funding from USAID/OFDA to provide critical agricultural and water support to vulnerable families affected by the drought. In addition, the UNOCHA funded Warden Emergency Response Program expands upon CHF's existing water security programming in Ethiopia, by trucking water to vulnerable villages, rehabilitating village wells, constructing rain water reservoirs and strengthening natural ponds.*





# Humanitarian Assistance

## IN 2011:

- More than **470,000** people affected by natural disasters were assisted by CHF
- **2,053** transitional shelters were constructed
- More than **22,000** essential-items kits were distributed to families in dire conditions
- More than **28,000** tons of food were distributed to populations in need

**F**rom natural disasters to armed conflicts, CHF provides humanitarian assistance to communities in need. We partner with affected communities to provide immediate relief and provide this relief in ways to enable communities to recover quicker, build back safer, and restart livelihoods sooner.

From decades of experience in development, CHF knows that in the process of providing immediate assistance, we need to consider the long-term recovery of a community. This means we develop innovative programs that meet immediate needs while laying the foundation for longer-term recovery. Our assistance focuses on restarting livelihoods, increasing access to financial services, rebuilding homes and communities, and providing psychosocial support to help families recover from the trauma of disaster. We walk alongside communities in the long road from immediate disaster aftermath to recovery.

Our work focuses on three main areas:

- CHF is a recognized global leader in **Transitional Shelter**. Our shelters are durable temporary homes that meet international standards and enable a family to live and thrive during the phase between tents and tarpaulins in the immediate aftermath of a disaster and permanent, fully constructed housing. These are built using community input and often incorporate surviving pieces of a family's home to minimize disruption.

- CHF recognizes that **rebuilding livelihoods and restarting economic activity** is a critical component for disaster-affected families as they restart their lives. Without livelihoods support or widespread economic recovery, the economy of a community can suffer for many years following disaster. By helping families rebuild their livelihoods through short-term employment or longer-term vocational training, our livelihoods programming is designed to help families become less reliant on humanitarian aid in their recovery process.
- CHF incorporates elements of **risk reduction** into all our programs. We realize that changes in climate, population growth and environmental degradation will lead to more and increasingly destructive disasters in the future. By helping communities prepare for these disasters now, they will be better placed to cope and rebuild when the next disaster comes. CHF's risk reduction is designed to help build safer, more resilient communities.

*CHF is currently working with disaster-affected communities in Colombia, Haiti, South Sudan, Gaza, Kenya and Ethiopia. Read about our approach to urban disasters on page 26.*

# Micro, SME and Housing Finance

## IN 2011:

- More than **68,000** loans were disbursed
- **17,700** loans were disbursed to women
- **\$168 million** in loans was disbursed
- **166,000** people benefited from CHF loans

**C**HF is an innovator in providing locally appropriate financial solutions. We pioneered housing microfinance in the 1970s and have managed credit programs in some of the world's most challenging environments since the 1990s. Every program that we undertake is designed to meet the needs of the local communities in which we work.

As a result, we operate a range of models and offer a broad spectrum of products, representing a growing portfolio of over \$123 million in nine countries. From 2004 to 2011, we disbursed more than 354,000 loans to low- and moderate-income customers, totaling more than \$843 million, while maintaining an average repayment rate of 98 percent. Our three main areas of expertise are small and medium enterprise (SME) finance, housing finance and microfinance.

- **Small and medium enterprises** are an engine of economic growth, but are often unserved by traditional banking, because the risk is considered too high, and are often excluded from microfinance providers because their capital needs are too large. Yet they often have the most potential to create jobs and contribute to local economies. CHF fills this financing gap by offering loans from \$10,000 to \$250,000 depending on the market.
- CHF continues to work in **housing finance** to find housing solutions for families previously excluded from the opportunity of home ownership.

For example, CHF provides oversight and risk-management services for a \$150 million fixed-rate mortgage initiative in Jordan, funded by the Overseas Private Investment Corporation (OPIC). CHF also has developed a series of home buyer educational materials that complement its financial products. See page 17 for more details.

