IFRC guidelines for livelihoods programming

International Federation
of Red Cross and Red Crescent Societies

strategy**2020**

Strategy 2020 voices the collective determination of the International Federation of Red Cross and Red Crescent Societies (IFRC) to move forward in tackling the major challenges that confront humanity in the next decade. Informed by the needs and vulnerabilities of the diverse communities with whom we work, as well as the basic rights and freedoms to which all are entitled, this strategy seeks to benefit all who look to Red Cross Red Crescent to help to build a more humane, dignified, and peaceful world.

Over the next ten years, the collective focus of the IFRC will be on achieving the following strategic aims:

1. **Save lives, protect livelihoods, and strengthen recovery from disasters and crises**
2. **Enable healthy and safe living**
3. **Promote social inclusion and a culture of non-violence and peace**

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Cover photo: A villager in Satitoa, Samoa tends to his field with tools he received from the Samoa Red Cross. Satitoa was one of the the areas worst affected by the Samoan tsunami and the Red Cross have since been providing the villagers with farming tools as well as other tools required to help restore livelihoods (Rob Few/IFRC).

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Foreword

When a major disaster strikes, not only does it cause serious loss of life and property but it often takes away or threatens the livelihoods and futures of those who have survived. For a large number of households, short-term economic and social vulnerability will be increased and their ability to cope with future shocks may also be eroded. When livelihoods are sustainable, vulnerable people can better cope with and recover from stresses and shocks, maintain or enhance their capabilities and assets, and provide benefits to other livelihoods locally, and more widely, without damaging the natural resource base.

Livelihoods approaches have traditionally been considered in longer-term development programming. However, the International Federation of the Red Cross and Red Crescent Societies (IFRC) recognizes that early livelihoods programming has increasingly been seen by partners of the International Red Cross and Red Crescent Movement (the Movement) as a key intervention for addressing humanitarian needs and early recovery. Examples that demonstrate this approach are the Movement's responses to recent large-scale disasters, including the earthquake in Pakistan (2005), Cyclone Sidr in Bangladesh (2007), the Asian tsunami (2008), the earthquake in Haiti (2010), Cyclone Nargis in Myanmar (2008) as well as the flooding in Pakistan (2010).

In May 2007, the Governing Board of the IFRC welcomed the initiative of the Spanish Red Cross, working with the IFRC's Secretariat, to develop a comprehensive approach to economic support programmes, including microcredit, and to facilitate an inclusive process that will further the development and dissemination of best practices. These guidelines are part of the follow up this decision. Based on the Movement's extensive practice in livelihoods, this publication brings together some basic tips and simple guidance for National Societies already providing livelihoods assistance and for those wishing to commence such work in the future.

The bulk of the guidelines was completed in 2008 by drawing on learning from the tsunami response, which was marked by an extraordinary scale and diverse range of livelihoods programming run by a large number of Red Cross Red Crescent partners. In 2008, a working group which guided the drafting of these guidelines was made up of Sri Lanka Red Cross, the IFRC's Secretariat, the International Committee of the Red Cross (ICRC), Spanish Red Cross and British Red Cross. Input on the content and style of the guidelines was also drawn from over 15 National Societies from all five zones of the IFRC and the ICRC in a Global Livelihoods Guidelines Workshop held in Sri Lanka in November 2008.

These guidelines have been reviewed and updated in 2010 and, as programme learning continues, comments and feedback from users will be gathered. The intention is to update the guidelines every two years.

Therefore, we would ask that, as staff and volunteers use these guidelines, they note what was helpful, what was not, what they would like to see included and where they think new material needs to be referenced. We would welcome honest feedback into this ongoing process via an online survey, which can be found on the 'disaster recovery' pages of the IFRC's Disaster Management Information System (DMIS). We look forward to hearing from you, the users of these guidelines, and hope you will find them relevant.

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International Federation of Red Cross and Red Crescent Societies
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Abbreviations and acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
FAO	Food and Agriculture Organization
GAE	IFRC/ICRC Guidelines for Assessment in Emergencies
GCTP	IFRC/ICRC Guidelines for Cash Transfer Programming
GFSG	IFRC Global Food Security Assessment Guidelines
IASC	Inter-agency Standing Committee
ICRC	International Committee of the Red Cross
IFRC	International Federation of the Red Cross and Red Crescent Societies
ILO	International Labour Organization
NGO	Non-governmental Organization
PNS	Participating National Society
PRA	Participatory rural appraisal
RRS	Research reference sheets (from VCA toolbox)
SCUK	Save the Children UK
SEEP	Minimum Standards for Economic Recovery after Crisis
VCA	Vulnerability and capacity assessment
WFP	World Food Programme

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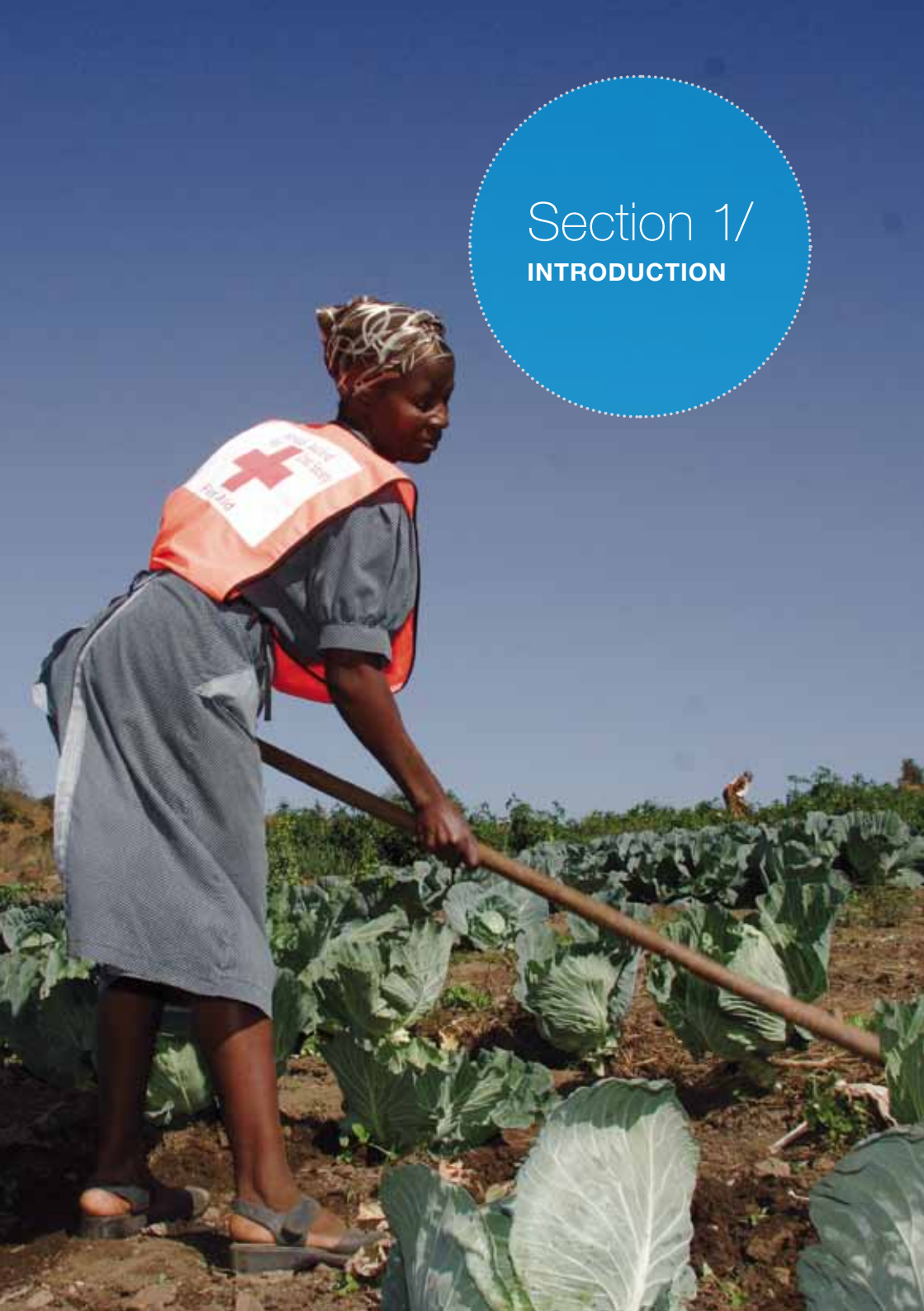


Section 1/
INTRODUCTION

1.1. Who are these guidelines for?

This is a practical 'how to' guide aimed at National Society programme managers and field staff wishing to start or improve livelihoods programming under an *early recovery or developmental* programme. It builds on the experience of a number of partners of the Movement and should be applicable in any context. The guidelines were initially developed to encourage a livelihoods perspective for emergency response programming, but many of the tools and approaches are relevant to longer-term livelihoods programming, and descriptions of these are included also.

1.2. How to use these guidelines

These guidelines help staff to think through the various stages in the project cycle. The focus is on providing practical guidance and tips for going through each stage of livelihoods programming in the specific context of early recovery (sections 3 to 8). They are to be used together with existing IFRC tools and guidelines (see section 9). Consider these guidelines as:

- A tool for planning and carrying out an assessment
- A ready reference for conducting participatory fieldwork
- A checklist for good livelihoods programme design
- A reminder of monitoring good practice.

Throughout the guidelines, there are:

- Definitions of terms clearly marked in 'definition' boxes
- Examples of successful Red Cross Red Crescent livelihoods programming
- Good practice tips (do's and do nots)
- Checklists with questions that help cover the most important issues
- Further reading suggestions at the end of every section
- Tools and templates for use in the field in the annexes, and a CD.

Sections 2 to 4				
↘ Set the scene by covering the theory and practice of livelihoods. ↘ The following sections work through the project cycle				
Section 5	**Section 6**	**Sections 6 and 7**	**Section 7**	**Section 8**
↘ Livelihoods **assessment** and **analysis**	↘ **Design** of livelihoods programmes	↘ **Implementation** of livelihoods programmes	↘ **Monitoring** of livelihoods programmes	↘ **Evaluation** of livelihoods programmes

Section 2/

WHY IS LIVELIHOODS PROGRAMMING IMPORTANT IN EARLY RECOVERY?

2.1. What is early recovery?
2.2 What are livelihoods?
2.3 When is it appropriate to provide livelihoods support?
2.4 How do disasters and conflicts disrupt livelihoods?
2.5 How can people recover their livelihoods?
2.6 How can livelihoods programming help in the recovery process?
2.7 How can different types of livelihoods assistance be used in programming?

2.1. What is early recovery?

The IFRC Strategy 2020 strategic aims 1 and 2 demonstrate the shared commitment to:

- Save lives, protect livelihoods and strengthen recovery from disaster and crises; and
- Enable healthy and safe living.

The 2009–2011 Disaster Management Operational strategy says, "Disaster management... provides disaster preparedness, response and recovery services which seek to reduce disaster risk, alleviate immediate suffering, improve recovery by re-establishing livelihoods and ultimately increase community resilience and capacity."

IFRC recognizes that large-scale natural disasters often require a commitment to longer-term recovery that extends beyond the provision of immediate food, shelter and medical assistance. Recovery programming seeks to help people recover or improve upon their pre-disaster living conditions in all areas (shelter, health, water and sanitation, livelihoods) and strengthen and sustain the impact of relief activities. It can also link these activities to longer-term community support programmes in health and disaster management – and link broader disaster response to the development programmes of governments and humanitarian partners. Recovery programming allows the underlying causes of vulnerability to disasters to be assessed.[1]

1. *2008 Annual report: Global Recovery Programme, Disaster Services*, Appeal no. MAA00027

Working definitions

Early recovery *refers to recovery assessment, planning and implementation of activities designed to* ***strengthen the quality and impact*** *of our relief interventions and support disaster-affected people through the first few months following a disaster (relief to recovery transition).* ***Recovery*** *(reconstruction and rehabilitation) refers to the medium to longer-term planning and implementation of substantive recovery programmes in the first year or longer, following a disaster.*

Source: *Draft guidelines for addressing early recovery when writing a disaster appeal* (working document), IFRC

IFRC's recovery approach refers to "all actions taken by the IFRC and National Societies after major disasters to assist affected communities and institutions ***to restore or improve their pre-disaster living conditions*** *to a* ***mutually agreed level****. This includes actions taken to* ***increase the ability*** *of vulnerable communities to withstand future shocks or disasters and to rebuild and* ***strengthen the capacity*** *of the disaster-affected National Society."*

Source: *Policy on recovery after disasters* (working document), IFRC

2.2. What are livelihoods?[2]

Definitions

Livelihoods *comprise the capabilities, assets and activities required for generating income and securing a means of living.*

Sustainable livelihoods *refer to people's capacity to generate and maintain their means of living, and enhance their own well-being as well as that of future generations.*

Households have sustainable[3] livelihoods when they can cope with and recover from shocks and economic stress, and can maintain their capabilities and assets without undermining their natural environment.

Source: *Sphere 2004, Global food security assessment guidelines*, p. 108, IFRC (2008)

These definitions help to differentiate groups of people by their main activities and their use of resources to make a living: for example, factory workers, livestock herders, fisher folk, skilled craftsmen, daily waged labourers and street food vendors. Each separate livelihoods group involves different tools of the trade, and what may be essential to one group may be useless to another in terms of making a living.

The above definitions also help in understanding that people with the same livelihoods are not all the same, even if they live near each other. Farming is one example where the success of a farmer's lifestyle is dependent on their capabilities and their assets, as well as on the farming activity itself. Farmers have different levels of farming skills, access to variable quality and quantity of farming land, ability to access good-quality farming inputs in the market, formal and informal support networks in times of need as well as different household expenses which their farming activities must help to cover.

Understanding people's livelihoods is an excellent starting point for recognizing how households and communities can maximize their capacities and manage their vulnerabilities in normal times and after a disaster or conflict. It also helps identify how different household and community members contribute to the livelihoods activities, including boys, girls, men, women and the elderly.

2. See Annex 1 for more definitions of livelihoods.
3. Sustainable refers to the fact that the results and impact last longer, not just now at the cost of many resources which will be needed later.

Definitions

Vulnerability *refers to a household or community's level of risk to threats to their lives and livelihoods. A community's vulnerability is determined by its ability to cope with risks and shocks, such as drought, flooding, adverse government policies, conflict and the HIV/AIDS crisis. Vulnerability is not the same as poverty, although underlying poverty contributes to increased vulnerability in most contexts.*

One often hears about 'sustainable livelihoods' (refer Box 1, adapted from: the UK Governments' Department for International Development (DFID), 1998). It is a concept widely used by humanitarian agencies and is useful in identifying the specific vulnerabilities of different livelihoods groups. The sustainable livelihoods approach helps to determine the root causes of vulnerability, often based on economic, social and political factors. In emergency situations, it is possible to provide livelihoods support in a way that promotes sustainability, even if the support provided is short term.

