

Case study
Enhancing
Livelihoods in
Emergencies
Response Capacity

Peruvian Red Cross

Pilot: Enhancing capacities to deliver livelihoods in humanitarian responses



Peruvian Red Cross, Economic development project.

Introduction

Over the last decade, Peru was one of the fastest growing economies in Latin America and the Caribbean, although it has decreased since 2014. Strong employment and income growth and shared prosperity, helped to reduce poverty rates to 23% of its population by 2014. The main challenges the country has is to achieve sustainable economic growth and further strengthen the links between growth and equity.

Peru has a national disaster management system responsible for the national disaster response and preparedness and risk reduction plans. However, insufficient culture of prevention, and the disorderly development of cities and territory increase the possibility of serious damage and losses.

The Peruvian Red Cross (PRC), the oldest of the Latin America National Red Cross Society, works in close coordination with state and non-state disaster management institutions in the country. The PRC programmes include community based disaster responses, disaster preparedness and DRR, community development, basic health, maternal and child health, social inclusion and employment, education and WASH.



This pilot was part of the IFRC Livelihoods Resource Centre (LRC) global initiative, funded by ECHO, consisting of eight pilots implemented in different countries. The PRC implemented this pilot aiming at strengthen its livelihoods in emergencies capacity and operational readiness with support from IFRC LRC between August and December 2015.

The learning and recommendations from these pilots informed the development of a step by step guidance on how to strengthen livelihoods in emergencies response capacity. This guidance document is available on the LRC website.

Livelihoods experience of the PRC

The PRC livelihoods experience includes humanitarian, recovery and development programmes implemented by the field branches. Some of the most recent projects are listed below:

1. **Recent humanitarian responses** include operations in Puno (emergency), Iquitos and Nauta (early recovery). Aimed to protect or restore the livelihoods of the most vulnerable people affected by disasters. Include support for the recovery of agricultural activities (seeds, tools, training, etc.) and other livelihoods.
2. **Recent development projects** in the districts of Comas Lima and Stone Bridge. Focused on strengthening and improving productive activities, economic development and institutional capacity building.

Despite recent implementation experiences, the livelihoods technical capacity of the PRC is weak. The PRC lacks a permanent livelihoods position within its structure. Projects are designed and managed at HQ level and implemented by the branches. The national HQ contracts livelihoods technical staff on project basis. These contracts end when the activities and funding run out;

resulting in a loss of livelihoods capacity, institutional knowledge and historical memory within the organization.



Peruvian Red Cross, participants in the introduction to livelihoods workshop in Puno (2015).

Planning stage

After obtaining the PRC institutional support to this pilot initiative, the organization proceeded to implement a livelihoods capacity self-assessment workshop.

This workshop, facilitated by a technical expert deployed by the LRC to guide this process, was attended by a wide range of PRC representatives from the national HQ and field branches. Including members of the national and branch executive committees, management team, disaster management and other departments. This wide representation enabled a thorough analysis from different perspectives of the existing institutional livelihoods capacities and gaps.

During the workshop a baseline was drawn up and priority actions for strengthening were identified. The diagnostic tool baseline used was specially designed by the LRC and is part of the livelihoods toolkit available in the LRC website.

Implementation

The results of the workshop formed the basis for the pilot's plan of action. The livelihoods training activities were complemented by a livelihoods training of trainers included in a DRR project implemented in the country also supported by the LRC. The plan of action had two main outcomes:

→ Raised awareness of livelihoods approach and emergency livelihoods programming

→ Improved capacity and operational readiness to plan and implement timely and pertinent relief and recovery livelihoods responses

The plan of action, based in identified recommendations and priority action, prioritised especially the first objective. The second outcome was considered achievable only after the PRC had built basic livelihoods capacity and knowledge.

The plan of action considered two types of actions, those achievable in the short term, meaning within the timeframe of the pilot and other actions mid-long term actions that are more ambitious due to the capacity, resources and time needed to achieve them.

1. Short term actions, implemented during the pilot timeframe. Including:

- **Adaptation of livelihoods advocacy and training materials.**
- **Internal and external advocacy and sensitization** sessions, to improve the knowledge and understanding of the livelihoods in emergencies approach and to generate interest in this topic.
- Sensitization sessions targeting especially the National Response Teams (ENIs) of the PRC.
- **Introduction to livelihoods workshops**, implemented at the field level.
- Advocacy and promotion of the livelihoods in emergencies approach in internal and external coordination meetings, whenever possible.