- CHF's largest and fastest growing portfolio continues to be in **microfinance**. CHF operates the largest international network of microfinance institutions in the Middle East, with major operations in Iraq, Lebanon, West Bank and Gaza, and Jordan.

In 2011, CHF launched two new large initiatives in the Middle East and North Africa with the OPIC and USAID. With a total value of \$500 million over the next 10 years, CHF is managing two **Loan Guaranty Facilities** in partnership with local commercial banks to drastically expand lending to small and medium enterprises. See page 18 for more details.

*CHF has development finance institutions in Bosnia, Colombia, Ghana, Iraq, Jordan, Lebanon, Liberia, Romania, and the West Bank and Gaza.*

## Financing a Better World

Microfinance loan recipients in Romania (left) and Lebanon (right). CHF's microfinance institutions in Romania and Lebanon are the first to be housed by our new commercial holding company, the Vitas Group.



### The Vitas Group

It has always been our goal to meet our customers' financial needs, but more importantly, to help them realize their full potential, and make our many partner communities greater than the sum of their parts. To that end, CHF International has created a commercial holding company — the Vitas Group — to improve our long-term impact on families, businesses and communities through the provision of financial services. Vitas is founded on four key commitments to our clients: to make our process easy, so that their lives are easier; to understand their unique circumstances and skills; to be proactive in addressing their needs; and to connect them to new possibilities.

Vitas is able to realize these commitments globally through its centralized management structure. The Group consolidates the assets of CHF's locally-registered microfinance companies under one roof, which allows CHF greater access to commercial sources of funding including debt and equity investments, as well as technical assistance grants. These resources allow us to improve and expand our existing operations and to research new areas where we can make a real and lasting difference. To this end, in 2011 CHF signed a landmark agreement worth \$1.6 million with its first minority investor, BlueOrchard Private Equity Fund, for a 20 percent stake in the Group. Vitas currently houses two CHF International subsidiary companies — Vitas Romania and Vitas Lebanon — and aims to incorporate the other institutions in the existing CHF network, as well as establish new greenfield operations, in the next five years.

# Global Health



## Malaria Testing

*A volunteer for the Malaria Project, funded by the Global Fund, managed by CHF and implemented by the Honduras Ministry of Health, tests a young student for malaria in El Negrito, Honduras.*



## Support for Vulnerable Youth

*As part of the USAID/Higa Ubeho program, CHF is working to reduce the risk and impact of HIV/AIDS among vulnerable populations including youth in Rwanda. As part of the program, CHF offers a camp for youth between the ages of 12-18 years. These camps help young people to build resilience, develop self-confidence and discover skills to plan for a better future.*

### IN 2011:

- **254,300** people accessed HIV/AIDS health services through CHF
- **72** local organizations received technical capacity building for HIV/AIDS services
- **86,600** people received assistance for malaria

CHF's work in health focuses on increasing vulnerable households' access to healthcare and social services. We work in partnerships to strengthen local structures, institutions and communities to better provide care and both treat and prevent illness. CHF has developed an integrated approach to health, drawing upon our existing organizational strengths from community mobilization and behavior change communication to economic and infrastructure development. We focus on:

- Building the capacity of community-based organizations that provide health services to vulnerable households.
- Promoting effective HIV prevention interventions and increasing access to care, treatment and support services for people affected and impacted by HIV/AIDS.
- Promoting better hygiene practices and increasing access to clean water and improved sanitation options.
- Preventing gender-based violence through community mobilization and training of key service providers.
- Promoting sustainable, livelihood-based approaches that help vulnerable people to work their way out of poverty and provide for their health and social needs.

*CHF's health programs take place in, for example, Rwanda, Honduras, Colombia, Ghana, Kenya, Liberia and South Sudan.*

# Governance & Urban Development

## IN 2011:

- **171** government entities received capacity building assistance
- **379,000** slum dwellers received assistance through improved governance
- More than **70,000** people received improved water and sanitation assistance
- **16,000** slum dwellers benefited from housing improvements

CHF's work in governance and urban development focuses on citizen participation and works with key community stakeholders to adopt inclusive, comprehensive and long-term approaches to tackling urban issues.

