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An Analysis of Poverty in Latin America and Three Community Development Strategies as a Solution

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by

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Dedication

I dedicate this thesis to Elsie Moody, who lived her life working in community development and serving on the mission field in El Salvador.

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Abstract

The purpose of this thesis is to examine and analyze three community development models and the impact they have on poverty in Latin America. This thesis also develops an understanding of how inequality effects poverty in Latin America and explores three community development strategies that could be implemented in Latin America consisting of agropolitan development, modernization development, and development by market expansion. In addition to these three development models, this thesis analyzes critical factors that contribute to the sustainability of a community, and how each of the three models incorporate or do not incorporate those factors.

Keywords: Community development, sustainable development, economic policy, economic development, social development, social policy, Latin America, United Nations, human development, sustainability, agropolitan development, modernization development, market expansion development, community engagement

Introduction

While well developed areas of the world are enjoying futuristic technological advances that make everything in life much more fast-paced, easier, and more efficient, many countries and communities throughout the world still live in poverty and struggle to live a consistent, sufficient life. According to the World Bank, 80% of the world lives on less than $10.00 per day (2016). In 2013, the World Bank reported that 10.7% of the world was living off of $1.90 per day. To translate 10.7% in perspective, that is approximately 767 million people live off $1.90 per day. While there are many individuals living in poverty on their own, there are also many communities as a whole that are stuck in poverty. The greater majority of these communities lie within a third world country, however, there are still impoverished communities in first world countries. The object of this study is to evaluate three strategies for community development in third world countries, emphasizing on Latin America, that alleviate poverty while keeping socioeconomic and political realities in mind.

This thesis will look at the of poverty in Latin America and further explore three community development strategies originally introduced by John Friedmann (1975), as well as how when and how they are best implemented. These three strategies include agropolitan development, modernization development, and development through market expansion. Because community engagement and sustainability for the individuals in the community and the community as a whole are critical in defining success for the project, the way that each of the three development strategies incorporate and support (or do not incorporate and support) these factors will also be analyzed.

Several research questions used to guide the development and understanding of this thesis include:

- What is an agropolitan approach to community development?
- What is a modernization approach to community development?
- What is a market expansion approach to community development?
- In what instances and type of economic environments do the following development strategies work best?
    - Agropolitan
    - Modernization
    - Market expansion
- How likely is it that the development models successfully fade out as a sustainability effort?
- What are benefits of each of the three community development approaches?
- What are downfalls to each of the three community development approaches?
- What stages of a community's economic life cycle are each of the three approaches generally used in? (Is there one program type in particular that is used/preferred more so as a final effort to save a community's economy or one that is used fresh from the beginning for a developing community?)
- How well do the three community development strategies incorporate not just economic development, but community engagement and social development as well?

These research questions will be used to guide and direct the process of breaking down each community development strategy in the following chapters in order to fully analyze them individually.

Methodology

The methodology of this study will be analyzing the three different types of community development strategies along with important factors that contribute to sustainability in a community. No new research was created during this research, as this thesis is solely a literature review and analysis of the work of others. This research is an analysis of compiled work of research and reports that independent persons and organizations have put together. After researching what makes a community sustainable and what factors are important to consider when developing a strategy (such as community engagement, longevity of the project, and cooperation with the government or NGOs), the relationship between these factors and the three development strategies was further analyzed. Combining the success points from each program and combining the weak points together will contribute to the report and conclusion of the analysis regarding how each of the three community development strategies are optimal for various instances and how they can contribute to community development and economic growth in a specified region. Some of the statistics and information gathered is applicable to this thesis only by portion. A source may be used based on its application to a single component of the topic, such as the role of economic policy in community development, while another source may be applicable because of its research regarding political conditions in Latin America. Together, the information from these two different sources may contribute to ideas regarding community development strategies in third world countries, thus contributing to this thesis. By using various authors whose works' range in topics, dates written and published, backgrounds, specialties and disciplines, and content, this thesis is able to be more well-rounded and diverse in content to create a unique perspective on community development strategies in Latin America and the important factors to consider when implementing them. The reason for choosing the unique factors involved in this thesis were chosen by their heavy emphasis in multiple articles concerning community and economic development. The three community development strategies to be analyzed were chosen by their relevance to community development today and success in the past. Also contributing to the decision to use agropolitan development, modernization development, and market expansion development was how practical each of the initiatives are and their diverse appeal to be used in various countries, cultures, and conditions.

This thesis will be categorized by four chapters which in sum are all part of the literature review. The first chapter covers poverty in Latin America, which gives insight to why the region is the way that it is concerning major poverty and inequality. While this chapter does not individually cover each country in Latin America, it provides several figures that give a closer look into the poverty situation in Latin America. This is an important factor to consider throughout the entire thesis, that Latin America is being analyzed as a whole and there are certainly exceptions. The second chapter covers the first of the three community development strategies, which is agropolitan development. In this chapter, along with each of the other chapters about the three development strategies, the initial research questions will be answered about how the strategies work, when they work, why they work, when they don't work best, and the relationship that they have with community engagement. The third chapter surrounds the idea of modernization and answers the same questions as that of agropolitan development. The fourth chapter again follows this model of answering the initial research questions but discusses market expansion. Lastly, the final section of this thesis is the conclusion, and brings to a close the information, research, and ideas of this thesis.