In line with the sustainable livelihoods framework, livelihoods programmes are often based on a set of central principles (refer Box 2).

The most common way of characterizing livelihoods is to identify and classify the assets and resources associated with livelihoods activities into five groups (refer Box 3).

Each livelihood has its own specific combination of the five asset and resource groups, and a special mechanism for dealing with hard times. For example, factory workers rely mainly on human assets in the form of skills and qualifications to gain employment and may be part of a workers' union which is a social asset, whereas camel herders rely mainly on natural resources in the form of pasture and water to raise their animals as well as physical assets in the form of markets in which to sell their livestock. Disasters or conflict can damage these assets and, depending on the type of damage, certain livelihoods groups will be more or less affected.

Box 1. Sustainable livelihoods framework

This widely used, visual tool helps to simplify our understanding of livelihoods.
It assists in identifying livelihoods strategies that lead to **livelihoods outcomes** such as:

- Increased income
- Improved well-being
- Reduced vulnerability
- Better food security
- More sustainable use of the natural asset base
- Social relations and status
- Dignity and (self) respect.

Box 2. Key guiding principles for livelihoods programming

Participatory approach:
Assess, plan, design, implement and monitor with the affected communities, paying particular attention to gender roles, responsibilities, as well as the particular needs, vulnerabilities and capacities of men and women..

Integrated approach:
Recognize that needs for livelihoods, food security, health, shelter and water and sanitation assistance are often overlapping priorities.

Quality assessments:
Take a holistic (whole) view of household and community vulnerabilities and capabilities that includes a sound analysis of their coping strategies and the external environment.

Form good partnerships:
Recognize the expertise of others and include coordination with local authorities and opportunities for advocacy.

Respect the local context:
Build on National Society and community capacities.

Take gender into account:
Use gender analysis of roles and responsibilities to better understand vulnerabilities and capacities and increase programme effectiveness.

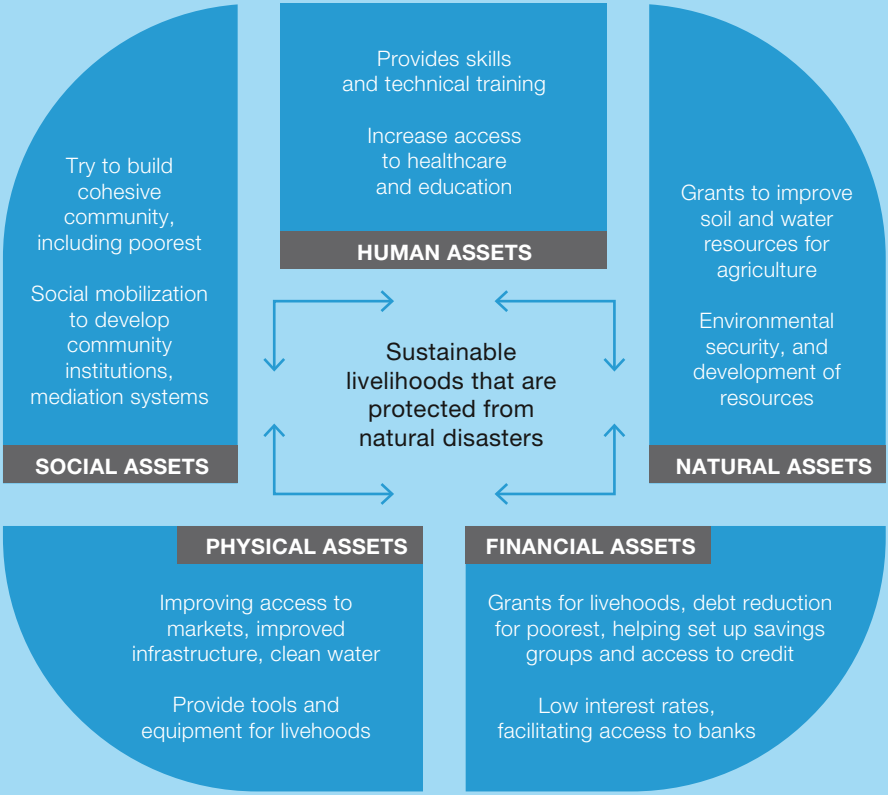
Source: *Global livelihoods workshop, IFRC* (November 2008)

Box 3. The five livelihoods assets and examples of resource groups

Human	Education, training, qualifications, skills, being healthy, being capable to work
Social	Participation in community groups, connections with kin elsewhere, religious linkages, membership of political parties
Physical	Tools, equipment, roads, transport, electricity, sewerage, water wells, livestock, fertilizer, seeds
Financial	Savings (including jewellery if relevant), access to credit, debts, pension, remittance, salary
Natural	Land, water supply, forest resources, fishing resources, wild plants, fruit trees

Source: Adapted from: VCA toolbox, IFRC (2008)

Figure 1: Examples of key programming aims and activities under each asset group



2.3. When is it appropriate to provide livelihoods support?

It is important to remember that livelihoods programming and support can be provided in a wide range of disaster and conflict contexts including sudden onset (e.g., earthquakes, floods, hurricanes), slow-onset or chronic situations (e.g., drought) as well as complex emergencies where populations suffer the effects of a natural disaster event alongside conflict.

Livelihoods support can also be important to disaster-affected people at different stages of their lives following a disaster or conflict event. Following a disaster or in situations of severe chronic needs, relief programmes aim to meet immediate needs and reduce suffering and save lives and livelihoods. Here, livelihoods programmes can also include support to protect household and community assets to prevent further damage to the lives of the people involved.

In recovery, programmes aim to move beyond basic relief and support people to return to normal in several important ways:

- Allowing people to take control of their lives and maintain greater dignity
- Enabling people to recover 'productive assets' that they have lost during a disaster
- Reducing the threat of engaging in risky behaviour (theft, prostitution, environmental degradation) while reducing vulnerability of households to future shocks
- Helping the local economy in an affected area to recover.

As people go through the stages of recovery, developmental programmes can continue to support vulnerable households to strengthen the sustainability and resilience of their livelihoods. A wide range of activities can strengthen household and community assets, improve common production and business practices, and support the ability of individuals to meet market needs for goods, services and skilled labour.

2.4. How do disasters and conflicts disrupt livelihoods?

Households and communities cope with disasters and conflicts in many different ways, depending on how resilient their livelihoods are.

Definitions

Resilience *literally means elasticity of material, flexibility or the ability to recover. In humanitarian work, it refers to the capacity of people and communities to resist, cope with, and recover from, a disaster or conflict. More safety and resilience means less vulnerability.*

Source: Adapted from: *What is VCA? An introduction to vulnerability and capacity assessment*, IFRC (2008)

Disasters and conflicts disrupt the assets and resources for normal livelihoods activities, by destroying them or changing the access to them and their use. For example, factory workers may lose their jobs if a hurricane destroys their workplace and may be entitled to some financial compensation from their union after the disaster. However, until the factory is rebuilt, the workers will compete for another source of income at a time when they may have extra expenses at home due to hurricane damage. Some workers may be able to use their social networks to obtain new work opportunities, use savings or borrow money. Others will find it very hard to make ends meet. Similarly, herders affected by a drought may see the prices for their camels drop as pasture and water become scarce and their animals become weaker. Some household heads may sell some household jewels, or start earning a secondary income through the production of charcoal, rather than sell their livestock at an unfavourable price. Others will be left with no choice but to sell to ensure income for their essential needs. In both cases, a disaster causes changes to daily life.

What have all these people in common? They use coping strategies in order to survive.

Definitions

Coping strategies *are mechanisms that people choose as a way of living through difficult times. They are usually set off by events affecting their livelihoods and way of living. Some coping strategies are not damaging to livelihoods and are easily reversible: for example, short-term dietary changes, migration of individuals for work, use of savings or solidarity networks. Other strategies may be damaging and tend to be harder to reverse: for example, sale of land, sale of 'productive' assets (such as the sale of a plough and his ox by a farmer or the sale of his car by a taxi-driver), intensive use of wood from nearby causing deforestation, taking children out of school to make them work (child labour) or prostitution. Gender differences in roles and responsibilities among household members can impact livelihood strategies. Access to productive assets, capital and the burden of household responsibilities may reduce women's opportunity to contribute to household well being through income generating activities. However, in some areas, women play a very significant role in trading, small scale production, and are estimated in Sub-Saharan Africa to produce 80 per cent of household food. Understanding gender profiles is important to obtaining a full picture of livelihood opportunities and constraints and how individuals and communities cope in difficult times.*

2.5. How can people recover their livelihoods?

Disasters and conflicts can destroy the many assets that people have, as mentioned in Box 3 above. An example for each asset is as follows:

Human	A flood can drown a family member who used to work and bring in a regular salary
Social	A conflict can cause communities to flee and therefore cause a breakdown of their social networks
Physical	A hurricane can cause loss of seeds or disrupt electricity and therefore interrupt any agricultural or commercial business
Financial	A drought can cause the death of livestock which represented somebody's life savings
Natural	Mudslides or tsunamis can make agricultural land unusable.

Not all these assets can be easily restored: a deceased family member can never be replaced but, by acquiring skills through a training programme, another family member can potentially run a business. Through the timely provision of new seeds, a farmer can plant and reduce loss in potential yields.

These assets are the building blocks for recovery, because they allow communities to identify how best to return to normal. For example, the factory workers affected by a hurricane may form small work groups and help clear the after-effects of rubble and debris in their community area while other members of the community cook for them every day, or they may ask for a joint loan to pay for their expenses until they find new work. The herders may combine all their livestock and send a few community representatives further away to better pasture areas for months, leaving those who remain to care for their wives and children. In both cases, the household and community have a vision of what will enable them to meet their needs and focus on how to return to self-sufficiency through using coping strategies.

However, large-scale disasters and long-standing conflicts affect many people and they therefore need support from local government and humanitarian agencies in the recovery process, especially when coping strategies are damaging and not sustainable.

2.6. How can livelihoods programming help in the early recovery process?

In the Red Cross Red Crescent, early recovery livelihoods programming usually involves supporting vulnerable households and communities to meet their basic needs and access essential goods and services. Examples of Red Cross Red Crescent livelihoods programming in early recovery include the following – with the type(s) of assets restored shown alongside each activity:

- Clearing land of debris after a disaster through cash-for-work payment (natural, financial)
- Supply of seeds and tools for farmers in time for the next planting season (physical)
- Marketplaces and infrastructure reconstructed through paid employment working with local authorities (physical, financial)
- Fisher folk resume fishing through renewed access to boats and nets (physical)
- Re-establishing small businesses through cash grants (financial)
- Social networks and business cooperatives set up with new business skills (social, human)
- Community centres rehabilitated through food-for-work (physical, 'financial' through food)
- Skills such as carpentry or tailoring improved through vocational training (human).

What these examples have in common is placing the household and the community at the centre of the livelihoods activity. They are about enabling those affected by disaster and conflict to live up to their vision of self-sufficiency with consideration of their capacities and vulnerabilities.

Livelihoods programming builds on capacities at household and community levels, and therefore needs to support the recovery process. It also:

- Goes together with the relief distribution of Red Cross Red Crescent by including actions which reduce dependency
- Provides links with disaster risk reduction objectives
- Speeds up the recovery process by supporting communities to combine their assets and resources for successful livelihoods activities.

Definition

Disaster risk reduction *involves all local and global-level activities that minimize vulnerabilities and disaster risks in a society. Disaster risk reduction activities prevent and limit the adverse impacts of shocks including natural hazards (such as floods, earthquakes and droughts), man-made hazards (such as fires and road accidents) and health epidemics. The aim of disaster risk reduction is to build safer communities and increase resilience in a sustainable way.*

2.7. How can different types of livelihoods assistance be used in programming?

Extensive experience in livelihoods assistance has been gained by the Red Cross Red Crescent following large-scale disasters and conflicts.

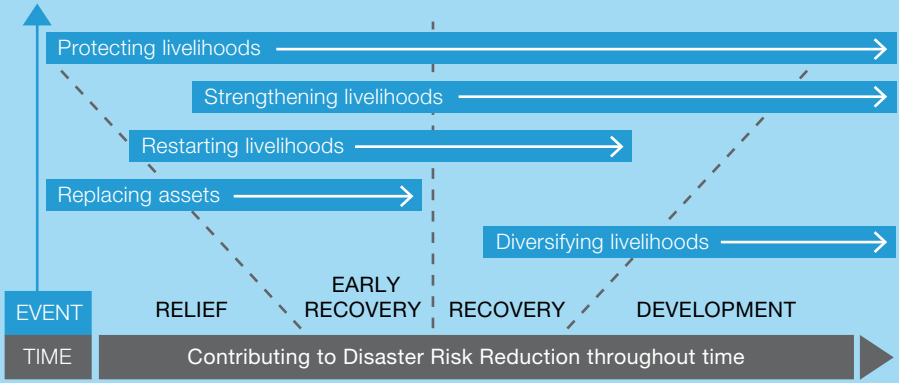
Figure 2 represents several broad purposes of livelihoods assistance along a time line.

Some assistance starts very early in the recovery process, some starts later and lasts longer – as outlined below:

1. Replacing or provisioning for the main social, physical and financial assets and resources that have been lost. The immediate concern is to save lives and reduce immediate suffering through provision of basic resources like food, water, shelter and health services required for survival. For livelihoods: productive assets and tools may be lost or damaged; employment opportunities and jobs vanished; breadwinners dead or injured; farmland spoilt and crops lost; cattle dead; and outside

Figure 2: Contribution to disaster risk reduction throughout time

Source: IFRC/ICRC (2008) Guidelines for assessment in emergencies, p. 11



remittances unavailable. Addressing these immediate needs is often through resource transfers such as cash grants, free vouchers or free food alongside labour-intensive cash-for-work schemes for activities such as debris clearing, environmental cleaning and road repairs that provide the population with much-needed cash until people are able to return to their previous occupations. These programmes are the first to be implemented and therefore are short term, providing little or no sustainability, so are usually complemented with other programmes.

2. Restarting or restoring livelihoods activities that have been disrupted by a disaster or conflict. The objective of programming here is to repair or replace assets that were lost or damaged, provide inputs and support livelihoods-related markets so people can resume their income-generating activities. Programming here is less standard and depends on the disaster-affected population in each context; needs are examined and appropriate targeting mechanisms can be established.

3. Strengthening the use of human and natural assets and resources as well as the coping strategies to achieve greater economic security and to increase resilience to future disasters or conflicts. Programming can focus on improving the quality of physical assets, developing skills and techniques (for example, planting improved seeds), using better technology for irrigation or weaving, and identifying new and improved marketing methods and routes.

4. Diversifying or transforming livelihoods to achieve greater economic security and development. Disasters can open a window of opportunity to improve people's resilience and to support poorer households to develop new livelihoods strategies and new skills. Diversification is usually more successful when it builds on an existing area of knowledge or experience and a sound understanding of the economy so is often supported only through development programming.