## Citizen Engagement and Accountability

CHF applies participatory principles toward enhancing citizen engagement in the areas of service delivery, housing delivery, access to land and employment. We design innovative, community-based responses for all types of urban challenges.

## Service Delivery and Performance Measurement

CHF provides technical support to local governments, businesses and individuals to improve service delivery, especially in relation to water, sanitation, electricity and solid waste management. We promote efficiency by linking service providers to private sector and microfinance institutions and by taking a decentralized approach that empowers both local governments and businesses working in this sector.

## Climate Adaptation

We work with local partners to promote practices that enable poor urban and peri-urban communities to adapt to changes in climate. This includes, for example, solar energy, reuse of gray water or working to replan urban neighborhoods prone to flooding.



## Urban Slum Upgrading

*The Slum Communities Achieving Livable Environments with Urban Partners (SCALE-UP) Program, funded by the Bill & Melinda Gates Foundation, enabled the urban poor in India and Ghana to have a meaningful voice in the planning and implementation of slum improvement programs.*

## Budgeting and Financial Management

CHF provides assistance to all levels of government overseeing urban and urbanizing centers across the globe. We focus on issues related to inclusiveness in the development and administration of budgets and financial management and emphasize mobilizing local resources.

# Investing in Women & Youth

## IN 2011:

- **17,700** loans were disbursed to women totaling more than **\$32 million**
- **38,100** women acquired improved business and technical skills through CHF training
- **951** enterprises operated by youth and **738** enterprises operated by women received value chain assistance
- **1,579** long-term jobs were created for youth

**C**HF works to reduce inequality and remove barriers to provide women and young people with access to resources, employment and education, and to promote their full participation in their community.

### Employment and Access to Services

CHF works with local partners to strengthen the capacity of women and youth to participate in the mainstream economy. These include workforce development and training programs specifically targeted to the needs of women or youth entrepreneurs, credit and savings products tailored to women and youth, and value chain analyses that examine employment potential for these two groups.

### Prevention of Child Labor

We believe that children should be protected from exploitative labor practices and that they should have the opportunity to remain in school and realize their full potential. To address this complex issue, CHF works collaboratively with government, business and civil society stakeholders to raise awareness about the nature and dangers of child labor and to develop partnerships that meet the needs of affected children and their families. Learn about our work in Jordan on page 19.

### Prevention of Gender-Based Violence and Trafficking

Through community-based activities and partnerships, CHF works to reduce gender-based violence and human trafficking, especially in post-conflict situations. We use locally appropriate methods to raise awareness among women and men about the long-term negative effects of such violence. We also focus on working together to create safe spaces for integrated psychosocial support, health, social and economic services for victims of violence.

### The Future of Governance

By engaging youth in the process of governance, we build a solid foundation for future leaders and in turn contribute to establishing a stable and prosperous future for their countries. You can learn about our work with Youth Shadow Local Councils in the West Bank on page 19.

*CHF works with women and youth, for example, in the West Bank and Gaza, Yemen, Jordan, South Sudan, Liberia, Honduras and Rwanda.*



### *Building Awareness*

*A woman and her son at a CHF Gender-Based Violence Awareness training in East Equatoria State, South Sudan.*

# Economic Development

## IN 2011:

- More than **300,000** people benefited from economic development assistance, including, for example:
- **58,700** long-term jobs created worldwide
- **257,000** people given workforce development and employment training; and
- More than **1,800** enterprises and producer groups provided with value chain assistance

**C**HF International's economic development programs encourage sustainable growth by strengthening the integration and capacity of people involved in economic activities to enable them to effectively pursue market-based opportunities. We engage youth, conflict-affected populations, rural and urban poor, the food-insecure and other vulnerable groups, as well as the private and public sectors to generate increased incomes and employment opportunities for our partner communities.

