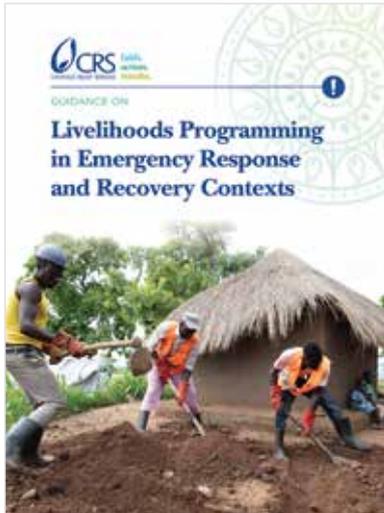




GUIDANCE ON

Livelihoods Programming in Emergency Response and Recovery Contexts





Cover photo: Through CRS cash-for-work activities, refugees and host community members in Uganda construct shelters, and water and sanitation systems.

Photo by Oscar Leiva Marinero/Silverlight for CRS

Written by Claudine Inamahoro



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Acronyms

ACF	Action Contre la Faim
ALNAP	Active Learning Network for Accountability and Performance
CaLP	The Cash Learning Partnership
CFW	cash for work
CRS	Catholic Relief Services
DFID	Department for International Development
DiNER	Diversity in Nutrition and Enhanced Resilience
ECB	Emergency Capacity Building Project
EFOM	Emergency Field Operations Manual
EFSL	Emergency Food Security and Livelihoods
EMECA	Europe, Middle East and Central Asia (regional office)
EMMA	Emergency Market Mapping and Analysis
FSNN	Food Security and Nutrition Network
HEA	Household Economy Approach
ICRC	International Committee of the Red Cross
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
IHD	Integral Human Development
IIED	International Institute for Environment and Development
IRC	International Rescue Committee
LEGS	Livestock Emergency Guidelines and Standards
NFI	non-food item
MSMA	Multi-Sector Market Assessment
RTE	real-time evaluation
SEEP	Small Enterprise Education and Promotion Network
SILC	Savings and Internal Lending Communities
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
SMILER	Simple Measurement of Indicators for Learning and Evidence-based Reporting
SSSA	Seed System Security Assessment
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
WASH	water, sanitation and hygiene

Introduction

Livelihoods projects in emergency contexts aim to preserve and restore the livelihoods of affected communities while stimulating economic recovery.

By orienting the reader in the use of the wide range of existing livelihoods programming tools, this guide seeks to improve humanitarian programming quality, even when the response time is relatively short.

Practitioners are encouraged to refer to the definitions, good practices and tools mentioned in this guide when planning and implementing livelihoods projects.

The guide draws on the extensive experience of past projects implemented by CRS and other humanitarian organizations (including Action Contre la Faim, International Rescue Committee, International Committee of the Red Cross and UN agencies); discussions with livelihood practitioners; and existing livelihood tools and resources.

It provides definitions of some key livelihoods concepts, guidance through the livelihood project cycle, some common livelihood project components, and a set of implementation tools. Examples of good practices can be found throughout.

The document will be dynamic and require continuous additions and improvements in a continually evolving humanitarian context and as further evidence is accumulated.

Objectives

The objective of this guide is to support CRS staff and partners to plan and implement quality programming in livelihood interventions in emergency and recovery contexts. It has three specific objectives:

1. To provide a general understanding of key livelihood intervention concepts
2. To guide practitioners through the key steps of emergency livelihood programming
3. To support the choice and design of livelihood programming tools for emergency relief planning, design and implementation

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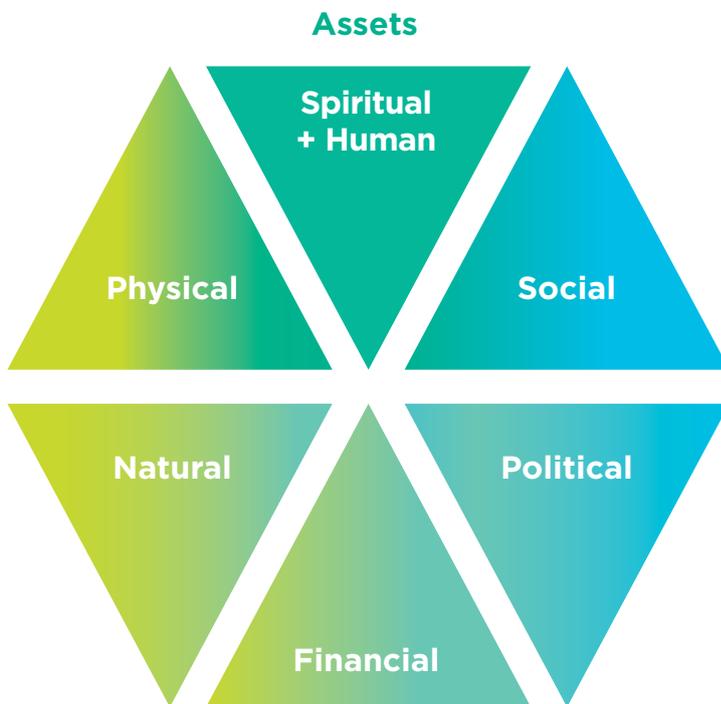
Practitioners are encouraged to refer to the definitions, good practices and tools mentioned in this guide when planning and implementing livelihoods projects.