Literature Review

In order to define what a successful community development strategy looks like, it is important to first start off by defining what success means and how it is measured when it comes to poverty alleviation and community development through economic empowerment. For a third world country to carry sustainable social well-being, an important factor was found to be ability of a population to support the capacity of people (El-Ghannam, 2002, p. 8). For example, hospital beds versus the number of people in need of one was one of these factors that a population needs to support. This is a practical, easy-to-measure step when it comes to measuring success. Further contributing to the definition of success is sustainability for the community, which means that the community would be able to eventually function without the aid of a development program. If a community can function with the guidance and funding of the government or of an organization but cannot function on its own, the program is not truly helping the longevity of the community. The primary goal of community development programs should be for the community and individuals in that community to be self-sufficient. This also gives them a sense of dignity which relates to health and well-being. It is also vital to see an increase in the economy of the community instead of financial decline, which shuts down development programs and puts the community back in debt. If a community is obtaining the resources and basic needs but declining economically, they are not set up for long lasting sufficiency and will eventually have to pay economically, which of course is a major setback for the community. This would further contribute to a skewed income distribution and could have an effect on the value of money in that community. Shrime, Sekidde, Linden, Cohen, Weinstein, and Salomon (2016) recently examined charitable healthcare and the financial crisis that is induced by healthcare in third world countries, primarily Uganda. In order to effectively reduce poverty, not only do practical healthcare practices and policies need to be put in place, but there needs to be a reevaluation of spending used to achieve those goals. Of the charities examined, 2/3 proved to have financial goals that lined up with the initiatives and were realistic. This is important to remember in any community development strategy. The worst outcome would be to put an impoverished into even more of a financial crisis because goals were not realistic and finances were not taken into careful and critical evaluation.

Lastly, a successful community development initiative would ideally support healthy community engagement, which requires the integration of economic policy with public policy. A community development strategy that supports the well-being of individuals and the culture, and ultimately engages people in what's happening in the community will create an increase in social capital, especially for youth in the community. Glenn Israel, Lionel Beaulieu, and Glen Hartless published their findings in Rural Sociology (2001) on the Influence of Family and Community Social Captial on Education Achievement which explains the need for strong community engagement in community development and the effect it has on social capital. They cite:

> "It is increasingly recognized that families and communities are important in helping youths develop the knowledge and skills they need to obtain technologically sophisticated jobs, which are an emerging part of the global economy" (Israel, Beaulieu, and Hartless, 2001).

Creating an environment within the community where individuals are happy to be a part and feel responsible for their community like a family not only contributes to the present well-being of youths in the community, but also to their future. Andras Utoff, the author of *Social Policies in Latin America* and Economy and Business Professors of Universidad de Chile, urges the importance of community engagement and social capital:

> "The promotion of social capital can foster greater social inclusion by altering the scope of social networks and the degree of association between groups. It stresses the role of social relationships of trust, reciprocity and cooperation in sustaining community initiatives and in poverty mitigation strategies. They encourage participants to play a more active role in solving their own problems," (Utoff, 2014).

Furthermore, it will create a generational effect for the future youth and adults of the community - a major success in a developing community. According to Hofstede's Cultural Dimensions, Latin American culture is heavily family oriented in which this community engagement aspect would also further enforce.

In addition to having a strong poverty alleviation and community development strategy, there are also several others factors to take into consideration. While stimulating and growing the economy within an area for the sake of alleviating poverty is a good thing, it is not sustainable if the people are not sufficient and willing (and able) to keep working at it. If well thought-out methods are put into practice, but the people do not know how to be a community, it will not thrive, or it will not thrive as well as it could with a strong community bond. Ham, Hedman, Manley, Coulter, and Osth (2014) presented the background information, how-to, and findings of an experiment/observation done in Stockholm using data from a span of 18 years. The purpose of the article and research was to find the correlation between childhood neighborhoods and adult neighborhoods of individuals of many kind (different ethnicities included). Ultimately this would be used for community development research. They found that there is a strong correlation to the neighborhoods that kids grew up in and the kind that they live 5, 12, and 18 years later. Additionally, kids who grew up exposed to poverty were likely to remain exposed to or even adapt to impoverished lifestyles. This was especially apparent in ethnic groups. Therefore, to ensure that the cycle of poverty does not keep making its ways around and around, there needs to be a change in community as it relates to mindset and perspective. Utoff (2014) expands upon in a social policies report citing:

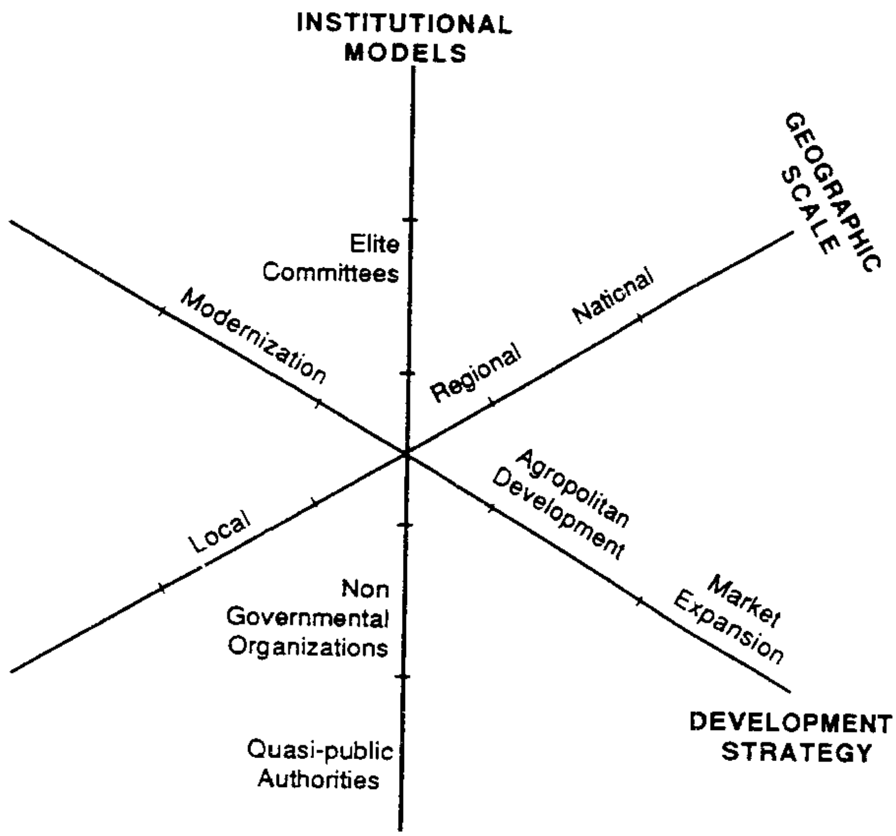
> "Empowerment, participation and the promotion of social capital should represent instruments that enhance program effectiveness through synergies and better utilization of community assets, strengthening enforceability, accountability and transparency. They also improve citizenship, engendering empowerment, inclusion and a voice in public affairs for beneficiaries," (Utoff, 2014).

Citizen participation serves as one of the key factors makes a development program sustainable in the long run.

While public-private partnerships have played a big role in economic development strategies since the 1980s, they are not actually considered development strategies themselves (Mitchel-Weaver & Manning, 1991). According to research conducted by Friedmann and Weaver (1979) and Todaro (1989) and later analyzed by Mitchell-Weaver and Manning (1991), three leading development strategies have prevailed. "There are 3 main economic development strategies: modernization, agropolitan development, and market expansion," (Mitchell-Weaver & Manning, 1991).

The following illustration, Figure 1, shows the relationship between these three community development strategies, the method in which they can be implemented, and the scale in which they can be produced (local, regional, or national). Figure 1 was originally in the works of Mitchell-Weaver and Manning (1991).

FIGURE 1
Dimensions of Development Planning and Decision Making



Source: Mitchell-Weaver and Manning (1991)

Modernization focuses on the tangible building of an economy - factories which creates jobs, leading to increased income within the community. Agropolitan development promotes an increase in agriculture to stimulate the economy and make use of natural resources. Lastly, the purpose of the market expansion strategy is to “formalize the informal sector” by promoting capitalism (Mitchell-Weaver & Manning, 1991, p. 9). To implement these community development strategies, there are various channels and methods to carry these initiatives out in which they may be funded and governed by. These initiatives may be carried out by non-government organizations (NGOs) or a government appointed cooperation such as a quasi-public cooperation (QPC). There are many ways to carry out the agropolitan development, modernization development, and market expansion development initiatives through both government and non-government organizations.

A major risk when dealing with community development in third world countries is approaching it in the wrong way. Most people agree that non-government organizations (NGOs) are the best and most suitable for this kind of project (community development) but they may run into several problems. First, there are a lot of unmet expectations that could be prevented from the beginning such as formal training for every scenario. Another area that NGOs need to be aware of is social connections within an impoverished country or community. Often times NGOs meet with the “social elite” when they need to meet with people on the ground involved with grassroots efforts. This establishes trust and gives a “real time” view of the community. There also needs to be people on the ground from the NGO instead of trying to work from a foreign country. Without someone in country, the organization can hardly be integrated to the community and culture. Slow and steady wins the race, as the NGO needs to be aware that not everyone will submit to their ideas and methodologies right away—and even when they do submit, not all will want to be part of the movement or will be willing to change their way of life, even if it is for the common good. Many people, though, would be willing to work together to create a strong and stable community and are motivated at the thought of opportunity and success. Schafer (1999) analyzes how effective international nongovernmental organizations (INGOs) are across different nations found that education is influenced by social and cultural factors rather than how financially stable or governmentally stable the country is. Rather than a very wealthy country having high rates for education, it is more of a cultural factor (Schafer, 1999, p. 5). Take Japan, for example—not necessarily the wealthiest country in the world or even in the top five, but Japan has very good rates for education because that is one of their primary values as a nation. This study is primarily concerned solely with factors that influence education in third world countries (and development as it is affected by education), however, the same principle can be applied to the financial aspect of community development. Just because the country is not in the best standing position economically does not mean that the country won't be able to recover if the culture is willing to work hard. When developing a community, it is important to instill a value of hard work and dedication, because even when that community is doing poorly or not as great as expected economically, the people will not quit and will continue to work hard because it is instilled as one of their values. Additionally, and in support of the last claim by Schafer (1999), Howell-Moroney (2012) studied the relationship between poverty and capacity (and whether or not poverty hindered economic potential). This lead to the discussion of economic and social policy relating to poverty and innovation potential. The analysis concluded that poverty indirectly affects economic output, which means that "federal effort may be a viable solution to address significant poverty," (Howell-Moroney (2012). There was no specific link between poverty and federal capacity which is why it was suggested as a solution (Hall & Howell-Moroney, 2012).