## Youth Employment and Workforce Development

We work in partnership with educational and vocational institutions to provide youth with training that meets the labor demands of the private sector and links skilled graduates to jobs. CHF promotes youth entrepreneurship through a skills-to-business approach that harnesses market opportunities for new business creation.

## Agriculture and Food Security

CHF addresses food-insecurity with a comprehensive approach to access, availability and utilization. We facilitate, for example, farmer field schools, urban and kitchen gardens, income generating activities, nutrition and water, sanitation and hygiene activities, agricultural infrastructure and access to markets.

## Economic Strengthening for Vulnerable Households

Through economic strengthening activities, such as savings mobilization, youth job placement and cooperative development, we work to build resilience and reduce household vulnerability to economic, social, health and environmental shocks.

## Local Economic Development

Through our strong community relationships, we engage the government, the private sector and civil society in defining local economic development priorities and designing targeted interventions that lead to a more vibrant local economy.

## Pro-Poor Value Chain Development

CHF works with all sizes of businesses actively involved in a market sector to facilitate activities that lead to growth for firms throughout the value chain. We have a particular focus on job creation and increasing income for the smallest producers and micro-entrepreneurs. By strengthening these lead firms to implement activities aimed at improvements in production, quality, standardization and access to markets, we aim to ensure that results are market-driven and sustainable.

*We currently implement economic development projects in Colombia, Ghana, Haiti, Jordan, Lebanon, Liberia, Mongolia, Montenegro, Rwanda, South Sudan, West Bank and Gaza and Yemen.*





Photo by: Sebastian Rich/Save the Children

### *Tending to the Kitchen Garden*

*A woman tends to her kitchen garden in Rwanda. CHF's USAID-funded Ejo Heza program seeks to improve the livelihoods and food consumption of Rwanda's very poor, particularly women. We help them access funding necessary to grow their businesses as well as help financial service providers bring quality products to rural markets. Ejo Heza integrates nutrition messaging throughout its program activities and promotes kitchen gardening and improved food handling to support more nutritious diets.*

### *Turning Trash into Treasure*

*Below left: A woman in Accra, Ghana, sews used water bags into "Trashy Bags," which are then sold around the world.*

*Below right: Two young women hold up finished recycled bags in Monrovia, Liberia.*

*CHF's Youth Engagement in Service Delivery (YES) program, which operates in both Ghana and Liberia, is funded by the Bill & Melinda Gates Foundation. The program trains youth for employment in the solid waste sector and focuses on building their capacity and life skills with training in savings and financial literacy, basic business and employability skills.*



# Capacity Development & Civil Society

## IN 2011:

- **279** community councils were given capacity building assistance
- More than **1,100** CHF community council meetings took place
- More than **122,000** people participated in community council meetings, including **37,000** women
- **103** civil society organizations received institutional capacity building assistance

**H**elping people to mobilize and form the alliances and organizational structures they need to voice their needs, promote change and realize their full potential is at the heart of CHF's work. Developing a democratic and responsive civil society informs every aspect of our operations.

## Participatory Action through Community Enhancement (PACE)

CHF's PACE methodology offers a structured process for strengthening the ability of local communities to work together to map their assets and strengths, identify priority needs and mobilize resources to complete community projects. This process typically results in elected community councils that guide the implementation of projects, support the maintenance of completed projects and work in partnership with local government.

## Advocacy and Collective Action

From the slums of India's largest cities to rural communities in Rwanda, CHF has found that lasting change comes when citizens work together to influence policy. We help our partners to develop advocacy strategies and campaigns, harness the power of technology and form the networks and coalitions they need to be effective.

## Organizational Self-Assessment and Support

CHF works with local partners to evaluate their performance in the most critical areas and to identify the best practices needed to ensure internally driven change. After this self-evaluation, the partner organization works with CHF to develop an action plan for improvements. CHF then delivers the training in whatever way will be most effective for their needs. Finally, the partner organization re-evaluates itself at the end of the program to measure changes in its institutional development. CHF's collaborative approach at every step of the partnership builds trust and cultivates our partners' commitment to change for long-term impact.