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1. Definitions

In the humanitarian context, it is common to define a livelihood project purely in terms of the economic reinforcement activities it supports. But this guide defines livelihoods *more broadly*, by referring to the comprehensive framework that comprises individuals' spiritual and human, social, political, financial, natural and physical capital or assets, as illustrated by CRS' Integral Human Development (IHD) framework.

Assets as defined by the CRS Integral Human Development framework



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“A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks, maintain or enhance its capabilities and assets, while not undermining the natural resource base.”

Chambers and Conway (1992)

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SOCIAL CAPITAL

Social capital is made up of networks within and among groups with “shared norms, values and understandings that facilitate cooperation” (OECD 2001). Social capital may be the most significant fallback plan for vulnerable households in contexts where social links and mutual help are strong. It is key to enabling affected people to access useful information about markets, jobs and social services, in addition to the sense of belonging and comfort that is derived from socially interacting with other people.

Loss of social capital can be one of the greatest hardships for refugees and displaced people when they are forced to move from a stable social setting to new locations. To help alleviate this sense of alienation, projects that set up self-help groups—such as Savings and Internal Lending (SILC) groups—can encourage a sense of togetherness that contributes to (re)building social capital. But SILC groups are most effective in a post-crisis context, when communities are expected to be stable and are able to build their livelihoods.

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Loss of social capital can be one of the greatest hardships for refugees and displaced people when they are forced to move from a stable social setting.

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CASE STUDY: SOCIAL CAPITAL PROGRAMMING

Francoise Uwimana and Yvonne Umubyeyi, both members of Nokara SILC group in Rwanda, had lived in the same village for years, but only got to know each other better after attending SILC meetings. “We were just neighbors. We had no deep harmony between us,” said Yvonne.

With six children at home—two boys and four girls, from 20 months to 7 years old—along with two nephews and a niece who had lost their parents, Francoise struggled to make ends meet. The SILC group was of great assistance: a US\$30 loan allowed her to set up a small shop. But it’s not the loans that Francoise liked best about the savings group; it’s her friendship with Yvonne.

When Yvonne’s brother fell seriously ill and died, she was frantic. “I was running around the hospital not knowing what happened,” Yvonne says. “It was amazing; Francoise was the first person to come and comfort us.”

Their friendship deepened and Yvonne became a frequent visitor at Francoise’s house, helping her take care of her six children. “School fees are a real trial for me,” said Francoise. “Each time students are about to go back to school, Yvonne has always been there to comfort and encourage me.”

She also helped pay school fees when Francoise couldn’t raise the money on time. With the support their friendship provides, both women feel that their lives are better now.

Savings groups strengthen communities through friendship and solidarity. Women chat with one another about their children, their jobs and their husbands. They also help one another.

Adapted from *Savings and Internal Lending Communities – SILC: Voices from Africa* (CRS 2010)



A Savings and Internal Lending Community (SILC) group in Ghana. Savings groups strengthen communities through friendship and solidarity. *Photo by Melissa Stevens for CRS*

HUMAN, POLITICAL AND SPIRITUAL CAPITAL

Human capital is “the knowledge, skills, competencies and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being” (OECD 2001). A wider definition includes the contribution of social, cultural and institutional factors to human capital.¹ CRS’ Integral Human Development (IHD) framework adds political and spiritual assets. Political assets reflect the ‘capacity to influence decision-making’; and spiritual assets reflect religious faith and the intangible social benefits that come from interacting with others who share the same spiritual values.

During humanitarian interventions, it is important to acknowledge that the nature and usefulness of skills and knowledge may change. Understanding and assessing which type(s) of human capital are present, and which types are needed, among affected people in a specific context is essential to enabling an appropriate response. For instance, in an urban context, people with higher levels of education might be assumed to be more likely than less educated people to be equipped with skills that will enable them to find paid work and other forms of income-generating activities. But further assessment may reveal that even among the former, language barriers and a lack of soft skills, may hinder their efforts, as the case study illustrates.

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Understanding which type(s) of human capital are present, and which types are needed, is essential to enabling an appropriate response.

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A CRS and Caritas business hub in Ukraine. Even displaced people with higher education levels may need soft skills to enable them to find paid work. *Photo by Valentin Koltakov for CRS*

CASE STUDY: HUMAN CAPITAL PROGRAMMING

The Greece country program is working to support successful asylum seekers as they transition from shelter support to more permanent housing, and integrate with local communities. The program had about 90 people requiring linkages to on-the-job experience (e.g. internships, apprenticeships, practical training, work experience, etc).

The project team first talked to businesses in growing sectors (e.g. hotels for cleaning staff, shipping companies for dock crew), and also pursued linkages through the local Caritas to set up ‘social sponsors’ who could facilitate job matching to enable asylum seekers to gain experience and find work opportunities.