2. Actions identified medium to long term.

Intended to be implemented beyond the period of the pilot implementation; as they require a knowledge base over which to build adequate livelihoods preparedness and operational readiness. Actions include:

- **Livelihoods training across the field staff**, especially the members of the emergency response teams.
- **Increase the number of livelihoods and cash transfer trainers available.**
- **Development and use of livelihoods in emergencies tools.**
- **Continue sensitising and promoting the livelihoods in emergencies** approach to include it in the operational and response plans of the National Society.

Inclusion of a specific mention of **livelihoods in emergencies in the next Strategic Plan** of the PRC (2017-2021).

- Creation of a **livelihoods working group** with trained staff and volunteers and nomination of a **livelihoods in emergencies focal point**.
- Disseminate and **promote livelihoods in emergencies in external coordination meetings** to achieve its inclusion into the national response plans.



Peruvian Red Cross, Volunteer monitoring one of the 1,015 alpaca farmers that received support during the emergency response in Carabaya province.

The pilot focused on using the newly livelihoods trained people under the disaster risk reduction project, to reproduce the training and awareness sessions through the country targeting field staff and volunteers.

The identification of both short and medium-long term stages, allowed the CRP pilot to focus on the first phase, strengthening knowledge livelihoods in its subsidiaries build a stronger foundation on which to build the operational availability required.

At the end of the pilot the CRP plans to move with the medium-long term actions; seeking new lines of funding and technical support to continue with this capacity building initiative.



Farmers in the Cañete River basin, Peru, where balancing trade-offs between water users has immense impact on livelihoods and environment. Photo Credit: Neil Palmer/CIAT. Monitoring progress toward water-related goals

Main achievements

- **Support of the institutional leaders, decision makers and response teams to this initiative** and participation in some of the pilot activities (self-assessment workshop, training, etc.).
- **Great interest in livelihoods in emergencies generated** at national and field level. High demand to continue with the livelihoods training and capacity building efforts through the country. 60% of branches participated the *introduction to livelihoods workshops*.
- **Adaptation and development of a number of human and material resources** for sensitization and training in livelihoods and cash transfer programming. Contributing to the sustainability of this initiative, to its a multiplier effect, and reduced dependency on external technical support.
- **Participation of the Institute of Civilian Defence (INDECI)**, in the introduction to **livelihoods workshops**.
- Strategic decision to **incorporate a funding line for livelihoods** capacity building and activities within the **micro-project** funds that the national HQ offers to all its branches¹.

As a result, it is expected a likely increased in the number of branches that will seek further opportunities to expand the livelihoods capacity and to put into practice some of the knowledge acquired.

¹ The PRC branches can apply for funding to implement livelihoods and capacity building activities giving them the opportunity to practice.



Peruvian Red Cross, emergency response team members in an assessment.

Weaknesses and challenges

- Achieving the sustainability of this initiative beyond the pilot's timeframe; once its technical and financial support ends.
- The **lack of a permanent livelihoods technical referent** in the organization results in limited technical capacity, and a loss of expertise and institutional memory. These capacity and resources constraints jeopardise the continuation of future actions planned.
- **Elections in the PRC**, coinciding with the months of implementation of the pilot influenced the activities and its results will have an impact in the sustainability and institutional commitment to achieve the long term actions.
- **Limited opportunities for branches to practice** the newly acquired knowledge, beyond the possibility to get micro-projects funding.

Recommendations and lessons learned

1. It is important to do a **context analysis of the country and Nacional Society** when planning the pilot. In this case, the short duration of the pilot was also compounded by the PRCs elections and by the excess of activities planned for the final months of the year.