## Conflict Mitigation and Stabilization

CHF often works in communities that have been torn apart by conflict. To rebuild trust and confidence, we work with local partners to understand the causes of instability and to find ways to reduce the likelihood of violence, lessen the impact of ongoing conflict and reduce incentives to return to violence during post-conflict reconstruction. Our approach is sensitive to the needs of those who are particularly vulnerable — women and children, the disabled and the displaced.



### *Training Leaders*

*The mayor of Quilalí, Nueva Segovia, in Nicaragua, addresses a room of local government employees at a CHF training. CHF's USAID-funded Municipal Governance Program provides training to municipal authorities in municipal law and citizen participation.*



### *Community Involvement*

*The Iraq Community Action Program (CAP), funded by USAID, is one of the only community and local government-focused development programs in Iraq. Now in its tenth year, CAP directly engages Iraqi community leaders and elected local councils in reconstructing essential infrastructure in their own cities and villages.*

# Infrastructure & Construction

## IN 2011:

- More than **1,280,000** people benefited from infrastructural improvements, including, for example:
- **92** kilometers of road constructed or repaired
- **992** irrigation projects
- **667** water points completed; and
- **9** clinics built or rehabilitated

**C**HF is a leader in infrastructure and construction. The core of our approach to infrastructure development is working in partnership with communities, the private sector, local governments, ministries and donors to rebuild the critical services that low-income, conflict- and disaster-affected families need to create a better future. At CHF, we are always seeking partners in the private sector to undertake research and development together that result in new, innovative solutions to the most pressing problems faced by communities and the world.

CHF's infrastructure and construction projects include new roads and bridges, water supply systems, schools and community centers. These facilitate better transportation, create healthier lives, improve education and provide for better marketing of goods and services. They also perform an important task of bridging gaps between communities divided by religious, civil and ethnic affiliations. CHF's projects are developed through democratic decision-making based on priorities identified by the communities and local government. By giving communities the tools to realize shared goals through facilitated interaction and by building the capacity of local organizations to select, oversee and manage projects, we promote stability, self-sufficiency and enhance the ability of millions to engage their local governments.

*CHF is building infrastructure in, for example, Colombia, Haiti, Nicaragua, the West Bank and Gaza, Iraq and Kosovo.*



### *Group Home in Georgia*

*A group home renovated by CHF outside of Tbilisi, Georgia. Funded by USAID, CHF is rehabilitating schools and orphanages with items such as new roofing, insulation, energy-efficient windows and doors, replastering and repainting, heating and toilets with water tanks. CHF is also ensuring use of energy-efficient materials and removal of toxic building materials in all school structures, including lead paint and asbestos.*



### *Improving Nicaragua's Community Spaces*

*In Nueva Guinea, Región Autónoma Atlántico Sur, in southern Nicaragua, the USAID-funded Municipal Governance Program supported the construction of concrete pavement around the central park, improving conditions for the local communities.*



### *“Going Green” in Kosovo*

*CHF, with funding from USAID, built a “Green School” to address overcrowding in the Medresa-Cameria section of Pristina, the capital of Kosovo. The pilot school uses more efficient, alternative sources of energy — namely, solar heating and geothermal cooling.*

# Volunteering with CHF International



## Volunteering at CHF International

CHF's **Volunteer International Professionals (VIP)** program serves as a catalyst for sustainable positive impact in underserved communities worldwide. The program seeks to bring volunteers who are experts in their fields to address needs on CHF programs around the world. The program can work with individuals or it can be integrated into existing volunteer programs through sponsorship of an employee, covering the cost of participation or through the use of matching funds.

Since the inception of the program in 1998, VIP volunteers have contributed more than 3,200 days to CHF projects in almost 30 countries. Projects have varied in length, area and scope but the level of expertise and commitment among our VIP volunteers is the essential ingredient to building a better world.