5. Contributing to disaster risk reduction through promotion of more resilient livelihoods.

6. Protecting livelihoods activities throughout the post-disaster or post-conflict phase so that people can meet their immediate and ongoing needs. Resource transfers provided in relief and recovery programming are often aimed at protecting against a further loss of assets for the household. Other ways to protect livelihoods include better management of the natural resources used for livelihoods, improvement of early warning for disasters at the community level and access to financial services such as micro-finance including savings and micro-insurance.

To allow for speedier recovery, livelihoods assistance needs to build on livelihoods-related capacities that already exist and that are viable in the local economy. Whilst these livelihoods assistance types can be used throughout the phases of disaster response, the box below shows which are most appropriate at meeting relief, recovery and developmental programming aims:

	Relief	Recovery	Development
Livelihoods provisioning	☐	☐	
Livelihoods restoration		☐	
Livelihoods strengthening		○	☐
Livelihoods diversification		○	☐
Livelihoods protection	☐	☐	☐

☐ Priority aims in most situations
○ Appropriate aims in some situations

Reaching further: A market-based approach to livelihoods by Netherlands Red Cross, Sri Lanka

The tsunami destroyed the fish market which used to be a permanent structure with hygienic conditions. Those who were able to fish after the tsunami sold their fish alternatively from an improvised market. The fish were often left in the sun and sold from plastic on the floor. The fish were regarded as not sellable. The Urban Council constructed a temporary solution for 50 fish vendors in Hambantota town to sell their products under hygienic conditions. This allowed tsunami-affected fisher folk who had resumed fishing activities to generate their own incomes and serve a population of about 5,000 people. The Netherlands Red Cross provided the funds to the Urban Council to ensure the ***initiative was coherent and in line with longer-term solutions*** *for a new fish market.*

Further reading

- *Global food security assessment guidelines*, IFRC (2008)
- *VCA toolbox* (particularly tool RRS 11 – Livelihoods and coping strategy analysis), IFRC (2008)
- *DFID sustainable livelihoods framework* (1998, 2001)

Section 3/

WHY IS LIVELIHOODS IMPORTANT FOR DEVELOPMENT?

3.1 Livelihoods in developmental contexts
3.2 What does it mean to improve sustainable livelihoods: strengthening, diversification, transformation?
3.3 What are the linkages with food security, climate change adaptation and disaster risk reduction?
3.4 What are typical livelihoods constraints?
3.5 What can be done to improve livelihoods sustainability?

3.1. Livelihoods in developmental contexts

Programmes that support vulnerable households to improve the sustainability of their livelihoods are appropriate in developmental contexts. Sustainable livelihoods programmes also support community strength and resiliency, food security, and help to ensure access to health services and education. Such programmes also support vulnerable households to each enhance their economic security and to achieve economic development through:

- Strengthening household and community assets
- Improving common production and business practices
- Supporting the ability of individuals to meet market needs for goods, services and skilled labour.

The enabling environment for livelihoods is important, particularly in developmental contexts. This enabling environment includes:

- Local regulations
- Government structures for providing technical assistance
- Transportation networks
- Governmental assistance policies and programmes
- Formal and informal national and regional trading systems and regulations.

Vulnerable households and communities need access to appropriate services and programmes and should be well served by local regulations and policies. The IFRC may play a role in advocating with local district or national officials or programmes to help community members to better access services or programmes.

3.2. What does it mean to improve sustainable livelihoods: strengthening, diversification, transformation?

In developmental contexts, livelihoods strengthening is a primary strategy. Livelihoods can be vulnerable to the local economy, highly subject to market price fluctuations, poorly linked with demand and affected by changing climate or weather conditions. Helping vulnerable households strengthen the activities in which they are already engaged is less complex and usually more successful than trying to introduce new activities. Support can be provided through a number of intervention areas that include:

- Market-based production (choosing products based on market demand)
- Marketing analysis and linkage (identifying and joining new markets)
- Production/farming technique demonstration and support
- Animal health
- Post-harvest storage and management techniques
- Vocational and employment skills training
- Micro-enterprise development training (financial, planning, etc.)
- Financial services (savings, credit, insurance)
- Development of community infrastructure (community centres, transport routes)
- Irrigation and watershed management
- Rangeland, fisheries and forest management.

Interventions should be selected based on analysis of the livelihoods of targeted beneficiaries. Community-building activities are important to support where beneficiaries are encouraged to work together to gain an advantage in relation to sale of goods and purchase of inputs, or to be trained as a group to further build skills (e.g., farmer field schools, production groups, cooperatives).

In development contexts, diversification and transformation of livelihoods strategies often go together with livelihoods strengthening. Examples include:

- Diversifying the types of crops a farmer grows

- Increasing the stages of processing and improving the packaging and marketing of food production
- Taking on a completely new income-generating activity.

Diversification is the development of new skills and livelihoods strategies, preferably based on existing knowledge and experience, as either the primary or the secondary source of income. The interventions described above can also support new livelihoods areas for a household or community. Livelihoods diversification importantly supports improved protection of livelihoods and increased resilience. The more income sources for a household, the less vulnerable the household is to crisis and, therefore, the more quickly the household is able to recover.

Livelihoods transformation means a significant change in a livelihoods approach: for example, shifting from growing sesame to establishing a small business or cooperative where others can produce sesame oil from the seeds, bottle and label the product, meeting a contract with a supermarket or trading company in the capital city.

3.3. What are the linkages with food security, climate change adaptation and disaster risk reduction?

Food security is frequently noted as an important objective or outcome for livelihoods programmes. Households use their livelihoods to meet their own food needs and gain access to food through purchase or agricultural livelihoods production sale and exchange.

Rural livelihoods are already under pressure to adapt to changing and less-predictable weather patterns. In order to maintain rural livelihoods and achieve food security under a changing climate, communities will increasingly need to protect and strengthen livelihoods under these challenging conditions. Many households and communities are aware of climate change and describe its effects on their past and current livelihoods. It is essential that these effects are considered in their future livelihoods strategies and any livelihoods programming. Livelihoods diversification and transformation strategies that take into account changing climate conditions are essential for rural communities.

Significant linkages exist between the strength and diversity of livelihoods strategies and the reduction of risk to vulnerable communities. Community-based capacity and vulnerability analyses frequently identify challenges to livelihoods and food insecurity as high-priority risks faced by poor communities.

3.4. What are typical livelihoods constraints?

Livelihoods constraints can be described as a lack of any of the wide range of human, social, physical, financial or natural assets (described in Box 3). In addition, common constraints come from a poor enabling environment, which comprises local policies, institutions and processes and can include the following:

- Shocks, such as earthquakes, floods, disease, loss of jobs, violent conflicts, destruction of physical infrastructure (roads, bridges)
- Harmful trends, such as increasing soil erosion, frequent droughts, increasing incidence of HIV/AIDS, unfavourable development of commodity or input prices
- Harmful seasonal fluctuations, such as price fluctuations in crop and livestock markets, and fluctuations in food availability due to seasonal climatic changes
- Unfavourable socio-political environments, characterised by an absence of the rule of law, deprivation of rights and gender-related discrimination.[4]

4. http://www.poverty-wellbeing.net/media/sla/docs/1-5.htm

3.5. What can be done to improve livelihoods sustainability?

Sustainability for programming can mean that, after the activities are completed, those activities are continued by the household or community, and their impact continues. This means doing much more than providing inputs or a one-off training, but also ensuring that new or improved practices are adopted for the long term, and that increased knowledge and skills are enough to make lasting change to increase the effectiveness and resilience of livelihoods activities. People are genuinely 'better off' as a result.

As noted earlier, the generally accepted definition of sustainable livelihoods is: "*A livelihoods system is sustainable when it can cope with, and recover from, stresses and shocks and maintain or enhance its capabilities and assets both in the present and the future, without undermining the natural resource base.*" An important aspect is that livelihoods do not deplete the natural resource base and that households and communities can continue the activities in the long term. For example, charcoal production is not sustainable unless trees are grown specifically for this purpose and are replaced at the same rate at which they are cut down.

Section 4/

THE PROJECT CYCLE IN LIVELIHOODS PROGRAMMING

4.1. The project cycle

Livelihoods programming during early recovery involves giving attention to various phases: **assessment** (including analysis), **planning/programming**, **implementation** of programmes and **evaluation**. The whole process is guided by continuous **monitoring**. In Figure 3, the project cycle illustrates this process.

The following sections outline each phase:
- Livelihoods **assessment** and **analysis** – section 5
- **Design** of livelihoods programmes – section 6
- **Implementation** of livelihoods programmes – sections 6 and 7
- **Monitoring** of livelihoods programmes – section 7
- **Evaluation** of livelihoods programmes – section 8.

Figure 3: The project cycle

Source: IFRC/ICRC (2008) Guidelines for assessment in emergencies, p. 11

4.2. How to achieve community participation throughout the project cycle

Livelihoods programming requires buy-in from (agreement by) the community through all its phases. This is particularly important to ensure an integrated approach to disaster response that considers all asset groups which the members of that community draw on for their lives and all the sectoral areas (e.g., health, shelter, water and sanitation, livelihoods) in which IFRC works.

	Do
Assessment	↘ Involve people from the start ↘ Present assessment findings to community representatives ↘ Visit affected and non-affected communities (early recovery)
Planning	↘ Invite feedback to help with the design process ↘ Use consultation to start developing qualitative and quantitative indicators that are important for the community
Implementation	↘ Collect and record individual and community views of the programme ↘ Cross-check the relevance of the programme throughout its implementation by discussing it with the people included and not included in the programme ↘ Invite feedback, including complaints from the people affected/target population

Source: Adapted from: *The good enough guide*, Tools 10 and 13 (2008)

Community participation can take a variety of forms involving different members of the affected community and ensuring that marginalized people are not left out.

Improving beneficiary communication, Haiti Red Cross/IFRC, 2010

Communication in general, indeed any medium of communicating with beneficiaries, operates as an essential service, not a secondary effort. The improving beneficiary communication project recognizes that people affected by disasters are not 'victims' but make up a significant force of first responders who need to be empowered and engaged as part of the overall aid effort. After all, it is their recovery, their future, their lives and their livelihoods at stake – beneficiary communication is therefore a vital platform upon which disaster-affected communities

and aid agencies can collaborate and exchange information to promote partnership, understanding and, above all, a fully accountable and effective aid operation.

The project is working to support the Haitian National Red Cross Society and other Red Cross Red Crescent partners to utilize radio, TV and mobile phone SMS services to promote educational messaging and campaigns around areas such as preparing for the hurricane season and raising awareness around gender-based violence. The communications are also used to involve communities in the ongoing design and monitoring of the programming and provide an important avenue for people to feed back on the success and failures of the programming so that changes can be made quickly.

Community participation checklist:

- ☑ What type of participation is possible within the context in which you are working?
  Consider security, physical access and cultural barriers that may enhance or limit the level of participation possible.
- ☑ What participatory tools and methods are you and your team most comfortable with?
  Consider participatory rural appraisal (PRA) tools for all stages of the project cycle.
- ☑ What community structures can you work with?
  Consider how representative these may be of the overall affected population or whether you need to include marginalized groups more actively, especially those marginalized by gender, livelihoods, political, social and cultural differences.
- ☑ What opportunities exist to engage the affected population in the response?
  Consider the various ways in which a community can be involved and steer the decision-making processes that revolve around their recovery solutions.
- ☑ What has been the communication strategy in the relief response phase or in prior programmes? Was it effective?
  Consider how you may need to progress from being merely informative to facilitating engagement from the affected population in terms of decision-making and responsibility for programme delivery and monitoring.
- ☑ How does the community perceive you and your team?
  Consider the trust relationship between you and the community as equals, and the perception of you and your team in terms of fairness, goals and stakeholder interests.
- ☑ Are you really listening?
  Consider doing more listening than giving of information – including the silences.
- ☑ Are you responding to the voiced needs of the affected population?
- ☑ How are you helping them? What are you doing with the resources? Who should do what? Which groups do you include?

Section 5/

HOW TO CONDUCT A LIVELIHOODS ASSESSMENT AND ANALYSIS

5.1 What is a livelihoods assessment and analysis?
5.2 What is involved in a livelihoods assessment and analysis?
5.3 What are the most appropriate assessment and analysis tools?
5.4 How to move from analysis to planning

5.1. What is a livelihoods assessment and analysis?

Firstly, **assessment** literally means judgement or appraisal. When an assessment is carried out, it provides an understanding of the impact of a hazard or conflict; it also gives a clear analysis of threats to life, dignity, health and livelihoods. Secondly, in consultation with the relevant authorities and community members, an assessment will help determine whether assistance is required and, if so, the kind of support needed.

In a livelihoods assessment for the purpose of early recovery, the focus is specifically on the livelihoods aspects of households and communities within a post-disaster or post-conflict context. The livelihoods of those affected are assessed and analysed often as part of a holistic (whole) assessment process which looks at damage in other sectors, such as housing, health, water, etc. This allows decisions to be made on whether livelihoods assistance is appropriate or not, based on the following:

- The capacity of households and communities to start their recovery processes
- The level of unmet need (includes assessment of whether other stakeholders are meeting identified needs)
- The capacity of the National Society
- The timing of the response.

Figure 4 shows that, throughout the assessment process, analysis of the information is a constant and ongoing factor.

The first focus is on collecting and analysing existing data (often referred to as 'secondary information'[5]). This involves a review of the results of other assessment data, especially vulnerability and capacity assessments

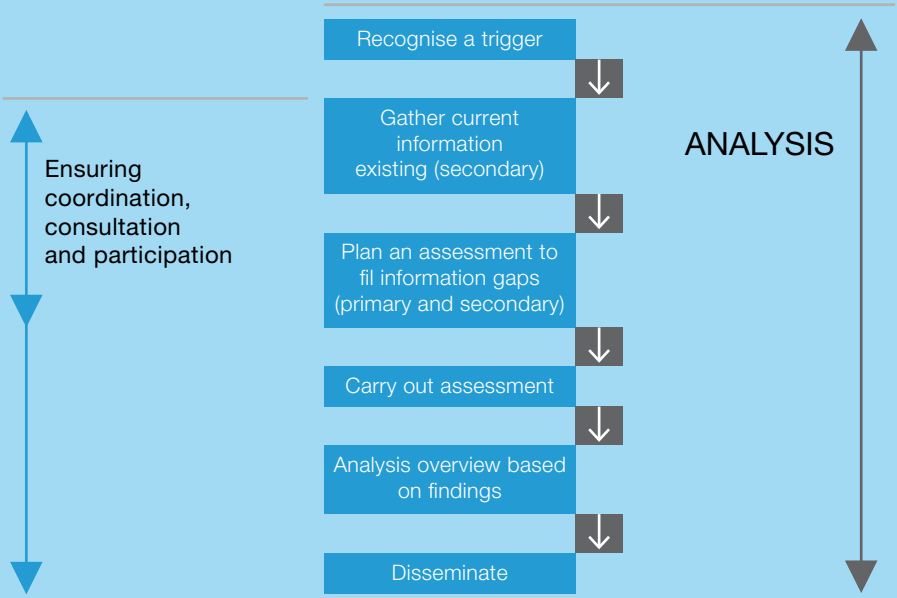
5. Secondary information is data that has already been collected by others, before the assessment in the field starts.