The project team assessed participants to identify other skills gaps, such as basic language skills, cultural awareness training, household budgeting and other soft skills that could also be addressed through the project. On-the-job placement opportunities were found for those who regularly attended soft-skills and preparatory activities and exhibited motivation.

Adapted from a webinar on urban livelihoods in the Middle East by Melissa Kreek, Livelihoods Technical Advisor, EMECA, September 2017

1. Šlaus and Jacobs 2011.

Refugees Fatima Al-Mahabani, 26, and her daughter bake cookies at their home in Sofia, Bulgaria. With CRS' help, Fatima is setting up a bakery. CRS helps people fleeing conflict with integration and language classes, work and financial support. *Photo by Oscar Durand for CRS*



FINANCIAL CAPITAL

Financial capital refers to assets needed to provide goods or services, measured in terms of monetary value (Investopedia). The concept is mainly used when money is aimed at production, although it can contribute to consumption (DFID 1999). There are two main types of financial capital:

- **Available stocks:** May be in the form of savings, liquid assets (e.g., livestock or jewellery) or loans (informal, or formal if provided by a financial institution)
- **Regular inflows of money:** Income, pensions and remittances. To constitute reliable financial capital, the inflow should be regular and allow households to plan for investment. Many recovery projects support activities that generate income for households by providing financial capital (e.g., cash transfers for business start-up, recovery or expansion); by facilitating savings (e.g., SILC); or by providing liquid assets (e.g., livestock fairs).

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Many recovery projects support activities that generate income for households by providing financial capital.

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CASE STUDY: FINANCIAL CAPITAL PROGRAMMING

Kogne Roukaya, 23, was displaced from Nigeria to Northern Cameroon by the Boko Haram crisis. She benefited from a business grant through a livelihoods recovery program implemented by CRS Cameroon. “Since we arrived in Cameroon, I resumed my business with a small capital amount of 5,000 West African CFA francs. I was earning 2,000 to 3,000 francs a week, which was not enough for my family’s basic needs. Thanks to the 35,000-franc cash support through the CRS project, my capital has increased sevenfold and today, my profit has increased to 12,250 francs a week. With my profit, I can pay the tuition of my first three children. I am now able to save some money and I have also started raising goats.”

Adapted from the quarterly report of a CRS livelihoods project in Cameroon (2017), funded by USAID

The owner of this quail farm in Ukraine received a CRS grant for employing people displaced by conflict. *Photo by Mathieu Radoube for CRS*



PHYSICAL CAPITAL

Physical capital is ‘the basic infrastructure and producer goods needed to support livelihoods’ (DFID 1999). Essential components of physical capital for sustainable livelihoods are transportation, shelter, water supply and sanitation, clean and affordable energy, and other tools and equipment used for a productive life.

Some relief projects may implement—for instance—water, sanitation and hygiene (WASH) and agriculture activities with no clear link between the two components. It is important that practitioners create a clear link between livelihoods components during interventions. Better yet, integrated programming—combining more than one sector in a program—makes it more effective and sustainable.

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Essential components of physical capital for sustainable livelihoods are transportation, shelter, water supply and sanitation, clean and affordable energy, and other tools and equipment used for a productive life.

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CASE STUDY: PHYSICAL CAPITAL PROGRAMMING (SHELTER)

In the Philippines, after the 2013 Bohol earthquake, CRS chose to provide cash grants to affected families because their needs for shelter were diverse and numerous, and because markets in the area were functioning well. Cash grants offered the most flexibility and allowed people the freedom to buy the materials they needed to build back on site, using what was salvageable from their damaged homes. This approach aimed to help families rebuild quickly and strengthen the local economy.

In the early stages of the response, before the implementation of cash support, CRS provided basic building materials to support people who were already rebuilding and repairing their own homes. This support included tools; advice on how to build back safer using disaster-resilient construction techniques; and helping beneficiaries salvage wood that they could reuse in construction.

Extract from Project Daijok, Philippines, [Using cash for shelter: An overview of CRS programs](#) (CRS 2015)



A collapsed house along the highway near Tagbilaran in Bohol. CRS cash grants allowed people the freedom to buy the materials needed to build back on site, using what was salvageable from their damaged homes. *Photo by Garrett Nolasco for CRS*

NATURAL CAPITAL

Natural capital is made up of resources such as soil, air, water and the variety of animal and plant life. It is critical to sustaining life, as it includes natural assets—such as water, seeds and soil—that are used directly for food and other agricultural production. Natural assets such as rangelands and water are critical for sustaining livestock and pastoralist livelihoods.

When designing livelihoods programs, it is critical to consider the impact on the environment. For example, are there alternative livelihoods options to collecting and selling wood for fuel? Is the cash-for-work program for drainage clearing using appropriate disposal techniques, and does it include proper safety considerations for its workers? Is the shelter program that engages local labor also using sustainably sourced shelter materials? Can a livelihood be developed out of processing waste, or recycling discarded goods?