**If you are interested  
in volunteering,**

please contact **Barbara Czachorska-Jones**,  
Director of Operations for the Department of  
Policy and Innovation at:  
[bjones@chfinternational.org](mailto:bjones@chfinternational.org)

## From Harvard to Beirut

Harvard MBA students Silvia Cruz, Daniel Greenberg and Shani Senbetta (pictured above, left to right) were looking for opportunities to apply their MBA skills outside of the scope of traditional business school studies. So when the opportunity to work on a marketing strategy for CHF's Access to Credit Services Initiative in Iraq came along in 2011, they were quick to accept the challenge.

*"It was a chance to work in international development, in a completely different country and get a good idea about what you can and cannot do with your MBA degree," explains Daniel Greenberg, now finishing his second year at Harvard Business School.*

Daniel, Silvia and Shani spent three weeks in Beirut working on a marketing strategy for the Iraq lending institution.

CHF benefited from the experience. "We believe in partnerships and in being creative while developing sustainable solutions to the challenging environments we operate in. By bringing together some very bright young professionals and a seasoned team of committed development workers we can achieve more," explains Elissa McCarter, Vice President of Development Finance for CHF International.

# Leadership

*CHF International Board of Trustees.  
From left to right: David A. Weiss, Jane P. Madden,  
Ambassador Vicki Huddleston, Governor Richard  
F. Celeste, Caroline Blakely, Lauri Fitz-Pegado and  
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# Key Donors & Partners



Recipients of school supplies from CHF through the USAID-funded Higa Ubeho program in Rwanda.

## Corporations & Foundations

Abt Associates

Accenture Development Partners

AECOM

Al Quds Bank

Al Rafah Microfinance Bank

Arab Bank

Arab Islamic Bank

Bank of Jordan

Bank of Palestine

Bill & Melinda Gates Foundation

BlueOrchard Finance

BlueOrchard Investments SARL

Booz Allen Hamilton

Cairo Amman Bank

Calvert Foundation

Caterpillar Foundation

Chemonics International

Chevron Corporation

Cisco Systems Inc.

Creative Associates International

Credit Libanais s.a.l.

DLA Piper

Egyptian Arab Land Bank, Jordan

Goldman Sachs *10,000 Women*

Certificate Program for Women

Entrepreneurs

Greater Houston Community

Foundation

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HAYTRAC SA

Henriao International Incorporated

HFC Bank (Ghana)

Hills Stern & Morley LLP

Housing Bank for Trade and

Finance, Jordan

InvestBank, Jordan

J.E. Austin Inc.

Jammal Trust Bank

John Deere Foundation

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Louis Berger Group

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Merlin International

Moja Banka

Oikocredit

Palestine Commercial Bank

Palestine Mortgage and Housing Corporation

Planet Investment Services (Planis)

