

Reference Sheet for Workshops and capacity-building on Sustainable Livelihoods and Emergencies

The FAO Livelihoods Support Programme (LSP) and the Emergency Division (TCE) have been involved in the development of different types of workshops mainstreaming sustainable livelihoods approaches (SLA) to the field of emergencies. This note is a brief summary of these experiences and is intended as a reference for FAO staff and other organisations that are engaging in similar activities. The purpose is to share ideas and experiences on different typologies of workshop, their objectives and format. We have kept it short so that it can be used as quick reference but if you would like more in-depth information or workshop reports, please contact:

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The Reference Sheet provides an overview of 5 different types of workshop. These include:

1. Familiarisation workshops on SLA for emergency operations staff in Headquarters
2. Theme/country specific workshops in Headquarters, using SLA as a planning framework
3. SLA familiarisation and planning workshops to support emergency operations at regional/country level
4. SLA capacity-building workshops to support community-based or local action plans
5. SL Thematic Workshops in an Emergency Context

The Reference Sheet has a companion document comprising the Facilitation Guidelines and material that can be used for the generic part of the livelihoods and emergencies' workshops.

1. Familiarization on Sustainable Livelihoods Approaches: A workshop for FAO Headquarters Staff

Purpose:

The purpose of the familiarization workshops is to provide a facilitated overview of Sustainable Livelihoods Approaches (SLAs), principles and framework and steps to application in the context of emergency efforts. They are aimed at staff that manage and backstop emergencies from the operations side; staff that needs to be familiar with SL and how it can be used in the context of emergencies but that does not need to become a livelihoods expert or practitioner.

Content:

The workshop focuses on a) building on the current principles and activities of the division and integrating SLAs into these efforts; b) presenting SL approaches that

have been used in emergency situations; c) analysing case studies of emergencies and their responses and identifying ways to enhance them with SLAs; and d) reflecting on next steps and opportunities for using SLAs to make efforts more effective. All of the exercises are done in a participatory way to allow participants to share their own experiences. The cases currently included in the curriculum package: Iraq and Burundi (conflict management), Indonesia (tsunami), Mauritania (locust). However, it is strongly suggested to prepare for each session new case studies, based on participants own interest. A Pakistan (earthquake) case study is under development.

Follow up:

These workshops are meant to build interest and set the stage for additional efforts. To put the learning into practice, there need to be mechanisms and opportunities for additional training, mentoring, additional information exchange and networking, and assistance with field analyses and project development. A successful outcome of this workshop is if emergency operations officers seek and support livelihoods-based assessments, coordination, responses, capacity-building and M&E within their field of operations.

2. Theme/country specific workshops in HQ, using SLA as a planning framework

Purpose:

The purpose of this workshop is to facilitate inter-sectoral (inter-departmental) planning on a country or theme (locusts, avian flu, HIV/AIDS) that would benefit from it. The SL framework is used as a tool to incorporate all the different entry points and sectors, analyse how they support the overall goal and help plan and coordinate the activities.

Content:

This type of workshop requires that everyone is brought to the same level of knowledge on the specific theme or country situation. It requires some resource people and /or a detailed case study or presentation documenting the baseline situation for which to plan response activities. Depending on the familiarity of participants with SLA, these need to be revisited or not. This type of workshops is usually made up of three blocks: a) sharing knowledge on the issue, country and/or on SLAs; b) further analysing the problems and opportunities with participants bringing in their sectoral/technical expertise and contribution; c) use the SL framework to analyse the inter-sectoral synergies (and conflicts) while keeping a generic-people centred focus. This can then be used as a planning basis for collaborative response efforts and activities.

Follow-up:

These workshops are useful to sustain improved back-stopping from HQ for field-based activities. It is useful (and motivating) if the staff involved in the workshops are kept involved in the loop and if there is a feed-back and learning cycle that feeds from the field back to HQ. For a practical example of this type of workshop, refer to the Burundi headquarters planning workshop (info from: Florence.Egal@fao.org)

3. SLA familiarisation and Planning workshops to support emergency operations at regional/country level

Purpose

The purpose of these workshops is to : a) familiarise emergency teams, government staff and partners from other organisations with SLAs; b) use SLAs as a tool to support inter-sectoral (inter-agency) collaboration, support the development of a government strategy for reconstruction and rehabilitation based on livelihoods and c) plan responses at the local level that are people-centred and driven by the demands of the affected communities rather than by the Agencies' capacity to supply goods and activities in a given area or sector.