.....
Natural capital includes natural assets used directly for production.

CASE STUDY: NATURAL CAPITAL PROGRAMMING

CRS Niger implemented a large-scale cash-for-work project, focusing on land recuperation. The project was part of a larger effort to respond to the 2011 Sahel crisis, during which below-average rainfall and crop production shortages resulted in reduced food and livestock fodder availability and increasing environmental degradation. Lack of ground cover increased erosion, and environmentally negative coping strategies were used to compensate for the lack of production and livestock. Vulnerable households were paid to dig half-moon-shaped depressions in the soil that reduced erosion, increased water infiltration, regenerated natural vegetation and recuperated degraded land.

Extract from [Maximizing the value of “cash for work”. Lessons from a Niger land recuperation project: CRS EARLI](#) (CRS 2012)

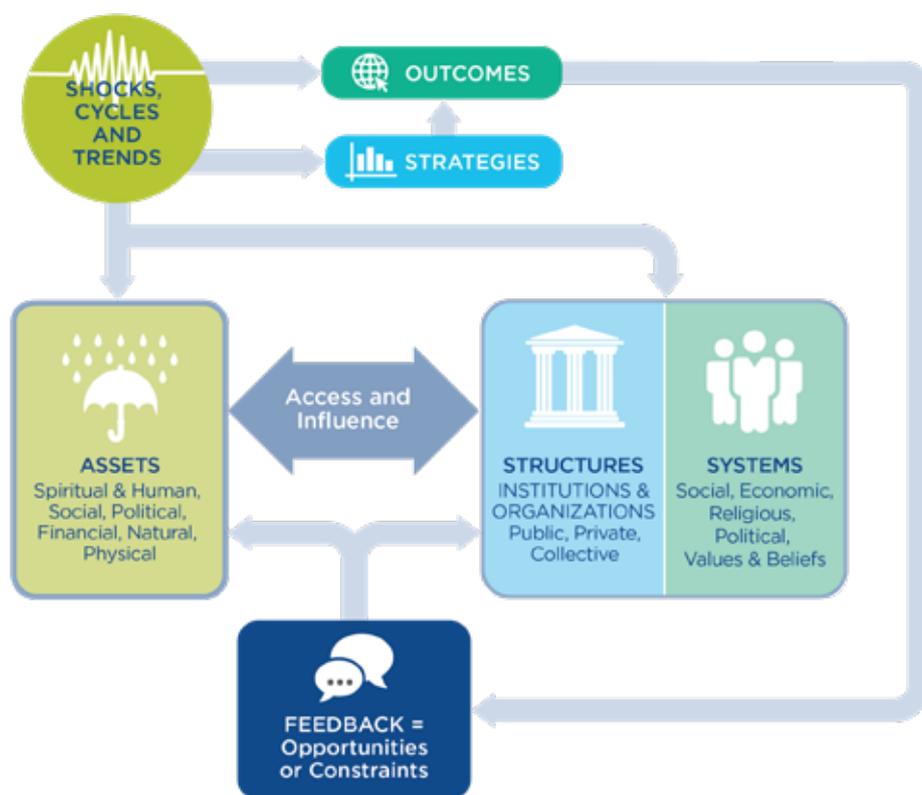


Water captured in half-moon gardens.
 Photo by Souradja Mahama for CRS

2. What makes livelihoods programming sustainable?

The CRS Integrated Human Development (IHD) framework below illustrates the elements of sustainable livelihoods. A livelihood is sustainable when it can withstand and recover from a shock with the same or improved capabilities as before the shock, while maintaining the natural resource base.

CRS Integral Human Development (IHD) framework



Livelihoods outcomes are a result of the various livelihoods strategies people employ, and may be affected by policies or institutions. For example, a smallholder farmer will likely have a higher income if export policies favor her ability to sell her produce. Policies and institutions may also influence the degree to which shocks affect a household's capital. For example, a teacher may retain social and political capital—and possibly even financial capital—if her school remains a steady employer through a crisis.

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“...diversification is often a key aspect of households’ strategy to reduce and manage risks of failure in any single income source.”

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Rural Poverty Report 2011
(IFAD 2010)

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The sustainable livelihoods framework underlines the fact that households rely on more than one type of capital, and vary the activities and their importance depending on the context and the livelihood outcomes pursued. Diversification of livelihood strategies is also key for sustainability.

The IHD framework identifies six main livelihood strategies that should guide programming:²

- **Coping or survival mechanisms:** Strategies that enable people to get through difficult periods.
- **Risk reduction mechanisms:** Strategies that help reduce vulnerability to shocks, cycles and trends.
- **Engagement:** Strategies that increase the influence of people and communities to advocate and claim rights and services.
- **Assets recovery:** Strategies that rebuild assets lost in a disaster.
- **Asset diversification:** Strategies that build resilience by increasing the types of assets that can be depended upon in a crisis, and reduce vulnerability to the loss of one or a few asset types.
- **Asset maximization:** Strategies that increase the quantity and quality of assets to improve the capacity of households to leave poverty and reduce vulnerability.