In summary, most articles argue that among the many possible methods that could be used for poverty alleviation and community development, an agropolitan approach is the most effective because it provides jobs, uses resources already in the area, stimulates the economy, and serves as an eternal demand. Along with this method, however, it is important to create a family-like environment among the community so they can support each other and instill values such as hard work and dedication for when the economy inevitable goes into a short-term slump. Lastly, financial goals need to be implemented and carefully evaluated in order to ensure the economy will be sustainable and stable on its own.

Chapter 1: Poverty in Latin America

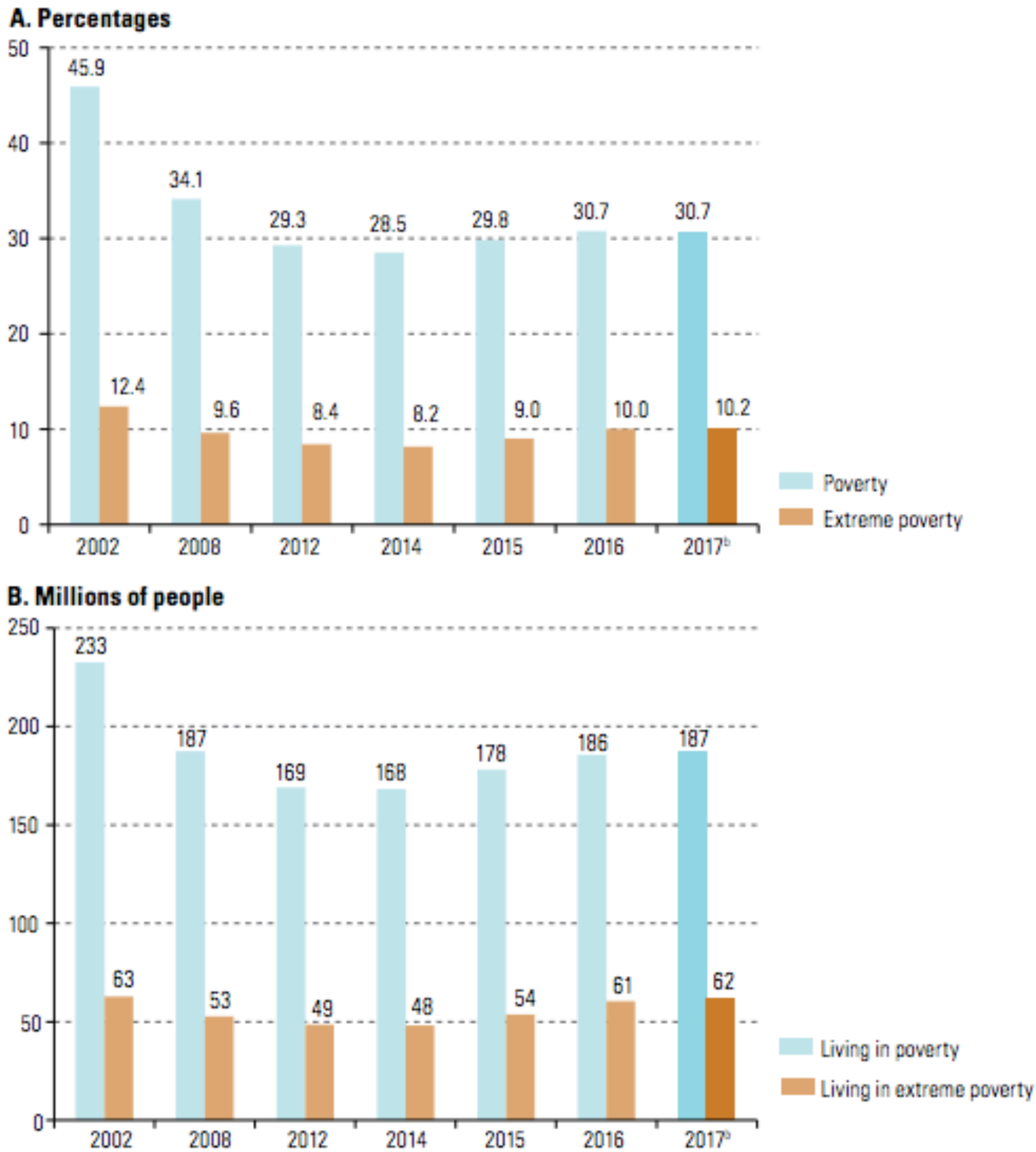
The history of poverty in Latin America has been a long road that is finally beginning to see light due to tremendous efforts by not only Latin American leaders, but also world leaders.

> "The reduction of poverty is an essential aim of national public policies and international agreements. It is not only the first stand-alone Sustainable Development Goal (SDG)—as it was the first Millennium Development Goal (MDG)—but also a cross-cutting one," (Santos and Villatoro, 2016).

In research done by Santos and Villatoro a study of multidimensional poverty in Latin America was conducted. Concerning poverty reduction in recent years, their findings were as follows: "All but one country in the region (El Salvador) experienced statistically significant reductions in their multidimensional poverty levels between the two observed points in time (the first around 2005 and the final around 2012)," (Santos and Villatoro, 2016).