(VCAs), needs assessments such as Red Cross Red Crescent rapid emergency assessments and inter-agency assessments, and sector-specific assessments carried out by the local government and other agencies. Once the results have been reviewed, information gaps may be revealed. If so, this information can be sought during the field assessment.

Definition

Vulnerability and capacity assessment (VCA) *is a process of participatory investigation designed to assess and deal with major risks that affect communities. It determines people's vulnerabilities to those risks, and their capacity to cope and recover from a disaster or conflict.*

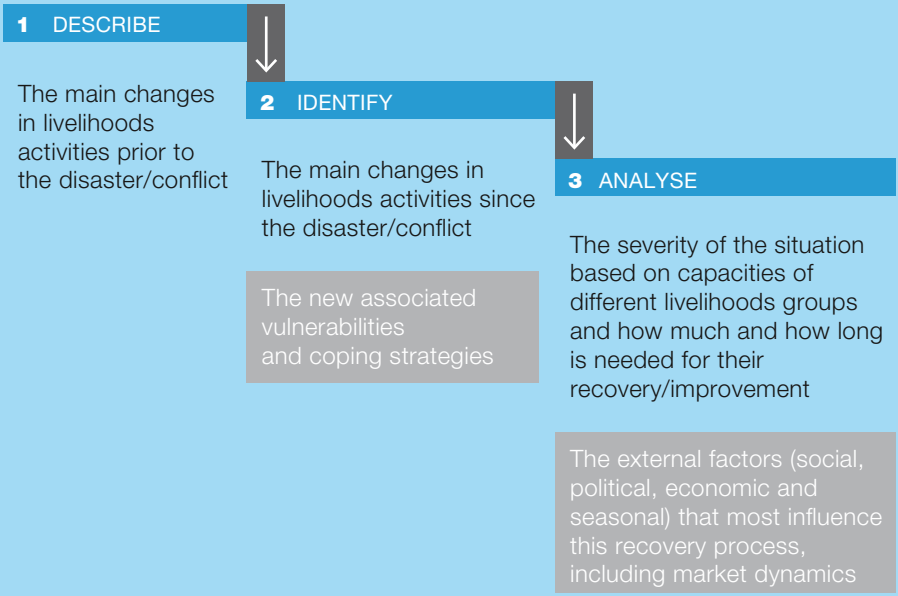
Figure 4: Assessment process



5.2. What is involved in a livelihoods assessment and analysis?

In early recovery, assessing the livelihoods of disaster or conflict-affected people mainly involves measuring changes to the livelihoods activities and the recovery capacity of different livelihoods groups. In a developmental context, the underlying challenges to sustainable livelihoods are examined. Attention is also given to livelihoods assets, the enabling environment, the roles of various institutions, and the underlying risks and vulnerabilities, including periodic shocks. A useful way of achieving this is summarized in Figure 5, and specific assessment questions are included in Annex 2.

Figure 5: Livelihoods assessment and analysis process



Definition

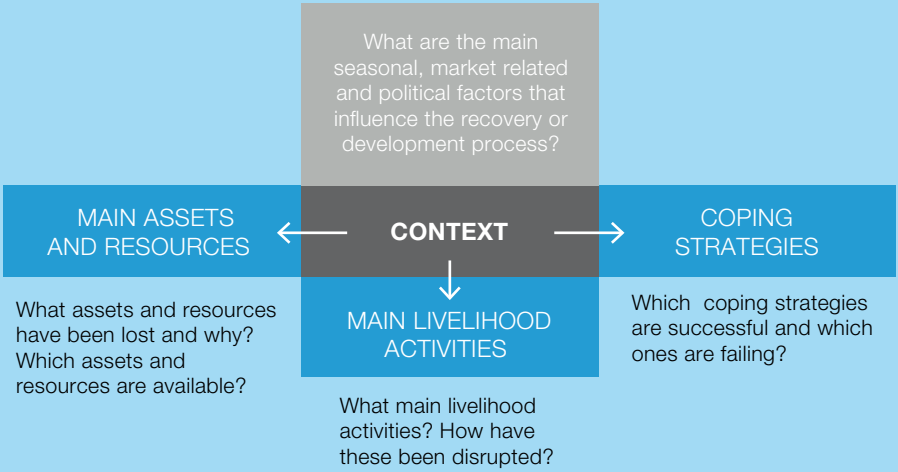
'Livelihoods groups' (sometimes called 'wealth groups') *refer to groups of households within a community who share similar assets and capacities through which they gain their means of living. Members of each livelihoods group have the same means of living. Within a livelihoods group, there will be wealth groups of households with different levels of wealth (different levels of income and expenditure, different access to the range of assets and goods and services) and each will therefore have different levels of vulnerabilities.*

Note that an assessment not only identifies the needs of a community but also provides an *understanding* of the context and dynamics that led, or are leading, to a crisis or that define a community's underlying vulnerability.

A gender-sensitive approach to livelihoods programming means an understanding of different skills, needs, vulnerabilities and responsibilities of affected women and men and adolescent girls and boys. It is important to assess and analyse the various needs and capacities between these different gender groups as well as possible cultural limitations.

Figure 6 describes a simple framework for assessing and analysing livelihoods needs. During an assessment and analysis, it should be possible to answer all these questions.

Figure 6: Simple framework for assessing and analysing livelihoods needs



5.2.1. Livelihoods assessments and baselines

Livelihoods can be assessed through rapid, detailed and continual assessments.[6] In all cases, some baseline information needs to be identified from the assessment and analysis data. Why? If changes that occurred after the beginning of a livelihoods programme are to be measured, they need to be compared against how the situation was before the programme began. Assessments can help with this (see also sections 7 and 8 on monitoring and evaluation).

Definition

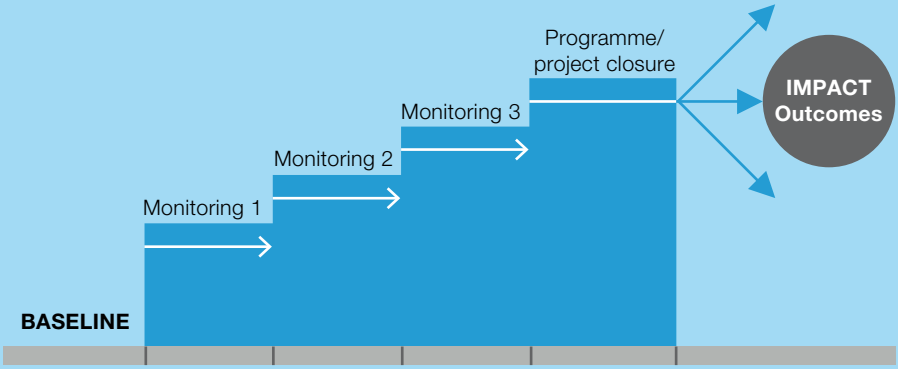
Baseline information *describes the set of conditions existing at the beginning of a programme. Results can be measured or assessed against such data. The objective of collecting baseline information is to have data available against which the data collected after completing a programme can be compared. This allows for the outcomes and impacts of the project to be shown. Baseline information looks at qualitative and quantitative indicators.*

Information from the assessment can be used as baseline information. However, an assessment does not always provide sufficient information and concrete baseline data for the purpose of impact measurement. Therefore, baseline information should be measured separately (usually

6. IFRC/ICRC Guidelines for assessment in emergencies, pp. 12-13.

Figure 7: Baselines in the monitoring process

Source: ICRC (2008) Programme Project Management



after an assessment and before a project starts) to obtain data for the specific output and impact indicators chosen for the project or intervention.

For livelihoods interventions, baseline data typically includes information on the original situation and the effects of the disaster or conflict on livelihoods. Emphasis may be placed on disruption to activities and coping strategies, as well as to the external environment including markets. Figure 7 shows the place in time and process of baseline information collection.

Some baseline indicator examples are provided in Table 1 below:

Table 1. Examples of baseline indicators for livelihoods programmes

Livelihoods focus	Project baseline indicators
Disruption to main livelihoods activities	↘ Number of people able to carry out their normal pre-disaster/conflict livelihoods activity ↘ Number of people dependent on food assistance as their main source of food ↘ Number of people who migrate for work (and who did not do this previously)
Assets and resources that have been lost and those that remain	↘ Number of people able to access credit to replace lost assets ↘ Appropriateness of shelter conditions ↘ Number of family members able to be actively engaged in employed work ↘ Number of children who have stopped attending school ↘ Surface area of land no longer able to be cultivated
Successful and failing coping strategies being used by different livelihoods groups	↘ Number of people relying on social networks for support ↘ Ability to meet daily food needs appropriately (quantity of food available to the household) ↘ Number of people selling off the main productive assets for their livelihoods ↘ Level of indebtedness (owing money or gratitude) ↘ Number of meals per day or week eaten by different family members

Livelihoods focus	Project baseline indicators
External factors that most influence the recovery process, including social, political, economic and seasonal aspects	↘ Continuity of access to markets ↘ Daily labour wage rate ↘ Type of local authority assistance provided to affected people ↘ Price of basic household commodities

Note that the decision made about which baseline indicators will be used depends on which changes are foreseen in a programme. For example, if fertilizers and improved seeds are to be provided, the baseline information to be measured is the current yield (in kilograms, for example) of that field; then a new measurement of yield would be made once the project has been implemented using the improved seeds and fertilizer.

5.3. What are the most appropriate assessment and analysis tools?

Assessment tools

There are many assessment tools: a particularly useful tool is the '**Livelihoods and coping strategy analysis tool**' in the VCA toolbox (refer to section 9). However, its focus on the household and income needs to be expanded to include the community and the social, human, natural and physical assets and resources. Annex 3 provides more details of how this and other common Red Cross Red Crescent assessment tools can be applied to the assessment process. The main VCA tools which can be applied to all livelihoods assessments in early recovery include:

- Secondary sources (VCA toolkit research reference sheets – RRS 1)
- Community baseline data (RRS 2)
- Livelihoods and coping strategy analysis (RRS 11)
- Institutional and social network analysis (RRS 12)
- Assessing capacity of people's organization (RRS 13).

In addition, to these well-known in-house tools, the following need to be considered:

- Mapping assets and resources per livelihoods group
- Mapping out livelihoods groups geographically
- Market assessment – Guidelines for cash transfer programming (GCTP), Tool 2, and Emergency market mapping and analysis (EMMA) toolkit
- Labour market assessment – skilled, unskilled, petty trade, migrant work (Food and Agriculture Organization (FAO) livelihoods assessment toolkit) and Emergency market mapping and analysis (EMMA) toolkit
- Ranking and scoring coping strategies techniques – The coping strategies index, (CARE/WFP).

There are some important do's and do nots for the assessment process, as follows:

Tips for the assessment process

	DO	DO NOT
Deciding whether or not to carry out a field assessment	↘ Make sure you have first analysed existing data that was previously collected, and have identified the knowledge gaps	↘ Do not duplicate existing assessment efforts and take up valuable community time unecessarily
Preparation/ coordination	↘ Encourage participation from the start	↘ Do not forget to consult with other relief and development stakeholders
Secondary data collection	↘ Review existing assessment information; think of what indicators you can use for your baseline	↘ Do not assume there is no existing data you can use
Primary data collection[6]	↘ Start your visits by meeting community leaders and local authorities and ensure you access different livelihoods groups ↘ Ensure that gender roles are explored and that women's views can be independently collected	↘ Do not plan for big-sample household surveys until you know enough about the community to be able to design appropriate questions, test questionnaires and obtain advice on the sampling process
Decision-making	↘ Consider which programming gaps you have the capacity to address	↘ Do not assume the community agrees with you until you have consulted with them
Report writing and dissemination	↘ Make a summary report available quickly	↘ Do not make promises in the report or verbally

7. Primary information refers to data that will be collected during the assessment in the field.

Table 2. Livelihoods analysis and assessment data collection tools in early recovery

Livelihoods focus	Data collection tools	Sources (see abbreviations and acronyms, p. 5)
Disruption to main livelihoods activities ↘ Description of livelihoods groups prior to the disaster/ conflict ↘ Identification of the main changes in livelihoods activities since the disaster/ conflict and the new associated vulnerabilities and coping strategies	↘ Secondary data ↘ Focus group discussions ↘ Semi-structured interviews ↘ Community baseline data ↘ Activity profile ↘ VCA training guide livelihoods chart	↘ GAE, VCA, GFSG ↘ GAE, VCA, GFSG ↘ GAE, VCA, GFSG ↘ VCA ↘ GFSG ↘ VCA
Assets and resources that have been lost and those that remain ↘ Physical ↘ Human ↘ Natural ↘ Financial ↘ Social	↘ Semi-structured interviews ↘ Transect walk ↘ Observation ↘ Institutional and social network ↘ Asset mapping ↘ Cash flow chart	↘ GAE, VCA, GFSG ↘ GAE, VCA ↘ GAE, VCA, GFSG ↘ VCA ↘ VCA ↘ GCTP
Successful and failing coping strategies used by different livelihoods groups An analysis of the severity of the situation based on capacities of different livelihoods and how much and how long is needed for their recovery	↘ Livelihoods and coping strategies analysis ↘ Secondary data ↘ Focus group discussions ↘ Semi-structured interviews ↘ Historical time line	↘ VCA ↘ GAE, VCA, GFSG ↘ GAE, VCA, GFSG ↘ GAE, VCA, GFSG ↘ GFSG
The external factors that most influence the recovery process, including social, political, economic and seasonal aspects	↘ Interviews ↘ Seasonal calendar ↘ Geographical mapping ↘ Market analysis ↘ Price overview table	↘ GAE, VCA, GFSG ↘ GAE, VCA, GFSG ↘ GAE, VCA, GFSG ↘ GCTP ↘ GFSG

Using participatory assessment tools, Samoa Red Cross, 2009

Following an earthquake 190km south of the coast line of Samoa, a resulting tsunami caused extensive destruction on this Pacific Island. An initial assessment was carried out by Samoa Red Cross within the first three days, providing an estimate of affected families and population. To ensure the recovery programmes addressed the needs of the most vulnerable, a social mapping exercise was undertaken by Samoa Red Cross. This involved training volunteers to undertake social mapping which would establish a greater understanding of the post-disaster vulnerabilities and coping strategies of those affected. In all, 80 per cent of the affected population were included in the social mapping, and the emerging issues were recorded. These provided the basis for the programme's beneficiary selection process.

Analysis is a process that is ongoing during an assessment and requires a structure for analysis. The analysis should be guided by the questions in Box 4 below:

Box 4. Guiding questions for analysis

- What are the main livelihoods-related problems (comparing the situation now to the situation prior to the disaster)?
- Who is most affected by these problems and what are they doing?
- What are the capacities of the affected population? How well can they cope with the problems?
- What other assistance is currently available for relief, recovery and beyond?
- Is there a need for Red Cross Red Crescent intervention to assist livelihoods in early recovery, and why?