The IHD framework is the main reference for this guidance because its key purpose is to ‘help CRS and our partners become more effective in assisting the people we serve to improve their overall well-being through improved livelihood outcomes’. The following sections offer practical ways of applying the concepts of IHD to design quality livelihoods programs in emergency and recovery contexts.

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Households rely on more than one type of capital, and vary the activities and their importance depending on the context and the livelihood outcomes pursued.

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2. [A user's guide to Integral Human Development. Practical guidance for CRS staff and partners](#) (Heinrich et al 2008).

3. Practical implications of IHD for livelihood emergency programs

Natural, conflict-related or slow-onset crises affect people's livelihoods in various ways. Emergency response is guided by The Sphere Project's two core beliefs: first, that those 'affected by disaster or conflict have a right to receive protection and assistance to ensure the basic conditions for life with dignity'; and second, that 'action should be taken to alleviate human suffering arising out of disaster or conflict.'³

Humanitarian programs should aim to restore all components of the livelihoods framework to achieve a sustainable recovery for affected households. However, often due to competing priorities and limited resources, humanitarian assistance prioritizes some components of the livelihoods framework over others. Thus, the remaining gaps hamper sustainable livelihood recovery.

This does not mean that a single humanitarian program should aim to cover all the needs; but such programs should have a comprehensive understanding of the existing capacities and needs of affected households to put in place programs that aim at sustainability.

The box on Page 14 gives an account of some livelihoods recovery projects implemented by CRS country programs. It highlights the type of livelihood capital that was created or recovered. The projects were implemented in both urban and rural contexts.

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Humanitarian programs should aim to restore all components of the livelihoods framework to achieve a sustainable recovery for affected households.

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3. [Humanitarian Charter and Minimum Standards in Humanitarian Response](#) (The Sphere Handbook)(Sphere 2011).

Examples of CRS livelihoods programs

Country program	Type of crisis	Livelihood capital	Activity description
Gaza	Conflict	<ul style="list-style-type: none"> • Human • Physical • Financial 	<ul style="list-style-type: none"> • Food vouchers • Apprenticeships, vocational training and employment facilitation • Non-food item (NFI) distribution through vouchers • Cash for work
Ghana, Mali, Nigeria, Senegal	Food price increase	<ul style="list-style-type: none"> • Financial 	<ul style="list-style-type: none"> • Seed vouchers for the purchase of rice seeds and fertilizer
Niger	Boko Haram crisis refugee assistance	<ul style="list-style-type: none"> • Financial • Physical 	<ul style="list-style-type: none"> • Voucher fairs for the purchase of seed and tools
Pakistan	Drought	<ul style="list-style-type: none"> • Physical • Financial • Natural 	<ul style="list-style-type: none"> • Rehabilitation of water infrastructure • Livestock destocking, feeding and vaccination • Rangeland management (tree plantation)
South Sudan	Conflict and drought	<ul style="list-style-type: none"> • Social • Physical • Human • Financial • Natural 	<ul style="list-style-type: none"> • SILC • Seeds and tools fairs • Livestock disease treatment and prevention • Cash for work (CFW) to create community assets like water pans • Formation of community disaster risk reduction committees and plan CFW • Livelihoods trainings (agriculture, livestock, fisheries) • Financial education

4. Emergency livelihoods project cycle

Different phases of a crisis or its aftermaths (early acute, post-crisis, development) call for different programming strategies. In the early part of a crisis, the focus is on saving lives and on livelihoods protection. In the recovery phase, the focus is on the rehabilitation of livelihoods, aiming at developing and promoting livelihoods strategies. Protracted crises or recurring emergencies need to be addressed in a sustainable manner that reduces aid dependency.

Additionally, urban and rural contexts differ in certain aspects, from the density and diversity of populations to the availability and quality of services and infrastructure. This guidance offers references relevant to specific contexts.

Despite specific considerations for different contexts, the cycle of an emergency livelihoods project remains the same. The graphic summarizes elements of a project cycle. Common tools and resources to implement livelihoods projects are listed in Section 4.1, by stage of the project cycle. Section 4.2 includes types of livelihoods programs, and resources to guide implementation.



4.1 Common tools and references for livelihood projects

Project cycle step	Description	Useful references
PREPAREDNESS		
Contingency planning	Contingency planning is used to ensure adequate arrangements are made in anticipation of a crisis. Participation by all humanitarian actors is key.	<ul style="list-style-type: none"> • Inter-agency contingency planning guidelines for humanitarian assistance. 2001. • Minimum Economic Recovery Standards, third edition. 2017. The SEEP Network.
Coordination with local, national and regional actors	Participating in coordination forums of humanitarian actors is vital for making necessary preparations for current or future humanitarian assistance needs.	<ul style="list-style-type: none"> • Famine Early Warning System Network • Food Security Cluster • United Office for the Coordination of Humanitarian Affairs • Evidence and standards for better food security decisions. Integrated Food Security Phase Classification.