Figure 2 below, taken from the 2017 Social Panorama of Latin America produced by the Economic Commission for Latin America and the Caribbean (ECLAC), gives insight to recent poverty levels in Latin America in 2017:

Figure 2



Source for Figure 2: "Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of Household Survey Data Bank (BADEHOG). a Weighted average for the following countries: Argentina, the Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, the Plurinational State of Bolivia and Uruguay. b The data for 2017 are projections," (Social Panorama of Latin America, 2017)

Both graphs show the same data, however, the uppermost graph shows the statistics in percentages while the graph below it shows the statistics in actual numbers. Also noted in the report is that, "There were 186 million poor in Latin America in 2016, representing 30.7% of the population, while 61 million people or 10% of the population were living in extreme poverty," (ECLAC, 2017). These statistics paint a very real picture of what is happening in Latin America and serves as a wake-up call for leaders both in Latin America and outside of Latin America to continue pouring in efforts in order to make a change. While it can be noted that the number of people living in poverty has dramatically fallen from 2002 to 2008, the rate levels out after that from 2008-2017, with the levels of extreme poverty beginning to make a slow increase.

The Gini Index is the primary indicator of inequality in the world where each country is given a percentage of inequality. With 0 being perfectly equal and 1 being completely unequal, the Gini Index provides a good indication of the status of the well-being of the people in a given country. The primary factor to assess inequality in a country is the level of poverty as a whole. While there are several factors beneath the umbrella of poverty that contribute to the presence of poverty in a country, the Gini Index ranks the overall status of poverty. According to focus economics which gathered information from the Gini Index, "11 of the 20 most unequal countries in the world are in the region (Latin America)," (Georgi, 2017). This stands out with great importance because inequality and poverty are directly related. When implementing a community development strategy, it is critical that inequality is contained and kept at a minimum in order to ensure the community development strategy is not only serving a certain group. The table below shoes the increase and decrease of the Gini index for Latin American countries as gathered in the Social Panorama of Latin America (2017). Along with the changes in the Gini index rankings, the rankings of the Theil index and the Atkinson index are also present on the graph. The Theil index is a tool used to identify and measure economic inequality. As explained by the United States Census Bureau,

> "The Theil index measures an entropic "distance" the population is away from the "ideal" egalitarian state of everyone having the same income. The numerical result is in terms of negative entropy so that a higher number indicates more order that is further away from the "ideal" of maximum disorder. Formulating the index to represent negative entropy instead of entropy allows it to be a measure of inequality rather than equality," (United States Census Bureau, 2016).

The Atkinson index is used to measure income inequality. As quoted by the United States Census Bureau (2016) in their explanation:

> "The index can be turned into a normative measure by imposing a coefficient to weight incomes. Greater weight can be placed on changes in a given portion of the income distribution by choosing, the level of "inequality aversion", appropriately. The Atkinson index becomes more sensitive to changes at the lower end of the income distribution as approaches 1. Conversely, as the level of inequality aversion falls (that is, as approaches 0) the Atkinson becomes more

sensitive to changes in the upper end of the income distribution," (United States Census Bureau (2016).

All three indices of measurement are present on the Figure 3 below.

Figure 3

	2002-2008			2008-2014			2014-2016		
	Gini[b]	Theil	Atkinson (ε=1.5)	Gini	Theil	Atkinson (ε=1.5)	Gini	Theil	Atkinson (ε=1.5)
Argentina	-2.4	-3.3	-2.6	-1.0	-1.6	-2.0	0.2	1.6	0.7
Bolivia (Plurinational State of)	-2.9	-6.4	-4.4	-1.4	-3.3	-1.8	-3.7	-10.2	-0.7
Brazil	-1.0	-2.0	-1.2	-0.7	-1.4	-0.8	-0.5	-1.2	0.5
Chile	-1.0	-1.9	-1.6	-0.7	-1.6	-1.5	-1.4	-1.9	-2.0
Colombia	-0.3	-1.0	-0.2	-0.6	-1.4	-1.0	-1.8	-3.2	-2.5
Costa Rica[c]	-0.4	-1.5	-1.3	...	...	...	0.2	-0.1	-0.3
Dominican Republic	-0.8	-0.7	-1.8	-1.4	-4.5	-1.7	2.3	6.7	4.0
Ecuador	-1.3	-4.4	-1.6	-1.5	-2.6	-2.4	-0.4	-1.1	0.6
El Salvador	-1.5	-2.9	-1.8	-1.9	-4.2	-3.2	-1.5	-4.4	-2.3
Guatemala	-2.2	-6.0	-3.8	-0.5	1.1	-0.8	...	...	...
Honduras	-1.2	-2.2	-2.0	-0.9	-3.1	-1.6	-0.1	0.6	3.3
Mexico[d]	0.2	1.5	0.6	-0.4	-0.8	-0.8	0.2	-3.8	-3.1
Nicaragua	-2.5	-3.6	-3.0	1.3	5.0	1.6	...	...	...
Panama	-1.1	-2.3	-2.5	-0.6	-1.6	-0.6	0.4	0.6	0.1
Paraguay	-2.0	-3.0	-2.9	0.2	0.1	0.1	-2.4	-3.9	-2.0
Peru	-2.2	-5.8	-2.5	-1.7	-3.3	-2.7	0.6	1.2	0.8
Uruguay	-0.7	-0.5	-2.0	-2.4	-5.6	-3.6	-0.1	-0.3	-0.6
Venezuela (Bolivarian Republic of)	-1.7	-4.0	-2.9	-0.1	-0.5	0.0	...	...	...
Latin America (simple average)	-1.5	-3.1	-2.3	-0.7	-1.3	-1.1	-0.4	-0.9	-0.2
Countries with change of < -1%	13	15	16	7	12	10	5	8	5
Countries with change of > 1%	0	1	0	1	2	1	1	3	2

Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of the Household Survey Data Bank (BADEHOG) (Social Panorama of Latin America, 2017)

The relationship between economic and social policy and current economic conditions: Because community development is completely affected by economic policy and social policy, the relationship between economic and social policy matters greatly. While economic policy is centered around areas such as income, taxes, exports and imports, or fiscal policy, for example, social policy is centered around the creation and enforcement of policies in order to protect the well-being of its citizens. This could be done through laws or programs that are funded by the adjustments in economic policy.