Content

Like all of the above, these types of workshops require a first block to bring everyone up to speed on SLAs and sharing the same understanding of how SL can be used in emergency contexts. If time allows, this is best done by following the model of Workshop 1 (above), building the familiarisation of SLAs by basing it on and drawing it from, participants' experience and work. Nevertheless, this is a more time consuming way of sharing knowledge on SLAs. If there are time constraints, the basic concepts of SLA can be transferred through a presentation (ready PPTs can be found on www.livelihoods.org). Introductory information on livelihoods and emergencies can also be drawn from the FAO LSP/TCE Information Note on Livelihoods and Emergencies (Marta.Bruno@fao.org). The second block of the workshop can vary according to the overall purpose. These may include:

- Internal FAO Team planning workshop to facilitate better collaboration between sectors (agriculture, fisheries, forestry); inclusion of cross-cutting issues (food security, gender, nutrition) or enhancing of inter-sectoral activities (monitoring and evaluation, targeting of beneficiaries). It is useful if such workshops include a more general map of international mechanisms for emergency response and FAO's activities on livelihoods and emergencies since many national consultants are not familiar with these. (Information available from Sri Lanka)
- Variations of the above workshops have been conducted for groups of FAO Country representatives and Emergency Coordinators on a regional basis. The workshops' overall aim was to improve participant knowledge on FAO emergency and rehabilitation activities and programme management but a part of the workshop focused on livelihoods based activities. The workshops were conducted through simulation based on a sudden onset emergency case in a made-up country (for information contact: Patrick.Jacqueson@fao.org).
- Inter-agency and government planning workshop. The purpose is to bring together participants from different sectoral agencies, major NGOs and staff from different line ministries to establish a common operational framework and subsume to it their sectoral expertise and competences. This helps to better manage the overall emergency response, turn sector overlaps into collaborative efforts and ensure that all areas/sectors are adequately covered. If there is a governmental Early Recovery Strategy, the workshop activities can focus around reviewing it. Likewise part of the workshop can be used to set up a joint livelihoods based M&E framework. (information

available on this type of workshops from Sri Lanka, Pakistan, Indonesia-Yogyakarta)

Follow-up

This type of workshop is most useful if held fairly early after the onset of an emergency, once the initial assessments have been carried out but responses in the early recovery phase (where livelihoods are located as opposed to relief activities) have not fully started. The workshop could be very useful to support the recurrent meetings of the livelihood (or other sectoral) cluster. Follow-up should focus on maintaining the momentum for improved inter-agency collaboration and exchange of information as well as for supporting the government-led reconstruction authority manage a comprehensive and well-targeted response effort.

4. SLA capacity-building workshops to support community-based or local action plans

Purpose

The purpose of these workshops is to introduce and train staff from local institutions, NGOs and associations on livelihoods concepts and practical applications. By building their capacity in this area, they can apply it in planning activities at community level. These workshops serve the ultimate purpose of ensuring that community needs, aspirations and participation constitutes the foundation of emergency interventions and activities.

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Part of the workshop needs to familiarise participants with basic principles and applications of SLAs. It is crucial that this is done in the national language, or at least to ensure that participants are not selected only on the basis of their ability to operate in English but based on their institutional/organisational role in facilitating work with local communities. Other blocks of the workshop may include training in PRA tools and methods to use for community level planning, developing strategies to enhance multi-sectoral activities; introduce and promote the use of Participatory Monitoring and Evaluation. Such workshops have been conducted in Sri Lanka (Giuseppe.Simeon@fao.org) and in Aceh/Nias (Amanda.King@fao.org)

Follow-up

The workshops are usually the first step in a sequence leading to community level PRA, participatory action plans, community mobilisation, project activities and PM&E. it is useful to have mid-term and lesson learning/impact assessment workshops to monitor and review progress.

5. Thematic Workshops in an Emergency Context

Purpose:

In complement to the other sustainable livelihoods workshops and depending on the context within which the programme is working, there are a number of sustainable livelihoods thematic areas that can be offered as skills building workshops. These

workshops are 2-3 days and provide hands on training to local organizations and development practitioners.

Content:

The relevant thematic areas could include: Livelihoods Diversification and Enterprise Development, Conflict Management for Natural Resources, and Access to Natural Resources Management. The content of the workshops varies by theme. For example, in the Livelihoods Diversification and Enterprise Development, participants learn about tools and approaches for catalyzing market-oriented enterprises and gain competence in the diversification of livelihoods linked to ongoing local poverty reduction strategies (Siobahn.Kelly@fao.org). In the Conflict Management theme, practitioners are trained in techniques that can assist in managing conflict in natural resources (Antonia.Engel@fao.org).

Follow Up:

Essential follow up for these thematic workshops is required in the form of technical backstopping, mentoring and mechanisms for networking among participants.