Project cycle step	Description	Useful references
CONTEXT ANALYSIS		
Needs assessment⁴	<p>Needs assessments aim to define what assistance affected communities need. They vary in breadth and depth, and use various methods, depending on the context.</p> <p>Livelihoods needs assessments must include an analysis of the comprehensive framework: household assets, strategies, priorities and goals; and policies and institutions affecting livelihoods at the macro level.</p> <p>The needs assessments must use participatory methods involving affected communities in defining needs and priorities. Needs assessment reports should describe the economic profiles of households, identifying their main sources of income, main expenses, the most difficult period(s) of the year, as well as the most promising livelihood strategies. Also, an understanding of coping mechanisms and the gaps in assistance of vulnerable households will give direction to intervention design.</p>	<ul style="list-style-type: none"> • Guidelines for assessment in emergencies. 2008. IFRC/ICRC. • Emergency Food Security and Livelihoods (EFSL) 48-hour Assessment Tool. Emergency Capacity Building Project and Oxfam. • Food security and livelihood assessments: A practical guide for fieldworkers. 2010. ACF. • Household Economy Approach. Oxfam International. • Seed System Security Assessment (SSSA): An essential tool for improving the effectiveness of agricultural assistance. International Centre for Tropical Agriculture and the University of East Anglia. • LEGS: Livestock Emergency Guidelines and Standards. 2009. • Training manual on participatory rural appraisal. 2000. Food Security and Nutrition Network. • A review of needs assessment tools, response analysis frameworks, and targeting guidance for urban humanitarian response. 2016. International Institute for Environment and Development. • Rapid humanitarian assessment in urban settings. 2015. ACAPS. • Labour market analysis in humanitarian contexts: A practitioner's guide. Save the Children, Mercy Corps and IRC.
Market assessment	<p>Needs assessments should also include a markets component. However, in some cases, a standalone market assessment may be necessary.</p> <p>The CRS online Emergency Field Operations Manual (EFOM) contains important assessment tools. A comparative review of market assessments methods, tools approaches and findings (WFP 2013) is also available to guide practitioners on the best tools to use.</p>	<p>Market assessment tools</p> <ul style="list-style-type: none"> • QUACK tool (quick appraisal of local market). CRS. • Emergency Market Mapping and Analysis toolkit. Rapid assessment for markets: Guidelines for an initial emergency market assessment. 2014. International Red Cross and Red Crescent Movement. • Multi-sector market assessment (MSMA). CRS.

4. The Emergency Capacity Building Project has a [website](#) hosted by ALNAP that has a variety of needs assessment tools.

Project cycle step	Description	Useful references
Risk analysis	<p>Risk analysis involves a range of activities to assess the potential risk of the failure and/or harm of the intervention, both for the organization and the communities.</p> <p>Livelihoods-related projects may affect and be affected by the market, by local policies and cultures as well as by the actions of other humanitarian actors.</p> <p>The recommended tools give an indication of the most effective and efficient approach as well as risk-mitigation measures.</p>	<p>Protection mainstreaming risk assessment</p> <ul style="list-style-type: none"> • Emergency checklist for protection mainstreaming. 2016. CAFOD, Caritas Australia, CRS and Trócaire. <p>General risk analysis for cash-based programs</p> <ul style="list-style-type: none"> • Risk assessment resources. CRS.

RESPONSE DESIGN AND IMPLEMENTATION

Response design	<p>Once affected households' needs and strategies are assessed, the intervention strategy can be defined. This step uses primarily a logical and/or results framework to show the relationship between the intervention's intended results, activities and the available resources.</p>	<ul style="list-style-type: none"> • Guidance for developing logical and results frameworks. 2007. CRS. • ProPack I. 2015. CRS.
Response implementation	<p>Depending on the project components and implementation strategy, the team takes steps to deliver quality assistance.</p> <p>CRS has implemented good quality programs that can inform emergency project implementation.</p>	<ul style="list-style-type: none"> • Cash-based assistance - Programme quality toolbox. The Cash Learning Partnership. • Microfinance. CRS. • Agriculture and livestock. CRS. • Value chain development. CRS. • Emergency response and recovery. CRS.

MONITORING AND EVALUATION

<p>Monitoring and evaluation plan</p> <p>Real-time evaluation</p>	<p>This phase is key to project design and shows how the project will be monitored and evaluated against predetermined indicators, including frequency, resources required and use of technology. For emergency responses, the M&E system should remain realistic and dynamic. CRS uses the Simple Measurement of Indicators for Learning and Evidence-based Reporting (SMILER) tool, which breaks the monitoring and evaluation system into easily understood parts.</p> <p>A real-time evaluation (RTE) is also advised for measuring the effectiveness of a program. The resources give directions on how to conduct RTEs.</p>	<ul style="list-style-type: none"> • Propack II. 2007. CRS. • Propack III. 2010. CRS. • Guidance on Monitoring and Evaluation. 2012. CRS
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Project cycle step	Description	Useful references
Livelihoods indicator design	Indicators are measurements used to evaluate project objectives. There may be different levels (i.e. objective, outcome, output indicators), but the key is to ensure that they are SMART: s pecific, m easurable, a ttainable, r elevant, and t ime-bound. Minimum standards are defined in Minimum Economic Recovery Standards , an extension of <i>The Sphere Handbook</i> , focusing on economic recovery.	<ul style="list-style-type: none"> • ECHO Livelihoods key indicators • Minimum Economic Recovery Standards, third edition. 2017. The SEEP Network.