Source: Adapted from: ***Guidelines for assessment in emergencies***, p. 65, IFRC/ICRC (2008)

Annex 4 gives an example of how to manage the information collected in response to the questions in Box 4 by creating a grid.

There are some important do's and do nots for the analysis process.

Tips for the analysis process

	DO	DO NOT
Throughout the analysis process	↘ Look for trends ↘ Triangulate and test assumptions ↘ Feed back to the community ↘ Look for links between rural-urban livelihoods	↘ Do not ignore data that does not fit the trend – try and understand what it means
The main livelihoods activities that have been disrupted or are underproductive	↘ Identify **how** livelihoods activities are being replaced or adapted because of new needs and opportunities	↘ Do not assume people with the same livelihoods have the same wealth status
The key assets and resources that have been lost and saved	↘ Identify how different people are replacing their losses and how their social networks have adapted	↘ Do not stop at the identification of the loss of physical livelihoods assets just because it is easy – remember to consider social and human assets as well
The successful and failing coping strategies being used	↘ Identify which successful coping strategies can be used by others and which ones must be avoided because they are harmful	↘ Do not interpret all activities to mean the same thing; someone's coping strategy might be someone else's way of life, e.g., firewood collection

	DO	DO NOT
The external factors that most influence the recovery process, including social, political, economic and seasonal aspects	↘ Identify how different livelihoods groups use the markets and can access financial assets ↘ Remember that there will be seasonal changes that affect recovery regardless of any intervention made	↘ Do not stop at a trend analysis of market prices – put it into context for different livelihoods groups and their expenditure patterns ↘ Do not forget to take into account the external aid response of other agencies
The dissemination of your findings	↘ Give feedback of the analysis to the affected communities to confirm your assumptions ↘ Keep stakeholders informed of programming decisions	↘ Do not overvalue the data – it may soon be out of date in a rapidly changing environment

5.4. How to move from analysis to planning

Before any decisions are made, the analysis should be communicated to the affected community whose views should be included. Livelihoods interventions lend themselves easily to an integrated approach to programming. The aim is to go beyond the replacement of physical assets and support for income generation by thinking of social aspects and natural resource aspects as well. Annex 5 provides examples of Red Cross Red Crescent livelihoods interventions in early recovery.

Work to support sustainable livelihoods is possible in both recovery and developmental contexts. Livelihoods interventions that take market opportunities and constraints into account as a starting point are usually more successful. Also, understanding how to support better practices and behaviours is just as important as supporting the asset base (for example, looking at what people can do better with existing or limited resources). In addition, it can be very useful to support better linkage and access to relevant and good-quality services (market information systems, transport, savings, insurance and credit).

It is important that the following items are identified and built upon:
- Existing government or international response
- Existing or developing community networks
- Any new or developing markets for sale and purchase
- Any new or developing labour opportunities related to recovery
- Household and community skills and preferences.

Once this information is analysed, it is possible for staff to seek opportunities that feed into a good programme design.

In early recovery, the focus needs to be on activities that provide services for those whose livelihoods have been disrupted as well as give security and build confidence for communities so that they can start to plan for the longer term. Livelihoods assistance in early recovery should support activities that allow people to regain a sense of normality.

At the end of the analysis, the answers to most of the questions in the livelihoods analysis checklist should be known.

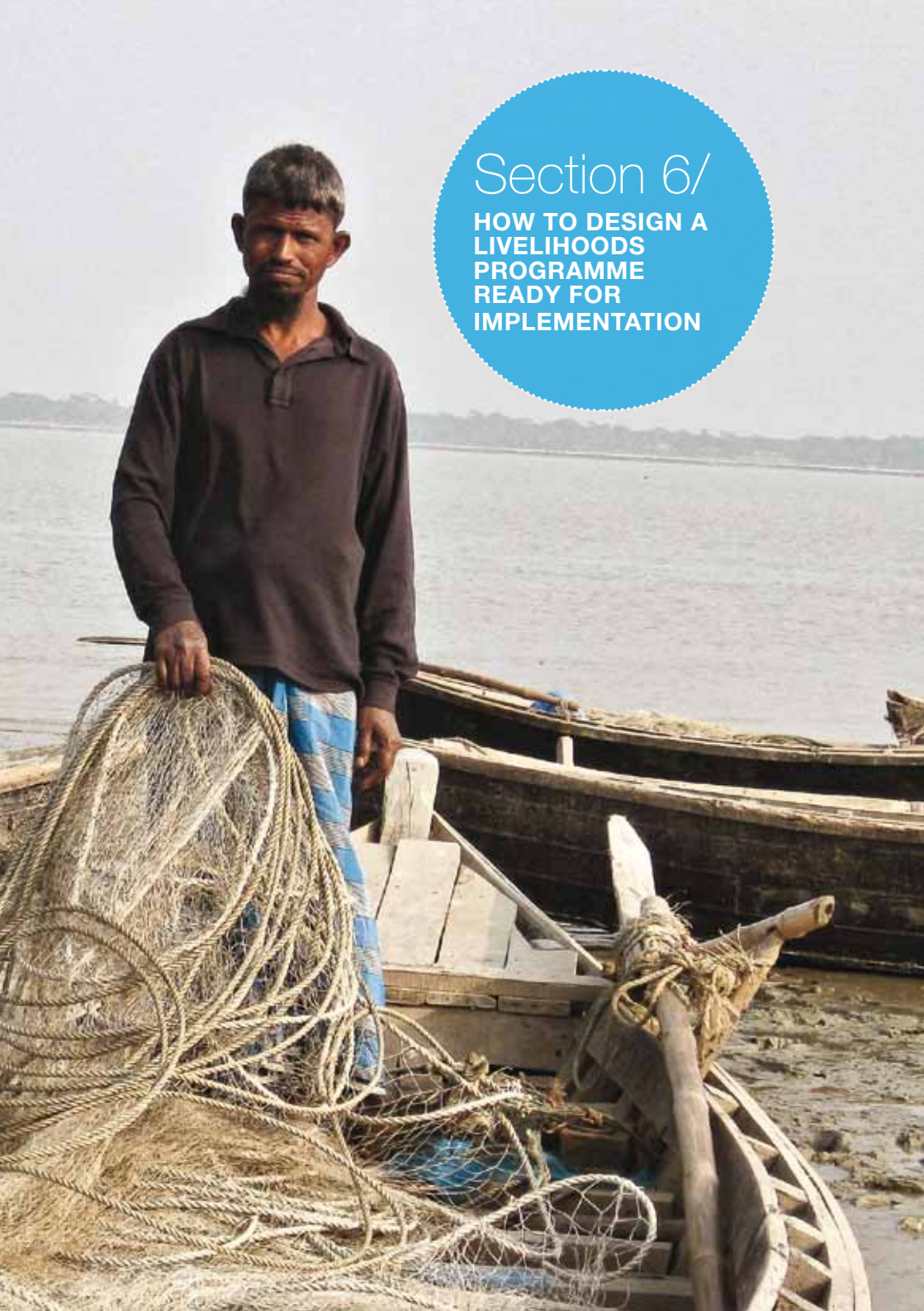
The livelihoods analysis checklist:

☑ Do you understand the livelihoods profiles/groups in the affected area?

- ☑ Do you understand the impact of the disaster or conflict on livelihoods resources, assets and activities at household and community levels?
- ☑ Do you understand the possible wealth differences between people in the same livelihoods group (continued access to financial, social, natural and physical assets and resources, and use of human assets for productive livelihoods activities)?
- ☑ Do you know how affected households and communities are coping?
- ☑ Do you know which households and communities are least able to cope?
- ☑ Do you know what ideas households and communities have to speed up their recovery process?
- ☑ Do you know what the main obstacles to this recovery process are?
- ☑ Do you know what plans are in place to assist those affected?
- ☑ Do you know how long the assistance will last, who will be targeted and who will miss out?
- ☑ Have you considered the market opportunities and constraints for various livelihoods?
- ☑ What access does the target population have to support services, such as training, agricultural extension, animal health services, transportation networks, market price information, marketing centres and financial services (savings, insurance or credit), and who are the key providers in the district/region?
- ☑ What other projects/programmes are planned or under way in these areas? Can the target population access them?

Further reading

- *Guidelines for assessment in emergencies*, IFRC/ICRC (2008)
- *Guidelines for cash transfer programming*, IFRC/ICRC (2007)
- *Global food security assessment guidelines: A step-by-step guide for National Societies*, IFRC (2008)
- *What is VCA? An introduction to vulnerability and capacity assessment*, IFRC (2006)
- *How to do a VCA. A practical step-by-step guide for Red Cross Red Crescent staff and volunteers*, IFRC (2007)
- *VCA toolbox with reference sheets*, IFRC (2008)
- *Participation by crisis-affected populations in humanitarian action handbook*, ALNAP (2000)
- *Integrated livelihoods assessment guidelines: A toolkit for rapid analysis and response impact of disasters on the livelihoods of people*, FAO/ILO (2007)
- *Livelihoods assessment toolkit (LAT)*, FAO/ILO (2007)
- *Gender handbook in humanitarian action*, IASC (2006)
- *Emergency market mapping and analysis (EMMA) toolkit* (2010)
- *Minimum standards for economic recovery after crisis, SEEP Network* (2nd edition being developed in 2010)



Section 6/

HOW TO DESIGN A LIVELIHOODS PROGRAMME READY FOR IMPLEMENTATION

6.1 How to set good objectives
6.2 How to target effectively
6.3 How to involve other stakeholders
6.4 How to decide what livelihoods activities are to be supported
6.5 How to identify a feasible exit or transition strategy
6.6 How to apply the logical framework to design the intervention
6.7 How to include staffing considerations

During the design of a livelihoods programme, many components which help to provide good-quality work should be taken into account. For instance, the community needs to be involved in the design, good objectives need to be formulated and the targeting process needs to be clear and transparent. The following sections provide a guide through some of the key points in designing a livelihoods programme.

6.1. How to set good objectives

In early recovery, the focus of livelihoods assistance will be on supporting households and communities to combine the use of their human, social, physical, financial and natural assets and resources to meet their immediate and some of their future needs. In longer-term recovery and developmental contexts, livelihoods-related practices will need to be examined and ways sought to strengthen livelihoods, often helping participants to become more productive, to diversify their livelihoods strategies and to become more resilient in the face of shocks and future livelihoods stress. Longer-term development programmes may also look to engage with local policies and institutions, especially related to markets and the provision of key related services. The programme objective(s) need(s) to identify the ways in which this will be achieved. Figure 8 provides guidance for this planning process:

Figure 8: Steps involved in setting good livelihoods programme objectives

Step 1. Consider why you are undertaking livelihoods assistance

- To recover from disaster
- To improve food and nutrition security
- To improve economic security or achieve economic development
- To reduce future vulnerability to disasters or adapt to climate change

Step 2. Decide on the approach to livelihoods assistance based on Figure 2

- To replace livelihood assets and resources
- To restart livelihood activities
- To strengthen or diversify livelihoods
- To protect livelihoods
- To contribute to disaster risk reduction for more resilient livelihoods

Step 3. Refine your strategies by asking yourself

- Will you support individuals or groups to return to their pre-disaster activities?
- Will you help individuals or groups earn an income?
- Will you improve production or business skills?
- Will you improve key livelihood practices?
- Will you improve the quality or access to livelihood-related services?
- Will you improve food production activities?
- Will you enable improved participation in the market (better selling price, better purchasing power, better physical access)?
- Will you enable savings or investment?
- Will you do something not listed above?

Step 4. Develop livelihoods interventions that will achieve your chosen objective, using your selected strategies

- Brainstorm all potential livelihoods interventions
- Select the most viable and appropriate interventions against set criteria such as organization mandate, needs, available resources, what others are doing, etc.

Step 5. Refine your objectives and the indicators to measure your success and make sure they are SMART (specific, measurable, achievable, realistic, time-bound)

- Refer to Section 5 in Project/programme planning guidance manual, IFRC (2010)

6.2. How to target effectively

Disaster-response programming after a disaster or conflict usually provides a package of assistance to households and communities to help the affected population meet their immediate shelter, food, water, health, sanitation and livelihoods needs. Effective targeting has two components which rely on consultation with the community:

1. Deciding on the assistance package
2. Identifying who is to receive the assistance – whether to target specific livelihoods groups, communities or individuals, or to not target at all.

Helping people to recover, Conflict-affected Sri Lanka, ICRC 2008

In order ***to support the livelihoods needs of people displaced by violence in Trincomalee, 1,500 returnee households*** *were provided with cash-for-work opportunities for basic survival and recovery of natural resources. This objective was met through food-production activities, allowing households to resettle and become economically self-sufficient after a period of displacement.*

Red Cross Red Crescent principles guide us towards working with the most vulnerable sectors of a population. These are usually the ones with the least resilient livelihoods and smallest amounts of assets and resources. When disasters and conflicts affect large numbers of people, it will be necessary to strike a balance between responding to the effects of the disaster and to addressing the underlying causes of vulnerability. There is no formula for this. Lessons learned from Red Cross Red Crescent's targeting experience include:

- Do not duplicate the work of others
- Work within the competence of the host National Society
- Work towards self-reliance and sustainability of programming by increasing ownership through community structures
- When assisting livelihoods groups, include options for more vulnerable sectors of the population to factor in their specific needs
- Consider local advocacy efforts to support the poor and vulnerable
- Be mindful of the needs of children, women, disabled, single-parent households and the elderly by identifying their roles in livelihoods activities.

Livelihoods and wealth groups are a useful way of disaggregating a disaster-affected population when it is necessary to target within the livelihoods programme. This is best done in a participatory way through community-based targeting to identify the most vulnerable households. Even when everyone in a community is considered generally to be poor, some are poorer and

more vulnerable than are others. Identifying livelihoods or wealth groups can help to identify those households which may have more precarious and risky livelihoods and sets of coping strategies. This can be sensitive information to gather from a community but, by talking to the community, it should be possible to identify criteria within that specific community that determine wealth or vulnerability. Rather than talking about individual household wealth, it is preferable to talk to the community about general household types: e.g., what makes people better off in this community? For example, in some communities it may be how much land households have access to; in another, it may be the number of livestock, number of household members or dependants, level of wages, labour, etc.

Good practice shows that it is helpful to identify three or four groups and also understand the links between the groups; for example, better-off households may employ poorer households to farm the fields, shopkeepers may buy handicrafts from the poorer women, etc. Once the criteria are understood, it is possible to talk with the community about how many people in the community belong to each group. Then a meeting can be held with the people in each group so that more detailed information can be gathered. This can be more challenging under time constraints and for diverse communities which have lower levels of cohesion such as those in urban areas.

