

# OUR WORK AND OUR MISSION



**CHOICE**HUMANITARIAN

# THEORY OF CHANGE



CHOICE HUMANITARIAN

## The Need

### PROBLEM

**580 million people live in rural poverty.** This means individuals and families lack access to critical needs such as clean water, nutritious food, education, health services, and reliable income.

**The extreme poverty rate in rural areas is three times higher than in urban areas.** Communities experiencing rural poverty face persistent barriers to the services, resources, and opportunities they need for stable systems of well-being.

To achieve the United Nations' first Sustainable Development Goal—to end poverty in all its forms, everywhere—there must be a priority focus on rural poverty. **Yet too many efforts remain bureaucratic, slow, top-down, and disconnected from the very communities they aim to serve.**

### PEOPLE WE SERVE

Communities and groups experiencing rural poverty in Latin America, Kenya, and Nepal that demonstrate a shared desire and willingness to organize, mobilize, and lead locally defined change.

### REASON

Poverty anywhere is unacceptable everywhere.

## The Work

### PARTNERS

- » Experts in community-led development (CLD) to supplement expertise of staff
- » Local governments (municipal, regional, national) and civil society organizations to provide funding, assets, and engagement
- » Universities and institutions to research and validate The CHOICE Way and its outputs, outcomes, and impact
- » Donors—grantors, foundations, corporate partners, individuals, etc.—to provide flexible funding that supports locally defined priorities and long-term impact

### INTERVENTIONS

- 1. Inclusive, Community-led Decision Making:** Facilitate inclusive processes so communities define their own priorities and guide the direction of change—implemented through projects mapped to focus areas of agriculture, education, economic opportunity, health & nutrition, and WASH (water, sanitation, and hygiene).
- 2. Capacity & Systems Strengthening:** Equip communities and groups with the leadership, skills, and structures needed to plan, implement, and sustain solutions over time.
- 3. Resource Alignment & Access:** Support locally defined priorities to move from plans to action by connecting communities to funding, markets, services, institutional systems, and partners.

### INPUTS

- » Community-led development (CLD) expertise
- » Unrestricted funding (trust-based philanthropy)
- » Experienced, effective global team
- » Measurement, evaluation, and learning (MEL)
- » Trusted organization, known brand

### BEHAVIORS

Communities and groups actively engage in each part of The CHOICE Way to advance projects that improve their well-being and alleviate rural poverty dimensions.

- » **They show up and speak up.** (Inclusive, Community-led Decision Making)
- » **They learn and lead.** (Capacity & Systems Strengthening)
- » **They leverage opportunities and connect.** (Resource Alignment & Access)

### THE BIG IDEA

#### The CHOICE Way:

Community-led solutions work when communities have **voice, ability, and access**—together.

### MISSION

CHOICE Humanitarian is an international nonprofit that **strengthens community-led solutions to rural poverty.**

## The Results

### SHORT-TERM OUTCOMES

1. Focus area outcomes from projects that improve well-being and alleviate rural poverty dimensions
2. Strengthened local leadership; increased skills and community organization & coordination; improved ability to mobilize and align resources

### OUTPUTS

Each focus area has a set of measurable project outputs that align to outcomes and impact.

*Some examples include:*

**Agriculture:** Number of community vegetable gardens established, aimed at producing vegetables for self-consumption and dietary diversification

**Education:** Number of classrooms fully set up; number of learning and education materials provided

**Economic Opportunity:** Number of entrepreneurs that received training; number of businesses strengthened

**Health & Nutrition:** Number of pregnant women receiving prenatal care

**WASH:** Number of reservoirs constructed and operational

### PATHWAYS

The primary routes through which CHOICE achieves increased impact.

**Sustainability | High Focus**  
Commitment, effectiveness, and longevity of impact within a community or group

**Size | Mid Focus**  
Growth in program delivery to more underserved communities and groups

### LONG-TERM OUTCOMES

Through community-led solutions, communities that experience rural poverty now have **sustained well-being**, which means:

- 1. Well-being:** Improved conditions across community-defined dimensions within agriculture, education, economic opportunity, health & nutrition, and WASH.
- 2. Stability:** Greater consistency and durability of community priorities and outcomes, enabling progress to be sustained over time.
- 3. Resilience:** Increased ability to adapt, recover, and continue progress amid economic, environmental, or social disruptions.

### 15-YEAR TARGET

By 2040, 1,000 rural communities have the leadership, skills, coordination, and access needed to sustain community-led solutions that address poverty and achieve long-term well-being.

### VISION

**A future where rural poverty no longer limits people's ability to achieve sustained well-being.**



# OUR APPROACH

Community-led solutions work when communities have **voice, ability, and access**—together.

The **CHOICE Way** is our unique, integrated approach to address rural poverty and advance sustained well-being. Lasting change happens when community-led solutions are supported by voice, ability, and access.

These elements must work together. When communities have what they need to lead and implement their priorities, real change becomes possible.

**CHOICE works alongside communities to strengthen these conditions so locally defined solutions can take root and endure.**



## WHAT HAPPENS IN THE GAPS?

The **CHOICE Way works because critical elements are addressed together, not in isolation.** This integrated approach helps community-led solutions take root and endure.

When something is missing, good intentions are **fragile or incomplete.**

### **Voice without Ability:** *Vision without execution*

Communities articulate clear priorities, but lack the skills, systems, or leadership capacity to carry them forward into action.

### **Ability without Access:** *Readiness without support*

Communities are prepared to act, but lack the financial backing, assets, or institutional support needed to move forward.

### **Access without Voice:** *Resources without purpose*

Resources are available, but without community leadership guiding decisions, investments risk misalignment and low impact.

### **Ability without Voice:** *Implementation without ownership*

Strong skills and systems exist, but decisions are externally driven, limiting community ownership and long-term commitment.

### **Access without Ability:** *Opportunity without durability*

Resources or opportunities are present, but without sufficient capacity or systems, results are fragile and difficult to sustain.

### **Voice without Access:** *Priorities without means*

Communities set meaningful priorities, but lack the resources, funding, or connections needed to implement them.