2. The **plan of action must be aligned to the priorities, resources and capacities** of the organization and to the implementation timeframe. The plan of action was simple and focused on increasing awareness and basic livelihoods knowledge across the branches. Learning from this experience recommends **to include also more practical activities; using more learning by doing approaches at field level** (i.e. adaptation and development of tools by branches, creation of livelihoods baselines, etc.).
3. **Establish a smooth, efficient, and transparent communication and decision making plan** in consultation with all stakeholders. This will avoid delays in decision making.
3. **Invite external actors to participate in activities, especially** the members of the **National System for Disaster Risk Management (SINAGERD)**. Initially they were not invited, as the pilot priorities were building internal capacity. Later on their presence was considered important to facilitate coordination and the use of a common livelihoods in emergencies language at national and local level.
4. **Identify and require external technical support for key phases of the pilot well in advance (i.e. advocacy to gain institutional leadership support, capacity self-assessment workshop, training, lessons learned workshop, etc.)**.
5. The duration of the project should be at **least 12 months** to ensure adequate levels of institutionalization of the livelihoods in emergencies approaches in the organization.
6. Important to **develop a training strategy at the beginning of the project**. Do not exceed the optimum number of participants in the workshops (25) otherwise attention will decrease as well as the quality of the training.
7. Ensure a **lessons learned workshop is included and budgeted** for in the plan of action. To capture learnings, challenges, results. Also to identify the next steps and future funding and technical support opportunities.



Peruvian Red Cross, livelihoods project to support agriculture.

Future plans and sustainability of this initiative in the Peruvian Red Cross

- **Keep working and advocating** to key internal and external actors, promoting the inclusion of **livelihood approach in the next strategic plan** of the National Society and in the **national disaster response and preparedness plans** of the government.
- **Seek funding and technical support to move forward with long-term actions.** Include livelihoods and capacity building activities in other projects and proposals to donors.
- Promote more initiatives to **put into practice the livelihoods knowledge acquired.** For example, include livelihoods activities in contingency and preparedness plans, as in development, climate change adaptation and other projects. Adapt and use livelihoods tools in the field, etc.
- **Document and share the lessons learned and recommendations** to inform future replicas of this initiative. Share and disseminate widely internally and externally.

Good practices

- ✓ Identification of priority short-term and long-term actions aligned with the livelihoods technical capacity of the National Society, focusing the pilot in rising awareness and providing training sessions to strengthening livelihoods knowledge
- ✓ Participation of PRC national disaster response teams in the livelihoods activities, and of members of the Institute of Civil Defence (INDECI).
- ✓ Use of micro-project funding, accessible to all PRC branches wishing to continue the livelihoods capacity building initiative.

Table 1. Main achievements of the Peruvian Red Cross pilot

Areas of preparedness	Achievements
Enabling systems	<ul style="list-style-type: none"> • Support of high-level representatives and leadership of the CRP to this initiative; and active participation of key leadership in some of the most relevant activities of the pilot: capacity self-assessment workshop, training, awareness sessions, etc. • Identified the key actions and advocacy needed to achieve the incorporation of a specific mention of livelihoods in emergencies in the next PRC strategic plan • Plans to incorporate livelihoods in emergencies in the next revision of the PRC preparedness, contingency and response plans • Strategic decision to earmark part of the micro-projects funding provided by the National HQ to support field based livelihoods in emergencies proposals
Programme tools	<ul style="list-style-type: none"> • PRC plans to adapt and develop its emergency response tools (damage and needs assessment, risk analysis, response selection options, and others) to ensure they capture relevant information to inform humanitarian livelihoods and cash transfer programmes.
Resources and capacities	<ul style="list-style-type: none"> • 20 people trained in the 3-day <i>Introduction to Livelihoods</i> (ITIL). • 177 people from 20 branches (60% of all branches) participated in the <i>introduction to livelihoods</i> workshops. • Seven people trained as trainers led the facilitation of the seven <i>Introduction to Livelihoods</i> workshops implemented at field level. • Adaptation of 3-day and 1-day <i>Introduction to Livelihoods</i> (ITL) training packages to the local context. • Development of other livelihoods and cash transfer programming advocacy and sensitization materials for use by the different PRC branches. materials awareness and promotion of livelihoods for subsidiaries.
Coordination	<ul style="list-style-type: none"> • Ten members of the National Civil Defense Institute (INDECI) participated in the Introduction to Livelihoods workshops. • Plans to promote livelihoods in emergencies approach in meetings with various government actors and INDECI. • Plans to advocate for the inclusion of livelihoods in the next national Preparedness and response plans of the government.