EXIT AND FEEDBACK

Sharing lessons learned	It is always useful to share lessons learned at the end of a project. The format of a learning event or document can vary, and these serve to improve future interventions. USAID has useful resources on collaborating, learning and adapting.	<ul style="list-style-type: none"> • Learning Lab. USAID.
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4.2 Common livelihood project components and related references

Sector	Description	Useful references
AGRICULTURE		
Seed and tool distribution through fairs DiNER fairs	<p>These fairs are organized to provide seeds and tools to beneficiaries using vouchers, to support the local market. Preliminary steps to this activity are a livelihood needs assessment, markets assessments and a seed system security assessment.</p> <p>CRS implements seeds and tools fairs in a variety of contexts.</p> <p>Diversity in Nutrition and Enhanced Resilience (DiNER) fairs add a nutrition component to the fairs, by also creating space at fairs to promote nutrition practices to beneficiaries.</p>	<ul style="list-style-type: none"> • Agricultural fair and voucher manual. 2017. CRS. • Seed vouchers and fairs: A manual for seed-based agricultural recovery in Africa. 2002. CRS.
Seed and food production	<p>Seed- and food-production activities focus on farmers and support them to recover or improve/increase seed and crop production, especially after a harvest crisis due to many possible factors (drought, floods, conflict, etc). It is often coupled with seed provision, but not necessarily.</p> <p>CRS supports agricultural production. Most seed- and food-production components rely on local partnerships and work through producer groups.</p>	<ul style="list-style-type: none"> • Smart skills for smallholder farmers. CRS.

Agricultural methods training	<p>This activity usually complements seed distribution and ensures that farmers know the best agricultural methods for their context (drought or flood-prone, winter gardening, irrigation techniques etc). CRS collaborates with local farmers and technicians in a variety of contexts to develop practical training modules.</p>	<ul style="list-style-type: none"> • Ethiopia. Resilience through Enhanced Adaptation, Action-learning and Partnership Activity. CRS. • Regenerative Agriculture. CRS. • Madagascar: Pumping up food production in dry Madagascar. CRS • Agricultural extension. CRS.
LIVESTOCK		
Livestock distribution fairs	<p>Livestock fairs are organized to provide livestock to affected communities through local vendors.</p> <p>Special care is taken for disease prevention during and after the fairs. Livestock distribution is best in communities where livestock rearing is practiced. A preliminary step before livestock distribution fairs is to conduct a market assessment to evaluate the availability of livestock (quality and quantity). CRS works with local technicians and pastoralists to implement livestock fairs in many country programs.</p>	<ul style="list-style-type: none"> • Rwanda animal fair: goats and hopes. CRS.
Livestock disease treatment and prevention	<p>This component contributes to restoring and protecting livestock herds. It may or may not complement livestock distribution (in-kind or through fairs). Understanding local context and practices is key to its success, as well as working with local veterinarians and pastoralists. CRS has implemented this component in West Africa and the Horn of Africa.</p>	<ul style="list-style-type: none"> • The road to resilience: Case studies on building resilience in the Horn of Africa. 2013. CRS.
CASH TRANSFER PROGRAMMING		
Cash transfers and vouchers	<p>Cash transfers can be used to deliver assistance to affected communities. The modality has a set of principles for risk mitigation and effectiveness. A market assessment is a preliminary activity that justifies the decision for cash transfer programming, alongside an analysis of needs, and confirms which cash transfer modality and payment mechanism—e.g. direct payment, electronic payment or use of mobile money technology—is most appropriate. The use of technology is highly recommended for efficiency and transparency. CRS is a member of a large community of practice and learning—The Cash Learning Partnership—and supports using cash transfers whenever appropriate.</p> <p>The Humanitarian Response Department has a dedicated team that provides technical support to country programs.</p>	<ul style="list-style-type: none"> • The Cash Learning Partnership • Implementing cash and voucher programs. CRS. • CRS operations guidance for cash-based programming. 2016 CRS. • Using cash for shelter: An overview of CRS programs. 2015. CRS. • E-transfer implementation guide. Mercy Corps.