> "Not only is social policy affecting economic policy, but economic policy is equally decisive for framing social policies as is evident from the close relations between benefit levels and earning distribution," (Martin Rein, Equality and Social Policy, MIT, 1977).

This quote describes enforces the tightly integrated relationship between economic and social policy.

Current economic conditions in Latin America are the results of many events and factors, both internal and externally. Because the majority of Latin America is still developing, the region's economic policy is greatly affected by economic leaders in the world including China and the United States (Carrasquilla, Gregorio, Fernandez, Guidotti, Resende, Reinhart, Rojas-Suarez, and Talvi, 2017). Furthermore, world events that change the world's economy also have a great effect on Latin America's economic condition. Brexit, for example, not only directly affected countries in the European Union, but also changed the value of currency in multiple other economies such as the United States dollar, the euro, and of course, the British pound.

The current Latin American economy is also a result of political conditions in surrounding countries. The political status of neighboring regions or main trading partners may determine how much and what kind of trading Latin American countries can partake in. Depending on what the countries' primary exports and imports are, this could make or break their trading as a whole. Because many Latin American countries are key producers in agriculture, not having a trading partner could demolish an excellent source of income for many of those countries. Additionally, political leaders in surrounding countries such as the United States could impose strict laws that would affect the economic policy of Latin American countries. As pointed out in Brookings by Carrasquilla, Gregorio, Fernandez, Guidotti, Resende, Reinhart, Rojas-Suarez, and Talvi (2017), many of these political risks involve other countries. With the recent election of Donald Trump as the president of the United States, many new laws are being imposed in regard to the United States' fiscal policy. A new fiscal policy, whether it's taxation, spending, or distribution, changes the value of the dollar. When the value of the dollar changes, other countries that are major trading partners with the United States are also affected because of the principles mentioned before. For example, a change in the United States dollar will affect trading with China, which is also a main trading partner with Latin American countries. Although a change in fiscal policy or economic conditions in another country may not seem like it would have a great effect on Latin America, but each of these factors are intertwined with one another and ultimately do have a heavy influence (Carrasquilla, Gregorio, Fernandez, Guidotti, Resende, Reinhart, Rojas-Suarez, and Talvi, 2017).

The influence of inequality on economic and social policy: Economic policy and social policy in Latin America are greatly affected by inequality. In fact, the relationship between inequality and economic and social policy is that inequality is what causes poverty, therefore having a great influence on economic in social policy in a nation. Despite the distinct differences between economic and social policy, inequality has a similar effect on both of them. One of those effects being that they are simply not as effective when the presence of inequality in a region is strong. Aside from inequality having a negative effect on the overall effectiveness of economic policy, it also has an immense effect on human development goals, which is heavily intertwined with economic and social policy. Inequality presents a great threat to the overall success of fiscal and social initiatives as it skews distribution and creates a roadblock for human development goals. Because economic and social policy are closely related and often referenced together, understanding the difference between the two and why both initiatives are necessary is critical in order to achieve success in their implementation. As organizations such as the United Nations create goals with corresponding plans increase the quality of life in developing nations and for the betterment of society, it is imperative that equality receives the same weight when considering economic and social policy. Fernando Reimers (1999), author of Education and Poverty in Latin America, expands upon this idea that inequality in opportunities is one of the primary answers to why poverty is so high in Latin America, and urges that by fixing this problem, many of the poverty problems could eventually be solved. The following excerpt taken from his report explains the issue with great urgency:

> "In Latin America, the sharp inequalities in the distribution of income reflect themselves in equally sharp inequalities in the distribution of access to knowledge and skills. Some children participate and succeed in schooling, acquiring basic cognitive skills, world views and social experiences. Their education enables them to go on learning, to work productively and to participate socially and politically. The children of the poor have more limited educational opportunities, leading to school failure and a lack of opportunity to acquire the same cognitive

> skills, to partake in the views and social experiences associated with good schools. Many of them face very limited opportunities to participate in economies ever more integrated into the world economy," (Reimers, 1999).

While great efforts and contributions have been made since the report was originally written in 1999, there is still much to be done concerning the education as a solution to poverty initiative. Additionally, the intertwined relationship between inequality and poverty is still very relevant today, and need for children to receive opportunity is very urgent.

Laís Abramo is the Chief of Social Development Division for the United Nations in the ECLAC unit (Economic Commission for Latin America and the Caribbean). Her quote explains the need for unity among initiatives, not only in the efforts of the United Nations but in all efforts that every organization initiates.

> "The concept of sustainable development itself relates to the necessary articulation between economic, social, and environmental development dimensions. So, it is impossible to achieve sustainable development without linking these three dimensions. Inequality means, on the one hand, leaving behind a part of the population, either because of their socioeconomic condition, age, racial, and/or ethnic condition. …And this is a serious problem not only in terms of social justice, but also misuse of productive, creative, and social potentials from a large part of the population. If we consider the 2030 agenda as the contemporary expression of the sustainable development goals agreed by the countries of the world, we can say that two of its main ideas are the poverty eradication in all forms and everywhere without leaving anyone behind. So,

> inequality is exactly to establish segmentations hierarchies and exclusions in the population," (UNDP World Centre to Sustainable Development, Laís Abramo, 2017).