Tips for effective targeting

DO	DO NOT
↘ Target geographically and by livelihoods group first	↘ Do not choose easily accessible locations at the cost of more difficult ones
↘ Target by level of need and capacity ↘ Target vulnerable groups by being flexible with the criteria for them – e.g., grants to orphans, light cash-for-work duties to the disabled	↘ Do not target only the most vulnerable; consider indirect interventions (e.g., strengthen the market, employment opportunities, etc.) as well for larger impact ↘ Do not choose the beneficiaries to fit your chosen intervention; identify people in need first, choose an intervention that suits their needs and ensure they are involved
↘ Develop targeting criteria for livelihoods or wealth groups with the community and make them known ↘ Target communities and community structures (e.g., Community-based organizations, associations, etc.) not only households, to build social assets	↘ Do not assume your targeting criteria will be agreed to by all; allocate a method for grievances ↘ Do not spend all your time in the field perfecting beneficiary lists

Making markets work better for poorer households, Sri Lankan Red Cross Society/Spanish Red Cross, 2004

The Spanish Red Cross supported cinnamon farmers in Sri Lanka to recover their productive capacity after the 2004 earthquake and tsunami. The cinnamon farm owners came from wealthier households than did many of the surrounding community members. However, an analysis of the different livelihoods related to the cinnamon trade revealed that, until production recovered, many other less-wealthy groups would not be able to return to their cinnamon-related processing, trading and cooking activities. The Spanish Red Cross made a decision to ***target and support wealthier members of the community because of the indirect impact this would have for the rest of the community to recover their livelihoods****.*

During planning, it should be possible to answer 'yes' to most questions in this checklist.

The targeting checklist:

- ☑ Have you created a basic livelihoods description of the population?[8]
- ☑ Have you identified the different needs and capacities of these people based on livelihoods activities and the effects of the disaster or conflict?
- ☑ Have you established agreement with the community about targeting criteria?
- ☑ Have you agreed with community representatives about who the marginalized groups are that seem to be left out of any support to date and why?
- ☑ Have you discussed a range of livelihoods support activities towards which the community can contribute?
- ☑ Have you been able to suggest a range of options of livelihoods assistance to different people/groups?
- ☑ Have you checked that this profile is acceptable to the community?
- ☑ Have you estimated how many people qualify for support?
- ☑ Have you made sure your programme can manage the numbers of targeted people?
- ☑ Have you an awareness of the needs of those whom your programme will exclude?

8. Consult: *The good enough guide*, pp. 13-15, and Tool 4, p. 36 (2008)

6.3. How to involve other stakeholders

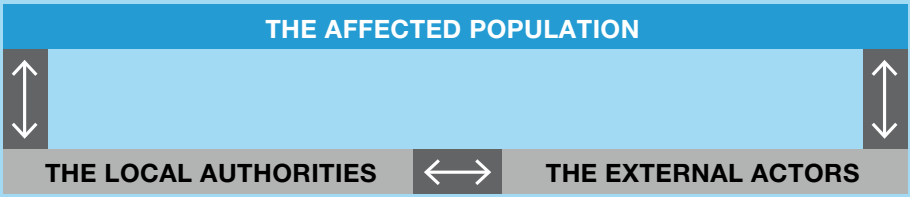
Staff members, volunteers and the affected population will not be the only ones influencing the success of the programme. It is useful to consider the other stakeholders from the start.[9] **Stakeholders** are agencies, organizations, groups or individuals who have a direct or indirect interest in the intervention or its evaluation (for example: trade unions, schools, groups of fisher folk, military, religious groups, women, elderly people, etc.)

The main stakeholders can be grouped into three main groups as shown in Figure 9. There are various subgroups under each of these categories depending on the context.

A stakeholder analysis means that the main stakeholders will be identified along with their interests and how they will affect a potential project.

9. Consult: *Project/programme planning guidance manual*, pp 16-18, IFRC (2010) and *Guidelines for assessment in emergencies*, pp 58-61, IFRC/ICRC (2008)

Figure 9: Relationship among the stakeholders that influence livelihoods



Reaching scale through cash transfers, British Red Cross/Indonesian Red Cross Society, Indonesia, 2005

From April 2005 to June 2008, the British Red Cross gave more than 10 million CHF in cash grants to over 10,000 tsunami-affected people in Aceh to support the recovery of predominantly agriculture and fisheries-based livelihoods. A large number of ***partnerships with local and international agencies were established to contribute to the success of the programme****. This was based on continuous stakeholder analysis and communication with many actors. It included Memorandums of Understanding with the affected communities and elected leaders, with the host National Society and with other members of the Movement providing shelter, community infrastructure, health and disaster risk reduction support to the same communities. Also, training and service was provided by other local and international actors.*

Tips for stakeholder analysis related to livelihoods

DO	DO NOT
↘ Identify different individuals and groups under each of the three categories (see Figure 8 above)	↘ Do not underestimate the synergy that develops among these groups after a disaster or conflict
↘ Identify how dependent your programme is on the activities of other stakeholders and include this in your logical framework column for risks and assumptions	↘ Do not ignore people left out by other programmes – find out why they are left out and what their needs are
↘ Look to see how the community has organized itself to gain support from different stakeholders	↘ Do not assume traditional and formal authorities have the same role in a community – analyse both
↘ Consider having a technical committee with various stakeholders that is tasked to approve the project	↘ Do not restrict yourself to working within the Movement – look for wider partnership

6.4. How to decide what livelihoods activities are to be supported

In early recovery, as part of the assessment and analysis, the pre-disaster livelihoods groups will have been described; this description should be used in deciding how far the chosen intervention can help to enable people to return to those living conditions. However, it is important that the focus is on the early recovery aim, which is to help people restore or improve upon their pre-disaster or pre-conflict living conditions and strengthen and sustain the impact of Red Cross Red Crescent relief activities. This clearly means responding to livelihoods needs in an integrated way and allowing disaster response programmes to lead into development and link to disaster risk reduction activities.

Sections 2 and 3 describe common livelihoods interventions. It is necessary to think through how each one will address the programming objectives for different livelihoods groups as understood through the assessment. In community driven processes, the focus must be on the community's own priorities and on tailoring interventions to the specific vulnerabilities, coping strategies and capacities of the targeted livelihoods groups. In the development context, participative assessment can also lead to the development of larger scale livelihood programmes designed to address specific groups or challenges.

Individual livelihoods strategies are complex and can change in an emergency. Red Cross Red Crescent experience includes the following lessons:

- Assistance that provides immediate help is very effective in early recovery; for example, the provision of cash-for-work grants to displaced people
- Grants can be considered throughout the whole recovery process and not only at the beginning
- Physical asset replacement is not enough to recover livelihoods at the household level; this type of programming works best when it occurs alongside other activities that strengthen livelihoods, such as training
- Diversifying into new livelihoods activities has been seen to have a high failure rate; it is best to diversify livelihoods in recovery only when value is added to traditional livelihoods or as a means of extending markets

- Assistance that improves resilience through group sharing, development and utilization of common property resources requires support for at least 12 months if the work is being carried out through newly formed groups
- Existing groups can be used where they exist based on positive assessment of their governance and management principles, aims, integrities and representation as well as their financial and accounting systems and past performance
- Building the capacity of local institutions and government extension services allows for successful handover strategies
- Making links with disaster risk reduction to reduce vulnerability is often not detected as a need in emergency assessments, but it is a key way of strengthening disaster and conflict-affected livelihoods.

Tips for deciding on what livelihoods activities are needed

DO	DO NOT
Build on relief activities and prioritize your livelihoods assistance (refer Figure 5, p. 29), when possible, based on changing needs	Do not look at livelihoods as though it is a separate sector
Use integrated and participatory approaches to programming based on VCA	Do not address just immediate relief vulnerabilities, think of medium and long-term ones; needs change over time
Support livelihoods activities that allow households and communities to combine their assets and resources – consider whether cash, in-kind payments or a combination is most appropriate	Do not attempt to support more than two of the assets and resources at any one time in an early recovery phase
Identify which aspect of a livelihoods needs most support	Do not undermine the dignity of those you are assisting by not offering any choice

Reviewing livelihoods work in the tsunami response, Sri Lanka, 2005–2007

A review of Red Cross Red Crescent livelihoods projects in Sri Lanka since the tsunami revealed that over 25,000 families had been assisted ***through a wide range of projects****. These included cash-for-work, asset replacement, vocational training, small business development and grass-root community-based interventions. In the majority of cases, the livelihoods support was provided in the form of cash grants which enabled families to purchase assets or commodities in local markets according to their specific individual needs. The review found that this approach was effective for restoring dignity and stimulating local economies. The particular needs of women were addressed through a range of home-based micro-businesses that involved activities such as textile production, food processing and home gardening.*

Whatever activity is decided upon, it is necessary to consult with the affected population and other stakeholders to identify the following:

- What specific vulnerability is being addressed
- Whether to target specific groups or everybody
- The preferred method of resourcing (in-kind, cash or a mix of both)
- Ways of ensuring participatory planning
- Existing capacity and expertise of stakeholders.

6.5. How to identify a feasible exit or transition strategy

In the programme design, it is important that a method is proposed for 'phasing out' from the work in and with the community; an exit strategy is required. In early recovery, if a link is being made to longer-term programming in areas such as disaster risk reduction or disaster management, a plan needs to be formulated which will facilitate the transition from one programme to the next ensuring that the community is well informed and supports the transition. Likewise, in development contexts, clarity about starting and ending points must be developed. Having clear objectives and measures of success and completion that are commonly understood by all participants is important.

Definition

*An **exit strategy** is a process of preparing to phase out from the assistance programme.*

Tips for designing exit strategies

DO	DO NOT
↘ Be realistic about what can be achieved in an often rapidly changing environment	↘ Do not let the affected population believe you will stay forever
↘ Design livelihoods assistance that builds towards sustainable use of assets and resources, especially the physical, social and natural	↘ Do not assume you will be able to achieve sustainable livelihoods outcomes in a short intervention
↘ Find an exit strategy that is relevant to your target criteria and the capacity of partners. Do look for opportunities to hand over and link to the host National Society's programming and interests	↘ Do not design an exit strategy that ignores seasonal factors

Thinking of exit or handover from the very beginning, ICRC, Colombia, 2007

In order to help people displaced by conflict in Colombia, ICRC piloted a food voucher system in three major cities that aimed at allowing families to meet their food needs. Because many displaced people in Colombia did not return home, ***ICRC had ensured working partnerships with government institutions and other civil society organizations, allowing ICRC to hand over their case-load after three months****. ICRC provided assistance for the first three months (or up to six months for single-parent households) which enabled more sustainable initiatives to begin in the areas of housing, education and health by other actors. This means ICRC had a well-planned and organized exit strategy for this programme.*

Exit strategy checklist:

- ☑ Have you identified possible ways to hand over/phase out the programme?
- ☑ Have you recognized possible partners with livelihoods expertise?
- ☑ Have you considered how long it takes for new groups formed in the programme to be self-sufficient?
- ☑ Have you identified needs for capacity-building in order to maintain sustainability?
- ☑ Have you included seasonal factors into the timing of your exit?
- ☑ Have you ensured your programme-monitoring data helps you to confirm the correct timing of your exit?
- ☑ Have you identified clear milestones for achievement before activities are handed over to partners?
- ☑ Do you have a clear idea at this stage of all those who will need to be informed of your exit strategy and when?
- ☑ Have you ensured you have enough funding to last until the programme is complete?
- ☑ Have you identified who owns which assets once you have left? For example, is the newly constructed market owned by the municipality, the Red Cross Red Crescent branch or by the community?

6.6. How to apply the logical framework to design the intervention

A logical framework is a management tool often used in the design, monitoring and evaluation of a programme. The framework is a table with objectives, activities, indicators, etc. It can be used as a programme-planning tool to arrange ideas and to check their relevance. It is important that there is a link between the affected population's livelihoods needs and capacities and the programme activities that the programme will promote.

Very broad aims are usually more difficult to achieve than are ones that are more modest and well thought through. The logic of the intervention undertaken should be clear and manageable, and related to the livelihoods vulnerabilities of disaster and conflict-affected people.

6.7. How to include staffing considerations

The affected population is the most active in the recovery process. However, the livelihoods programme may need to provide additional technical support for certain livelihoods activities: for example, supporting fisher folk with new techniques, supporting community groups with budgeting skills and supporting internally displaced farmers with access identity cards. Technically qualified staff members who will carry out these activities need to be recruited. However, the success of the programme will largely depend upon social mobilization and communication skills rather than on technical fixes. All livelihoods programming involves skills in achieving community participation and engagement. It is beneficial to put a team together with the following abilities:

- Communication skills, especially social mobilization
- Written reporting skills
- Local context knowledge
- Programme skills related to assessment using PRA techniques
- Ability to monitor progress and changes
- Financial skills
- Gender awareness

- Language skills
- Specific technical skills depending on the programme.

Technically complex livelihoods programmes that require engineers, water-management specialists, financial advisors or other skilled people should be avoided if it is not possible to recruit these people easily.

Building the capacity of National Society volunteers, Uganda Red Cross Society, 2007

The Ugand Red Cross responded to floods in the conflict-affected region of Karamoja. It provided ***training to Red Cross volunteers to carry out the initial assessment and, over time, provided more sectoral expertise*** *with the support of the Participating National Society (PNS) to identify shelter, livelihoods and water and sanitation needs, and to develop an appropriate intervention. This led to an improved response based on good assessment data.*

Staffing checklist:

- ☑ Have you been able to recruit a team with a mixed set of skills that includes the technical sector as well as general programming expertise?
- ☑ Have you written clear terms of reference for the role of each member of your team?
- ☑ Have you set up an agreement between PNS and National Society roles?
- ☑ Have you discussed within your National Society how best to recruit?
- ☑ Have you recruited based on skill sets and funding availability?
- ☑ Have you mobilized and trained volunteers to support the programme?
- ☑ Have you clarified within your National Society any issues around salary, daily pay rates or other forms of incentives or payment?
- ☑ Have you considered a training plan?
- ☑ Have you been realistic about the workload involved?
- ☑ Have you made time for team meetings during the programme implementation phase?

As a concluding exercise to the planning process, all the points in the good programme design checklist should be considered, as follows:

Checklist for good programme design:

- ☑ Have you involved the affected livelihoods groups in identifying solutions?
- ☑ Have you been realistic about what aspects of livelihoods can be supported at this stage?
- ☑ Have you clearly identified which target groups have priority?

- ☑ Have you involved other stakeholders who have an influencing role in livelihoods?
- ☑ Do you have a vision of what things will look like by the end of the programme?
- ☑ Have you checked what funding is needed and is available?
- ☑ Have you agreed with the community about which programme activities are most appropriate for your target group at this stage?
- ☑ Have you thought through the risk and assumptions involved?
- ☑ Have you set up a system for checking how relevant the chosen programme activities will be during the implementation period?