<p>Cash transfers and vouchers (cont.)</p>	<p>Vouchers can also be used to deliver assistance. These are mainly recommended when it is most effective to contract with local vendors who supply necessary items to affected communities and/or when the local financial infrastructure does not support traditional payment systems.</p> <p>The use of technology is highly recommended for efficiency and transparency. CRS works with paper-based and electronic vouchers. Electronic vouchers function through an electronic platform operated by an external information technology supplier.</p>	
<p>MICROFINANCE</p>		
<p>Savings and lending services</p>	<p>This component is best implemented in monetized communities where formal microfinance services are not accessible. CRS has developed a Savings and Internal Lending Communities (SILC) manual. SILCs offer interest on members' savings and access to loans at the borrower's request. At the end of a predetermined period (8 to 12 months), the funds are redistributed to members in proportion to their total savings. Most CRS country programs have implemented SILCs. Generally, SILC activities require at least 12 months, and work best in communities where members know each other. Members need some level of literacy, particularly those with management functions. Other organizations have developed similar microfinance methodologies (e.g., The SEEP Network).</p>	<ul style="list-style-type: none"> • Savings & Internal Lending Communities (SILC) Field Agent Guide. 2011. CRS. • Program quality guidelines for savings groups. The SEEP Network.
<p>Financial education</p>	<p>Financial education is provided to communities to help improve their financial and money management skills. The training format should match the capacity of the participants, according to their language, literacy level, gender, age, local context, etc. Financial education booklets are included in the CRS SMART Skills series, mostly adapted for rural contexts.</p> <p>Other organizations have developed training manuals, based on the specific needs, norms and contexts of affected communities.</p>	<ul style="list-style-type: none"> • Financial education curriculum. 2013. CRS. <p>Examples of organizations that specialize in financial education are:</p> <ul style="list-style-type: none"> • Microfinance Opportunities • Making Cents International

BUSINESS AND ENTREPRENEURSHIP		
Business grants	<p>Business grants are provided to participants to (re)start or improve their businesses. Preliminary assessments give an indication of promising businesses, transfer value, transfer mechanism and timing, as well as the grants' feasibility in the context.</p> <p>A graduation approach supports participants with cash transfers for their basic household needs in addition to business grants. The approach has been implemented in Egypt in urban refugee assistance programs.</p>	<ul style="list-style-type: none"> • Final Report. Mid-term evaluation of UNHCR graduation programme in Egypt. 2016. UNHCR.
Training in business practice	<p>This training is provided to participants who already have a business or are planning to start one. The content should be adapted to the participants' context and learning capacities.</p> <p>Some may also benefit from financial literacy and financial management training. See <i>financial education</i> above.</p>	<ul style="list-style-type: none"> • Marketing basics: A SMART skills manual. 2015. CRS.
EMPLOYMENT		
Vocational training	<p>Vocational training in recovery programs is organized when needs assessments find that the affected communities need new or adjusted skills to integrate into the labor market. Vocational training programs commonly target young and productive population groups. It is important to consider the capacity of the labor market to absorb newcomers, by supporting sectors that have the highest demand for labor.</p>	<ul style="list-style-type: none"> • My skills, my money, my brighter future in Rwanda. An assessment of economic strengthening interventions for adolescent girls. 2011. CRS.
Apprenticeship/ internship and job placement	<p>This component supports participants in securing jobs. Potential employers take interns and/or apprentices in the hope that they can integrate into that sector. To facilitate job placement through local partners and authorities, consider cultural and language barriers, and legal barriers (work permits, etc). In Gaza, CRS provides cash to enable access to internships and apprenticeships supporting both employers and future employees.</p>	<ul style="list-style-type: none"> • Upgrading informal apprenticeships in Jordan. Key findings from a pilot study. International Youth Foundation.

Employment services	<p>Support is provided to help participants develop resumes and learn interview techniques. Jobs fairs and other mechanisms for linking people to relevant employment, are set up. Such programs need to account for special considerations for refugees, such as their ability to work in a host country.</p>	<ul style="list-style-type: none"> • <i>Employment support: DRC MENA Livelihoods Learning Program 2017-2019</i>. 2017. DRC. • <i>Promoting livelihoods and self-reliance: Operational guidance on refugee protection and solutions in urban areas</i>. 2011. UNHCR.
Cash for work	<p>This component promotes short-term temporary employment, particularly in contexts where affected communities are faced with wide unemployment and where there are labor-intensive work opportunities. Protection measures should be taken toward people with specific needs and disabilities. If possible, cash-for-work opportunities can focus on providing participants with market-relevant skills and experience to improve their ability to find employment after project completion.</p>	<ul style="list-style-type: none"> • <i>Maximizing the value of 'cash for work'. Lessons from a Niger land recuperation: CRS EARLI</i>. 2012. CRS. • <i>Guide to cash-for-work programming</i>. 2007. Mercy Corps.

Conclusion

This guidance is a living document. Practitioners are encouraged to refer to it and contribute to it as they learn new lessons and develop new tools. As CRS continues to develop best practice and guidance in emergency livelihoods programming, additional resources will be developed. Areas of particular focus will be in urban livelihoods programming in emergencies and recovery, and also the development of adapted livelihoods training materials and tools tailored to emergency contexts (i.e. simplified and light-touch).

To make suggestions for additional resources, changes or improvements to this guide, please share inputs with the Market-Based Rapid Response and Recovery (MBRRR) team at: emergencies@crs.org

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