If economic, social, and environmental goals were all separate, it would create an imbalance in the efforts that are meant to strengthen communities, whereas integrated goals create a stronger community. Focusing on one of the three dimensions ignores the fact that all factors three elements play a critical role in sustainable development, as stated by Abramo. Additionally, Abramo's quote also urges the need for equality. Although equality has been a recently popular topic in society to advocate for, it involves much more than just a social movement. Equality is a social policy that incorporates not just one facet but multiple, including gender, income, ethnic, racial, and age, as stated by Laís Abramo. Incorporating this into community development is vital as community development strategies can be used to combat inequality within a community if implemented properly, or can further tremendously contribute to the issue if not implemented carefully and properly.

Chapter 2: Agropolitan Development

Overview: The agropolitan development approach was first an idea by John Friedmann and Mike Douglass (1975) in their work to create a regional development strategy in Asia, although it could work for nations in other continents as well such as Latin America. The idea of agropolitan development is far different from the other two kinds of development strategies, but could be highly successful for a community with available resources. Agropolitan development differs from other strategies in the sense that is meant to meet the immediate, tangible needs of members in a society. While other development strategies and ideas are formula based and may be heavily focused on economic policy and adjusting income distribution, an agropolitan approach is very hands on and utilizes the natural resources in a set area and makes it available to the people in surrounding communities through agriculture. Because it is designed to meet immediate needs, however, the longevity of it does not reach very far. The following excerpt by Mitchell-Weaver and Manning (1991) from their study of global development strategies summarizes the uniqueness of the agropolitan development strategy and its primary goals:

> "Agropolitan development completely reoriented the objectives of development planning. Rather than beginning with the logic of economic efficiency, it aimed at effectively meeting demands for food and consumption goods. Rather than attempting to transform the national economy to a secondary industrial base, it advocated increased agricultural output through appropriate technology and traditional production methods. Rather than creating urban wage labor markets, it rested on the political organization of rural production brigades and communal

> cooperation. Rather than centralized national planning among elite decision makers, it foresaw administrative decentralization and a real devolution of power to the local level. Local economic production was to focus on meeting local bsic needs. Redistribution of national resources to make up for regional disparities was to be done through collaboration between the national and local levels of government. And export earnings were to be gained through a centrally organized national export sector," (Mitchell-Weaver and Manning 1991).

The excerpt also enforces the idea that the local level is benefitting greatly by the model as a whole, as they do not feel reliant or dependent on the government or social elites for their resources or allowances.

Where it works best: This strategy works best in an agrarian setting, or a setting where there is plenty of natural resources and land to use (Foland, 1969). In order to be sustainable and function properly, this setting must also have access to water to be used for power. Without access to power, the development strategy cannot fully be sustainable and must further rely on outside resources. Furthermore, this particular strategy is a grassroots effort and works best when beginning from ground zero. Another mandatory function of this development strategy is the need for equality. While an agropolitan approach is directly related with imports, exports, and trading, it also must supply the members of the society or community with the resources they are producing. Determining how much of the products shall stay in the community producing the goods varies with the needs of the communities. However, without this step, the community cannot become fully sustainable and would only be supplying other goods while they are suffering and lacking in the very things they have access to.

Downfalls: While one of the greatest assets of this development model is that it directly produces tangible needs, a major risk to keep in mind is letting exports get out of control. While exports are a great source of income for communities specializing in agriculture, the possibility of wealthier countries taking advantage of these communities and using them for cheap goods and labor is a reality that must be prevented.

Community engagement: Concerning community development, an agropolitan approach boosts the society in this area. Because farming and agriculture requires hard work, it would actually boost the work ethic of those in the community and create a need for dependence on each other. This would also hopefully create a family-like atmosphere in the community as it would require many members to work together. This is because of the jobs it creates, the way it boosts that community's economy (uses resources effectively and gives the community something to own and trade and sell). These are also skills that impoverished people can learn and master.

Currently agropolitan development could be used to aid even well-developed countries. In the last several years, the European Union has faced recent challenges, including Brexit, which has brought to the attention of the EU that strengthening their economy is a must. In order to strengthen their own economy, Vailscovschi (2016) urges in her report that the European Union must develop a strong economic diplomacy and competitive business strategies. The business strategy that Vasilcovschi (2016) suggested is organic food products from the agriculture industry. By developing economic diplomacy and business strategies, not only will the European Union's economy and its 28 member states become stronger, but the world's economy will too. If this business strategy (the organic agriculture industry) can rescue the economy of a very well-developed country like Great Britain, it will be able to boost the economy of impoverished communities. The idea of organic agriculture, or agriculture in general, isn't a complicated method that requires financial stability and government support, but again provides basic needs right away and completes short term goals for community development.

Chapter 3: Modernization Development

Overview: The modernization development approach is one of the oldest community development strategies, dating back to the 19th century (Mitchell-Weaver and Douglass, 1991). This approach, like the agropolitan development approach, is very hands on and tangible. While agropolitan development is agriculture and goods based, modernization surrounds the idea of building a city in order to build an economy. This is done by creating buildings for people to work, whether that be factories or businesses. The idea behind this strategy is that economic development is implemented by the creation of jobs with tangible buildings. The creation of jobs at these physical places does not limit them to only working outside like the agropolitan approach does, nor does it require people to rely on uncontrollable factors such as the weather or nature in those areas. Along with the creation of jobs comes the production of goods or services, and if desired, those goods can be exported in order to gain more of a profit.