Further reading

- ↘ *Sri Lanka Movement economic security policy and guidelines* (2008)
- ↘ *The Sphere Project: Humanitarian charter and minimum standards in disaster response*, Sphere (2004)

Participatory planning
- ↘ The good enough guide, Tool 3 (2008)
- ↘ *Participation by crisis-affected populations in humanitarian action handbook*, ALNAP (2000)

Objectives
- ↘ *Programme/project management: The results-based approach*, ICRC (2008)

Targeting
- ↘ *Technical guidelines for the International Red Cross and Red Crescent Movement's relief, economic security, livelihoods policy* (no date)

Stakeholders
- ↘ *The good enough guide*, pp 13-15, and Tool 4, p. 36 (2008)
- ↘ *Project/Programme planning guidance manual*, IFRC (2010)
- ↘ *Guidelines for assessment in emergencies*, pp. 58-61, IFRC/ICRC (2008)

Choosing intervention
- ↘ *Guidelines for cash transfer programming*, IFRC/ICRC (2007)
- ↘ *Cyclone Nargis lesson-learning for operational guidance*, ALNAP (2008)
- ↘ *Cluster working group on early recovery: Guidance note on early recovery*, IASC (2008)

Exit strategy
- ↘ *The good enough guide*, Tool 14, p. 53 (2008)

Logical framework
- ↘ *Project/programme planning guidance manual*, IFRC (2010)
- ↘ *Programme/programme management: The results-based approach*, p. 57, ICRC (2008)

Section 7/

HOW TO MONITOR AND KEEP IMPLEMENTATION RELEVANT IN A LIVELIHOODS PROGRAMME

7.1 How to ensure interventions remain relevant during implementation
7.2 How to set up a monitoring system for livelihoods assistance in early recovery

7.1. How to ensure interventions remain relevant during implementation

It is important that the changing environment is monitored along with the progress being made towards the objectives and the changing priorities of the affected population. Activities should be altered to meet any newly identified needs and where these activities will not meet the objectives established.

How can the current relevance of a programme be measured? The answers to the following questions will act as a guide.

A relevance checklist during implementation:

- ☑ Are you monitoring participation and satisfaction levels during the project?
- ☑ Are you liaising with local authorities and other stakeholders to keep up to date with their activities?
- ☑ Are you monitoring the security situation?
- ☑ Are you monitoring labour market trends (wage rates and employment opportunities)?
- ☑ Are you monitoring market dynamics in terms of price trends, availability of goods and physical access to markets?
- ☑ Are you monitoring access to natural resources such as land and water?
- ☑ Are you monitoring successful coping strategies?
- ☑ Are you monitoring failing coping strategies?
- ☑ Are you monitoring community dynamics to find solutions to their priority concerns?
- ☑ Are you monitoring the presence of new actors in the communities?

7.2. How to set up a monitoring system for livelihoods assistance in early recovery

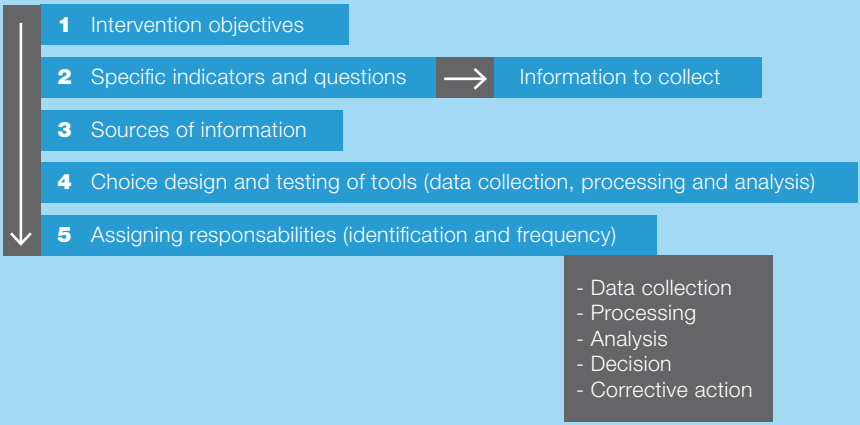
Monitoring literally means to continuously watch. In programming, monitoring means to check how the programme is going. Progress is measured against programme objectives. This allows for two things:

- Assessment of whether the programme is going to plan, whether it is on track and whether it is going in the direction expected
- Identification of whether the programme is still relevant to the context; perhaps the situation has changed and maybe the programme needs some adjustments.

All of the team will be involved in monitoring as part of the programme implementation process. Effective monitoring allows minor changes to the programme to be made to ensure it stays on track. It is necessary to identify useful information systematically. The best way to devise a monitoring plan is outlined below.

Figure 10: The monitoring system or process

Source: ICRC (2008) Programme / project management



The monitoring plan checklist:

- ☑ Have you identified some key indicators to monitor process, results and context?
- ☑ Is it clear what monitoring information can be collected by whom and when?
- ☑ Have you included quantitative indicators for output level?
- ☑ Have you included qualitative indicators for impact level?
- ☑ Have you ensured that you plan to measure some of the indicators you choose as baseline indicators (refer to Table 1, p. 30)?
- ☑ Are you monitoring cross-cutting issues such as participation, gender and different age groups?
- ☑ Are you monitoring the external environment continuously (including natural resources, climate, security, economic fluctuations, etc.)?
- ☑ Do you need to change your activities based on your monitoring plan (or the other way round)?
- ☑ Does your budget take into account the costs of your monitoring plan?

As with assessments, monitoring requires data collection triangulation techniques[10] (this helps information from different sources to be checked).

The main monitoring questions:

Process

- ↘ Are resources being used according to plan (people, inputs, finance, etc.)?
- ↘ Are activities being carried out according to plan (targeting, training, distribution, consultation, etc.)?
- ↘ What constraints are being experienced?

Results

- ↘ What is the progress towards achieving the objective?
- ↘ What is the progress against the work plan?
- ↘ Is the programme having unexpected effects?
- ↘ What are the results at the output, outcome and impact levels?

Context

- ↘ Has the environment or context changed?
- ↘ Have people's needs and capacities changed?
- ↘ Do programme objectives need to be changed accordingly?
- ↘ Have risks and assumptions changed?

10. *VCA toolbox*, p. 148, IFRC (2008)

Tips for monitoring

DO	DO NOT
↘ Monitor the efficient use of inputs, activities, outputs and assumptions	↘ Do not forget to monitor the external environment continuously
↘ Design a monitoring plan that sets out what, who, when and what for	↘ Do not disrupt communities with monitoring; remember it is time consuming
↘ Use both quantitative and qualitative indicators ↘ Remember to take into account the baseline indicators	↘ Do not assume your indicators must always remain the same; if they are no longer appropriate, then change them
↘ Monitor with different groups; ensure the community carries out monitoring ↘ Consider and act upon what you learn from monitoring data to improve the programme	↘ Do not talk only to households targeted through your programme, include others ↘ Do not forget the reason for monitoring

Participatory monitoring, a model, Sri Lanka Red Cross Society/IFRC community-based livelihoods programme, Sri Lanka

The community established a monitoring system for the IFRC livelihoods programme by first collecting baseline data using secondary sources and the results from a VCA process.

A management information system was set up to record all information at all stages of the project. A database on the community was developed from the VCA and baseline data and updated as the programme was implemented. Data was collected, for example, through supervisor reports, and entered into the database. Monthly progress reports were completed and shared with stakeholders.

***Ongoing monitoring by the community and its representative structures, as well as by IFRC and Sri Lanka Red Cross Society staff and volunteers, was used to adapt the programme**. The database was also used during a mid-term review and final project evaluation.*

When a participatory monitoring system is set up, the following should be considered:

- A simple and practical monitoring system with a few key indicators is required
- Gender and age differences must be respected and participation of various groups in a non-threatening environment encouraged
- Monitoring indicators must be decided with the affected population
- A monitoring team should be selected from within the community
- The monitoring data that is collected and interpreted must be fed back to other community members at public meetings
- Visual and oral techniques should be used as much as possible, revisiting community maps and Venn diagrams and showing changes in role play.

Further reading

- *Guidelines for cash transfer programming* (chapter 8), IFRC/ICRC (2007)
- *Programme/project management: The results-based approach* (p. 79), ICRC (2008)
- *Project/programme planning guidance manual*, IFRC (2010)
- *Monitoring and evaluation in a nutshell*, IFRC (2007)
- *The good enough guide*, Tool 10 (2008)
- *Sphere common standard 5: Monitoring* (2004)
- *Livelihoods assessment toolkit, volume 4: FAO detailed livelihoods assessment* (Key participatory tools, p. 65) FAO/ILO (2007)

Section 8/

HOW TO EVALUATE A LIVELIHOODS PROGRAMME

8.1. How to evaluate a livelihoods programme

Evaluations are objective and systematic assessments of the relevance, effectiveness and impact (both desirable and non-desirable) of interventions against the original objectives. They also measure sustainability and efficiency. Evaluations are carried out at the end of a project and often at the midpoint during longer-term projects. The results are used to demonstrate to donors the impact of the funds on the community and can be used also to inform future programmes and changes in policy and strategy.

Evaluation is a learning and action-based tool which can be carried out in a participatory or a more traditional way. Table 3 below shows the differences.

Community-centred programming frequently requires participatory evaluation techniques. These are more reflective, action-based approaches that seek to build capacity and empower communities rather than use external expertise to judge the success of a programme (refer Box 5). However, many evaluations in livelihoods programmes consist of a combination of traditional and participatory approaches.

Box 5. Key characteristics of participatory evaluation

- Involves a range of stakeholders
- The community become the end users (not just the donor)
- Places as much emphasis on the process as on the final output
- Draws on local resources and capacities
- Recognizes the wisdom and knowledge of the community
- Uses facilitators who guide the process, run workshops and consolidate views

Source: Adapted from: *Participation by crisis affected populations in humanitarian action*, ALNAP (2000)

Table 3. Livelihoods analysis and assessment data collection tools in early recovery

	Traditional evaluation	Participatory evaluation
Why?	↘ Accountability – to summarize judgements about the project/ programme to determine whether funding continues	↘ To empower local people to initiate, control and take corrective action
Who?	↘ External experts	↘ Community members, project/programme staff, facilitator
What?	↘ Predetermined indicators of success, principally cost and production output; assesses project/programme impact	↘ People define their own indicators of success
How?	↘ Focus on objectivity by distancing evaluators from participants; complex procedures; delayed and limited access to results	↘ Self-evaluation; simple methods adapted to local context; immediate sharing of results through local involvement in evaluation process
When?	↘ Mid-term and on completion; sometimes long after the project/programme	↘ Frequent small evaluations

Source: Adapted from: *Monitoring and evaluation in a nutshell*, IFRC (2007)

Tips for evaluation

DO	DO NOT
↘ Plan and budget for mid-term and end-of-programme evaluations ↘ Include participatory evaluation and analysis as part of the process	↘ Do not have only one evaluation of the programme: try to have smaller, more frequent (even informal) ones with the community and make changes as appropriate
↘ Consider participatory evaluations when the project has strong social asset components	↘ Do not use only external evaluators or only programme team members
↘ Share verbal and written results with all stakeholders	↘ Do not forget to give verbal and, where possible, written feedback to the community on the results of the evaluation
↘ Plan for a lessons-learned workshop within your organization after the evaluation to capture best practice and lessons learned	↘ Do not hide when things did not go as planned as this is all part of learning for next time

Evaluations are important in the project cycle and need to be planned and budgeted for.

Evaluations are often structured around the themes presented in Table 4. Many tools that are used during an assessment can also be used during the evaluation.

Table 4. Livelihoods analysis and assessment data collection tools in early recovery

Evaluation theme	Examples of questions you consider during an evaluation in a livelihoods programme
Efficiency	What were the outputs from the project compared to the inputs? Is this in a reasonable balance? For example: ↘ Did the improved farming techniques lead to sufficiently better yields? ↘ Was the cash grant enough to set up profitable business (in relation to cost-efficiency)?
Effectiveness	To what extent have the activities contributed to achieving the objectives? Who really benefited from the project? To what extent were the results achieved? For example: ↘ Did people actually restart their livelihoods activities? ↘ Were social assets or financial assets restored as planned?
Impact	What changes can be observed amongst the people who were included in the programmes as a result of the intervention (both intended and unintended)? For example: ↘ Were certain (groups of) people excluded? ↘ What did people do with the newly obtained skills? ↘ Did the programme cause tension between different gender or livelihoods groups
Relevance	Is the intervention appropriate in relation to the needs and capacities of the community? For example: ↘ Was the cash or in-kind support appropriate? ↘ Were the target groups well selected and appropriate? ↘ Did the livelihoods-sustaining activities prevent use of negative coping strategies?
Coverage	Was gender and age awareness considered throughout the project? ↘ Were men and women participating in project activities to the same extent? If not, was this a problem that should have been addressed? ↘ Were all people included as planned?

Evaluation theme	Examples of questions you consider during an evaluation in a livelihoods programme
Coherence	Was the programme in line with the Red Cross Red Crescent's seven fundamental principles? Was the programme logical and consistent with recovery plans of local authorities? For example: ↘ Did it make sense to provide food for work in an area where other organizations handed out food for free?
Connectedness	Were there enough links to relief support and development for different livelihoods groups?
Sustainability	How long-lasting are the results of this programme? What strategies were applied to ensure sustainability? What are the internal and external factors that guarantee or threaten the long-lasting impact? For example: ↘ Is there maintenance ensured for the water pumps to keep the irrigation project going? ↘ Are young people sufficiently involved with their parents to ensure transfer of skills?