ResponsAbility

Robert Wray PLLC

SAKAN

Societe Generale Bank de Jordanie

Symbiotics

Walmart Foundation

## Government and Multilateral

Colombian Government Ministry of Education

Global Fund to Fight AIDS, Tuberculosis and Malaria

International Finance Corporation

Millennium Challenge Corporation

Overseas Private Investment Corporation

Palestine Capital Markets Authority

Palestinian Investment Fund



Palestine Monetary Authority	Clinton Bush Haiti Fund	National Organization for Peer Education (Kenya)
UK Department for international Development	Coalition of NGOs in Water and Sanitation (Ghana)	Natura-Kolasin (Montenegro)
UNDP	Consultative Group to Assist the Poor	NetHope
UNFPA	craigconnects.org (Craig Newmark)	Nimba Community Support Services (Ghana)
UNOCHA	Cuttington University (Liberia)	PeaceNet
UNOPS	Development Solutions (Mongolia)	Plan international
US Centers for Disease Control and Prevention	Education Development Center	Population Services international
US Department of Agriculture	Engineering Association of Jerusalem	Project Concern International
US Department of Labor	Federation of Liberian Youth	Questscope for Social Development in the Middle East
United States Agency for International Development	FORS Montenegro	Regional Development Association for Northern Montenegro
USAID Office of Foreign Disaster Assistance	French Red Cross	Relief International
US President's Emergency Plan for AIDS Relief	Greater Silver Spring Chamber of Commerce	Rene Moawad Foundation (Lebanon)
US State Department Bureau of Population, Refugees and Migration	Harvard Business School	St John's Community Centre (Kenya)
World Food Programme	Impact Silver Spring	Sanabel Microfinance Network
World Bank	Innovation for Poverty Action	Save the Children
	Institute of Local Government Studies (Ghana)	SEEP Network
	InterAction	Sharakeh
	International Cooperative Alliance	Share our Strength
	International Rescue Committee	Society for International Development
	J/P HRO	Support for Addictions Prevention and Treatment in Africa (Kenya)
	Kenya Girl Guides Association	Universite Saint-Esprit Kaslik (Lebanon)
	Kenya Red Cross Society	US Global Leadership Coalition
	Kituo Cha Sheria (Kenya)	US Overseas Cooperative Development Council
	Kiva.org	Women's Campaign International (Liberia)
	LabourNet (India)	Youth and Women Foundation (Ghana)
	Making Cents International	
	Mercy Corps	
	MIX Market	
	National Council for Family Affairs (Jordan)	
	National Ex-combatant Peace Building Initiatives (Liberia)	

## **Partner Organizations**

Adventist Development and Relief Agency

Africa Society for Blood Transfusion Kenya

Aged and Children Pastoralists Association (Ethiopia)

Alliance of Indian Waste Collectors

Aspen Network for Development Entrepreneurs

Association of Banks in Palestine

Association of Medical Doctors of Asia

Business Civic Leadership Center

CARE international

Catholic Relief Services

Center for Social Action (India)

CHF INTERNATIONAL  
2011 ANNUAL REPORT

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Natalie Taggart

*Designer:* Annie Mueller

*South Sudan, independent since July 2011, has experienced an influx of hundreds of thousands of returnees. CHF is working with funding from USAID/OFDA to provide returnee populations and their host communities with economic opportunities to help them resettle peacefully.*

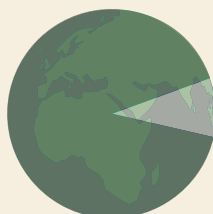
# Financials

## CHF International and Related Entities

Combined Statement of Activities and changes in Net Assets for the year ended September 30, 2011.

<b>Revenue and Support</b>	
Grants	158,929,719.00
Contracts	6,148,637.00
In-kind contributions	709,901.00
Interest and investment income	15,755,329.00
Other income	179,466.00
Contributed services and goods	60,887,056.00
Net assets released from restrictions	23,549,230.00
<b>Total Revenue and Support</b>	<b>266,159,338.00</b>
<b>Expenses</b>	
Technical assistance	166,488,684.00
Capital assistance	11,864,626.00
General and administrative	18,468,602.00
Fundraising	3,648,451.00
Contributed services and goods	60,887,056.00
<b>Total Expenses</b>	<b>261,357,419</b>
<b>Change in net assets before other items</b>	<b>4,801,919</b>
<b>Other Items</b>	
Currency gain (loss)	(589,170)
Net gain from related entities and combined entities	2,486,195
Change in net assets	6,675,990
Temporarily Restricted Net Assets	52,442,353
Third party minority interest in CHF's Holding Company	1,700,891
<b>Total net assets at the beginning of the year</b>	<b>100,921,300</b>
<b>Total Net assets at end of year</b>	<b>161,740,534</b>
Unrestricted net assets at the beginning of the year	78,773,700
Unrestricted net assets at end of year	87,150,581
<b>General, administrative and fundraising expenses as a percentage of total resources, revenue and support</b>	<b>8.31%</b>

**91.7%**  
of donor funds  
spent on  
programs



8.3% spent on  
administration &  
fundraising

Certified as a  
**Partner in Trust**  
by GuideStar



*Photo: CHF is working in Ethiopia with funding from USAID/OFDA to provide critical agricultural and water support to vulnerable families affected by the drought.*



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