Where it works best: This community development strategy works best in a community already has some ground work done. Where agropolitan development excels at beginning from a grassroots position, this model could work as well from that point as long as there is enough startup capital to begin. This strategy starts from the physical building of a community and then continues to grow because of imports and exports produced by that industrializations (Mitchell-Weaver and Manning, 1991). Of course, this strategy would also work in an urban community that is not a grassroots project, but is beginning from a middle ground in an effort to save the economy or further launch the economic development of that community. In this instance, the strategy would be more focused on channeling resources into building that can be used for production.

Furthermore, a community that has the means to produce and import and export would be ideal.

Downfalls: There are several risks involved in this particular strategy. First, along with any strategy but especially this one, is the financial risk. This one calls for much greater startup capital in order to build factories and places necessary to make products. This strategy also requires the move of the majority of the people in the community to move inward toward an urban area, which is a risk that takes time and much effort. The final risk in this development strategy is the running the risk of longevity of the community's economic stability. While the construction of buildings does create many jobs for people within the community, imports and exports ultimately make this development technique thrive and grow.

Community engagement: In this particular developmental strategy, community development would be incorporated by giving people a very tangible responsibility of moving them to a workplace. Because this strategy requires the majority of the people to move to the city, the idea of having people close would be very reasonable in proximity. This would allow for community bonding as individuals within the community would be closer to each other, thus making it a realistic goal.

Chapter 4: Development by Market Expansion

Overview: The market expansion approach, like the agropolitan approach, keeps the community needs in mind and is very local-oriented. While the agropolitan development approach is focused primarily on meeting the immediate basic needs of the community such as food, the market expansion approach strives to expand the market itself. This is a less tangible but equally effective developmental method. By expanding the market itself there is more room for business to thrive and other markets to enter, thus expanding the market within the community. This also contributes to the financing of the community as it allows for investment opportunities (Mitchell-Weaver and Douglass 1991). Increasing the investment opportunities boosts the community's inner economy in several ways. First, it boosts the internal economy of a community because it there is an inflow of money going into it. Second, it boosts the internal economy because the output of the investment is flowing back into that same economy. This also supports the idea of community engagement and individuals taking responsibility for their community because they are putting their own resources into it.

Where it works best: Development by market expansion works best in an urban community that is more stuck rather than trying to begin from the ground up, or a grassroots project. Working on development a market expansion initiative can be done by doing an analysis of the current market and seeking out opportunities to adjust them and expand upon them. Robert Wiessbourd and Riccardo Bodini conducted a report entitled *Market-Based Community Economic Development* (2005), which goes into great detail about furthering developed communities through market expansion. In their work, they note the importance of being knowledgeable of the markets the community currently has to offer as well as where and how it can expand. They cite:

> "Many urban communities have undervalued assets which offer untapped business and development opportunities. Community economic development interventions can enhance market functioning in these neighborhoods, expanding investment and wealth creation. However, enhancing market performance requires new understandings of how markets operate, of the causes of market failure or expansion, and of the levers that move markets," (Weissbourd and Bodini, 2005).

In Latin American countries that have either previously been somewhat economically stable or Latin American countries that are at a standstill economy, this initiative could work really well. In order to expand a market, an initiative that looks for opportunity would need to take place. It is vital in this development strategy to find opportunity in markets that would appeal to either that community or surrounding communities, such as expanding an industry and the goods or services that it has to offer.

Downfalls: While this is a highly successful strategy, there are also several risks that could turn into setbacks. First, there is always the possibility of a market not being as successful as expected, which means that resources and investments were wasted in the process of trying to expand that market. Another setback is that the community must be already physically stable. If a community is deeply impoverished and does not have businesses in the first place, expanding a market that does not exist would be virtually impossible. This strategy serves mostly to already economically stable communities and is more used to take a stagnant economic environment within a community to the next level to become sustainable.

Community engagement: This community development strategy greatly involves the community. The community engagement aspect of this initiative serves as possibly one of its greatest attributes. While the investors of the community are pouring their money and resources into business to expand, they are figuratively putting “skin in the game” and are taking responsibility for their own community. When one takes responsibility in their community, they, by default, take ownership in their community and then are literally and figuratively more invested in the outcome of their community. Additionally, this supports community engagement because it encourages other members of the community to become creative with their efforts in the market expansion technique. People are encouraged to think out of the box in order to expand the markets within their community. This also boosts the production curve by utilizing talent and taking advantage of possibilities. By allowing others to take initiative and responsibility in their community, there is a wider range of ideas and production which directly relates to market expansion if there is an increase in output.

Conclusion

Community development initiatives in Latin America are absolutely imperative in order to alleviate poverty and create economically and socially strong communities. When developing a strategy, factors that must be considered are the strategy's ability to support the population, the likelihood of that community becoming fully sustainability, and community engagement for the people within the community. Three community development strategies that were analyzed in this thesis as a possible solution in various conditions and circumstances surrounding communities in Latin America were agropolitan development, modernization development, and development by market expansion as originally introduced by John Friedmann (1975). Each of the three community development strategies contains benefits and downfalls and could serve as a successful strategy in conditions unique to each of them. A trait that was examined and compared in each of them was community engagement or how each strategy incorporates and promotes social capital for the individuals involved.

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