Further reading

- ↘ *VCA toolbox: Participatory evaluation*, PRS3, p. 32, IFRC (2008)
- ↘ *Guidelines for cash transfer programming* (chapter 8), IFRC/ICRC (2007)
- ↘ *Monitoring and evaluation in a nutshell*, IFRC (2007)

Section 9/

REFERENCES AND TABLE OF CONTENTS FOR GUIDELINES COMPACT DISK

9.1. Red Cross Red Crescent documents

1. British Red Cross (2010)	*Household Economic Security Technical Guidelines for Assessment, analysis and programme design*
2. ICRC (2008)	*Programme/project management: The Results-Based Approach*
3. IFRC/ICRC (2008)	*Guidelines for assessment in emergencies*
4. IFRC/ICRC (2007)	*Guidelines for cash transfer programming*
5. ICRC	*ICRC Micro-Economic Initiatives Handbook*
6. IFRC (2010)	*IFRC guidelines for livelihoods programming*
7. IFRC (2008)	*Global Food Security Assessment Guidelines, A step-by-step guide for National Societies*
8. IFRC (2006)	*What is VCA? An introduction to vulnerability and capacity assessment*
9. IFRC (2006)	*Review of International Federation of Red Cross and Red Crescent Societies recovery operations, Summary report*
10. IFRC (2007)	*How to do a VCA? A practical step-by-step guide for Red Cross Red Crescent staff and volunteers*
11. IFRC (2008)	*VCA Toolbox with reference sheets*
12. IFRC (2008)	*VCA Training Guide, Classroom training guide and learning by doing*
13. IFRC (2010)	*Project programme planning guidance manual*
14. IFRC (2002)	*The better programming initiative – options to improve the impact of programmes*
15. IFRC (2008)	*A framework for community safety and resilience – In the face of disaster risk*
16. IFRC (2006)	*Relief, economic security, livelihoods policy technical Guidelines, Sri Lanka*
17. IFRC (2006)	*Cash and vouchers in relief and recovery (good practice case studies)*
18. IFRC (2007)	*HIV and livelihoods in Africa, what can National Societies do? (Good practice case studies)*
19. IFRC (2008)	*Recovery and risk reduction through livelihood support in Timor Leste (Good practice case studies)*
20. IFRC (2003)	*Ethiopian drought case study: reducing the risk to livelihoods through cash transfer*

21. IFRC (2009) *Well-prepared National Society Self Assessment (2009-2011)*

22. IFRC (2010) *Bangladesh case study: Revitalising communities with cash grants*

23. IFRC (2010) *Bangladesh case study: Rebuilding lives with shelter grants*

24. IFRC (2007) *Monitoring and evaluation in a nutshell*

25. IFRC *Guidelines for including recovery in emergency appeals (working document)*

26. Spanish Red Cross (2010) *Spanish Red Cross Guidelines on Economic Development*

9.2. Other documents

27. ALNAP (2008) *Cyclone Nargis lesson learning for operational guidance*

28. ALNAP (2000) *Participation by crisis affected populations in humanitarian action handbook*

29. DFID *Sustainable Livelihoods guidance sheets*

30. EMMA (2010) *Emergency Market Mapping and Analysis (EMMA) Toolkit*

31. FAO/ILO (2007) *Integrated Livelihood assessment guidelines: A toolkit for rapid analysis and response impact of disasters on the livelihoods of people*

32. FAO/ILO (2007) *Livelihood assessment toolkit (LAT)*

33. IASC (2008) *Cluster Working Group on Early Recovery (CWGER): Guidance note on early recovery*

34. IASC (2006) *Gender handbook in humanitarian action*

35. IPC (2008) *Integrated Food Security Phase Classification, Technical Manual Version 1.1*

36. LEGS (2009) *Livestock Emergency Guidelines and Standards (LEGS)*

37. Oxfam GB *Good Enough Guides to Emergency Food Security and Livelihoods Programming*

38. Sphere (2004) *The Sphere Project, Humanitarian charter and minimum standards in disaster response* (revised handbook expected in 2011 via www.sphereproject.org

39. Various NGOs *Impact measurement and accountability in* (2008) *emergencies, The Good Enough Guide*

40. WFP (2009) *Emergency Food Security Assessment Handbook*

9.3. Useful websites for further reading

Livelihoods:

- DFID SL guidance sheets:
  www.livelihoods.org/info/info_guidancesheets.html
- Eldis, a family of knowledge services from the Institute of Development Studies, Sussex, UK has a selection of information resources for livelihoods:
  http://www.eldis.org/go/topics/dossiers/livelihoods-connect
- Emergency Nutrition Network (ENN) has useful learning resources in emergency food and nutrition
  www.ennonline.net
- FANTA provides technical support to improve nutrition and food security policies, strategies and programmes.
  www.fantaproject.org
- Famine Early Warning Systems (FEWS) the USAID food security early warning website
  www.fews.net
- Institute for Development Studies:
  www.livelihoods.org/info/info_keydocuments.html
- Integrated Phase Classification (IPC)
  www.ipcinfo.org
- Livestock Emergency Guidelines and Standards (LEGS)
  www.livestock-emergency.net
- Resource Centre on Urban Agriculture and Food Security
  www.ruaf.org
- Wathena is a Regional Hunger and Vulnerability Programme (RHVP) website for Southern Africa
  www.wahenga.net

Recovery

- IASC Cluster Working Group on Early Recovery
  http://oneresponse.info/GLOBALCLUSTERS/EARLY%20RECOVERY/Pages/default.aspx
- IFRC recovery studies
  www.proventionconsortium.org/?pageid=32&projectid=10
- International Recovery Platform
  http://www.recoveryplatform.org/

Glossary of related terms

- Community Risk Assessment Glossary
  www.proventionconsortium.org/?pageid=45#term5

Annexes

Annex 1
Livelihoods definitions

"Livelihood is the means of making a living"

Global food security assessment guidelines, IFRC (2008)

"… livelihoods can be seen as an approach to looking at the ways in which people manage their lives to obtain and use resources to meet their needs and wants, whether individually or in groups"

Source: *IFRC* (2005)

"… livelihoods can be defined as the way people use the resources they have available to them to support their lives. For most people, this means earning a cash income and, if they have the land necessary, growing food for subsistence. The resources involved are often called assets or capital (as in the SLF promoted by DFID and some NGOs). A livelihood provides a person's basic needs and anything else that can be afforded in addition."

Source: *VCA toolbox RRS 11: Livelihoods and coping strategies analysis*, p. 109, IFRC (2008)

"… a livelihood comprises the capabilities, assets and activities required for a means of living"

Source: *Chambers and Conway* (1992)

"… a livelihood is a combination of the resources used and the activities undertaken in order to live. The resources might consist of individual skills and abilities (human capital), land, savings and equipment (natural, financial and physical capital respectively), and formal support groups or informal networks that assist in the activities undertaken (social capital)."

Source: *DFID sustainable livelihoods guidance sheets* (2001)

Annex 2 – Livelihoods assessment questions to guide data-collection process

1. Describing the pre-disaster/pre-conflict livelihoods profiles

- How were people (male and female) making a living before the disaster?
- What is their geographical spread and what are their estimated numbers?
- What seasonal patterns and changes to livelihoods activities are normal?
- What formal and informal social networks are normally used during hard times?
- What is the system for reliance on markets?
- What were the main vulnerabilities before the disaster or conflict and what were the normal ways of mitigating these?

Adapted from: *VCA toolbox*, p. 51, *VCA training guide* p. 71 and p. 107, IFRC (2008)

2. Identifying what effect the disaster has had on each livelihood

- How are people meeting their basic needs?
- How are people using their remaining assets and resources at both household and community level?
- What types of activities are people engaged in at household/community level?
- Which of these activities may be damaging in the short/long term?

Adapted from: *FAO detailed livelihoods assessment tool*, FAO/ILO (2007)

3. Analysing the recovery capacity of different livelihoods groups

- What ideas do people have on how to speed up their own recovery process?
- Which communities are pulling together assets and resources; which ones are not and why not?
- Whose livelihoods activities have completely halted/picked up again?
- Whose livelihoods activities depend on someone else's livelihood (e.g., trade)?

4. Analysing the external factors that most influence the recovery process

- What level of assistance is being provided by the authorities and external actors?
- What is the planned assistance for the immediate and mid-term future?
- What seasonal factors need to be considered?
- What economic and market trade factors need to be considered?
- What political and social factors need to be considered?

Annex 3 – Red Cross Red Crescent assessment tools to use throughout the assessment phase

A3.1 VCA toolkit assessment tools[11] for the assessment phase in the community

Tool name	Where to find it?	How to apply the tool to a livelihoods assessment in an early recovery context
RRS 2 Community baseline data	VCA p. 54–59	Focus on these topics out of the 18 listed: ↘ Location (1) ↘ Local authorities, organizations (6) ↘ Human vulnerability to disasters (7) ↘ Infrastructure and access and add markets (11) ↘ Local capacities for disaster mitigation and response (18)
RSS 3 Semi structured interviews	VCA p. 60–65 GFSG p. 30–31 GFSG p. 45	Focus on these topics for discussion: ↘ How are people coping with hard times? ↘ Which social networks work best? ↘ Which livelihoods activities need strengthening? ↘ Which livelihoods activities are no longer possible and why?
RSS 4 Focus group discussion	VCA p. 66–71 GFSG p. 33–35	Focus on these topics for discussion: ↘ Livelihoods profiles ↘ Livelihoods assets and resources ↘ Coping strategies ↘ Use of formal and informal support networks
RRS 5 Direct observation	VCA p. 71–75 GFSG p. 28–29 GEA p. 44	Focus on determining: ↘ Activity level of the affected population ↘ Use and access to natural resources ↘ Quality and use of infrastructure, especially roads and markets ↘ Evidence of external support
RSS 7 Transect walk	VCA p. 86–92 GEA p. 88–91	Focus on: ↘ Cross-checking oral information ↘ Help interpret data collected on physical and social environment ↘ Use of livelihoods assets following the tabular example in VCA, page 91

11. Tools highlighted in blue are essential for livelihoods assessment and analysis.

A3.1 VCA toolkit assessment tools for the assessment phase in the community

Tool name	Where to find it?	How to apply the tool to a livelihoods assessment in an early recovery context
RRS 6 Mapping	VCA pp. 75–86 GFSG pp. 70–73 GEA pp. 81–87	Focus on: ↘ Social networks ↘ Physical and natural assets – spatial map ↘ Capacity resource map
RRS 8 Seasonal calendar	VCA pp. 92–97 GFSG pp. 74–76 GEA p. 54	Focus on: ↘ Activities by livelihood and age, gender ↘ Labour demands ↘ Price variations for main commodities
RRS 9 Historical profile	VCA pp. 98–105 GFSG pp. 85–86 GEA p. 53	Focus on these topics: ↘ How previous hard times were dealt with ↘ What worked, what did not? ↘ Identifying and understanding changes in livelihoods activities over time
RRS 11 Livelihoods and coping strategy analysis	VCA pp. 109–119	Focus on different livelihoods groups: ↘ Assets/resources available before and after the disaster or conflict ↘ Damage/disruption to physical assets ↘ Damage/disruption to social and human assets ↘ Changes in access to financial, natural assets ↘ Identify coping strategies and their likelihood of success or failure in short and mid term ↘ Household and community needs beyond food ↘ Identify how to protect livelihoods activities from negative coping strategies
RRS 12 Institutional and social network analysis	VCA pp. 119–122 GEA p. 62	Focus on: ↘ The role and significance of organizations ↘ The use of formal and informal networks ↘ Gender and age differences in social network participation and priorities
RRS 13 Assessing capacity of people's organization	VCA pp. 112–125	Focus on: ↘ Identifying existing and new organizations and interviewing them in relation to their activities since the disaster or conflict and their future expectations, not just about their past
RRS 14 Venn diagram	VCA pp. 126–131	Use to: ↘ Identify common assets used by different livelihoods groups, determine inter-relation between livelihoods groups and compare pre and post-disaster or conflict situations

Annex 4
Analysis grid for keeping track of assessment data[12]

Community	X valley 118 households
Main source of livelihood	↘ Remittances: 60% ↘ Milk sales: 20% ↘ Crop sales: 20%
Key impact of disaster on assets	↘ Human deaths: 0 ↘ Animal deaths: 2 ↘ Building damage: 30% ↘ Land damage: 50%
Coping strategies	↘ Reliance on remittance: increased to 90% ↘ Rebuilding from own sources ↘ Use on food stocks
Current outcomes	↘ Resilient community organized and soon in position to help others ↘ Five families receiving help from community
Priority needs in short term	↘ Rebuild shelter before winter ↘ Winter fodder
Priority needs in long term	↘ Land leveling ↘ Terrace repair ↘ Better access to credit

Raw data can be tabulated thus on a daily basis and an overview becomes apparent.

Look for trends, interactions and dynamic changes.

Do not smooth out outliers, look at them closely.

Triangulate this information with information obtained from other methods with special attention to:

↘ The role and effectiveness of markets
↘ Existing government programmes
↘ The community's views on high-priority interventions.

12. Adapted from: *Livelihood assessment toolkit*, volume 4: FAO detailed livelihoods assessment, p. 50, FAO/ILO (2007)

Annex 5
Examples of Red Cross Red Crescent livelihoods interventions in early recovery

Providing or restoring social, physical and financial assets	Restarting livelihoods activities	Strengthening livelihoods	Sustaining livelihoods	Contributing to disaster risk reduction
Cash-for-work payment for income	Re-establishing small businesses through cash grants	Cash for IDP fishing boat cooperatives	Providing entrepreneurship viability analysis for the self-employed	Cash-for-work for environmental management
Cash and in-kind payment for goat rearing	Land crop restitution for cinnamon trade	Community cash grant for livelihoods	Organising and developing community-based organizations	Cash-for-work for disaster risk reduction
Cash for household income for IDPs/returnees	Cash and in-kind payment for coir making	Improve business and marketing skills	Support micro-finance initiatives to expend their services	Facilitate the construction of hurricane-resistant housing by communities
Fishing boats, engines and nets	Cash grant linked to housing programme to restart livelihoods	Post-disaster farming skills to improve crop production, horticulture, food-processing techniques		Building partnerships with business groups for future livelihoods support

Providing or restoring social, physical and financial assets	Restarting livelihoods activities	Strengthening livelihoods	Sustaining livelihoods	Contributing to disaster risk reduction
Seeds and tools for farmers in time for planting season	Reconstruction of marketplace	Carpentry and tailoring skills reinforced through vocational training		
Food for work to re-establish community centres	Facilitate trade through access to transport	Job training to gain official certifications		
Community library	Poultry start-up supplies through vouchers	Shops for cooperatives		
Poultry start-up supplies through vouchers		Support for community-based tourism		

Annex 6
Community participation checklist

Participation in disaster and conflict response is understood as the engagement of the affected populations in one or more phases of the project cycle: assessment, design, implementation, monitoring and evaluation. This engagement can take a variety of forms involving different members of the affected community, and ensuring minimum marginalization.

- ☑ What type of participation is possible in the context with which you are working?
  Consider security, physical access and cultural barriers that may enhance or limit the level of participation possible.
- ☑ Which participatory tools and methods are you and your team most comfortable with?
  Consider PRA tools for all stages of the project cycle.
- ☑ What community structures can you work with?
  Consider how representative these may be of the overall affected population or whether you need to include marginalized groups more actively, especially gender, livelihoods, political and cultural differences.
- ☑ What opportunities exist to engage the affected population in the response?
  Consider the various ways in which a community can be involved and steer the decision-making processes that revolve around their recovery solutions.
- ☑ How effective has the communication strategy been in the relief response phase?
  Consider how you may need to progress from being merely informative to allowing engagement from the affected population in terms of decision-making and responsibility for the programme delivery and monitoring.
- ☑ How does the community perceive you and your team?
  Consider the trust relationship between you and the community as equals, and the perception of you and your team in terms of impartiality, remit and donor interests.
- ☑ Are you really listening?
  Consider doing more listening than giving of information – including the silences.
- ☑ Are you responding to the voiced needs of the affected population?
  Consider all the ways you can show that the programme responds to actual needs, including the sharing of resources and responsibilities and inclusion of all groups.

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity / The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality / It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality / In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence / The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service / It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity / There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality / The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

IFRC guidelines for livelihoods programming

A publication from the International Federation of Red Cross and Red Crescent Societies (IFRC)

The International Federation of Red Cross and Red Crescent Societies promotes the humanitarian activities of National Societies among vulnerable people.

By coordinating international disaster relief and encouraging development support it seeks to prevent and alleviate human suffering.

The International Federation, the National Societies and the International Committee of the Red Cross together constitute the International Red Cross and Red Crescent Movement.

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