



Towards Resilient and Sustainable Communities:

A CAFOD Toolkit to Support
Integrated Programme Design



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ACKNOWLEDGEMENTS

This project has been the result of a collaborative effort across many of CAFOD's programmes and departments. We would like to thank those in the International Development, Emergency Response and Advocacy and Education groups who have contributed to and reviewed this toolkit. Thanks to the Philippines, Nepal and Afghanistan programmes for allowing us to pilot the tool with partners and to the Kenya team for pioneering this work in CAFOD. Special thanks to the technical advisors who provided their input, especially Harriet Jones, for collating various contributions across programmes and finally, Janet Crossley and Augusto Zampini for their specialised support. The work was funded by a grant under the DFID 2016 PPA Extension.

CAFOD
June 2017

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INTRODUCTION

Our world is changing dramatically, droughts are longer and more devastating, floods are more extreme, water stresses and food shortages are tipping countries into conflict and violence. These changes are not only a result of environmental degradation, climate change and poor risk management, but also shifting social and economic trends. The situation facing poor people is rarely caused by a single factor but instead by a range of interconnecting factors working together at different scales¹.



A resilience and sustainability lens requires that we move beyond thematic programme silos and consider people, the environment and the systems in which we co-exist.

CAFOD believes that in every community, women, men, girls and boys should have the best possible chance to thrive and flourish. Achieving this is a daunting task which requires an integrated and holistic approach. Such an approach encompasses the hardware of our technical interventions but also the software of how we work with communities, to build social capital and confront the structural causes of poverty and injustice. A resilience and sustainability lens can support our work toward a more just world.

A resilience and sustainability lens requires that we move beyond thematic programme silos and consider people, the environment and the systems in which we co-exist. This type of integrated thinking is being increasingly used across the development sector. Such thinking is one of the transformational principles of the Sustainable Development Goals (SDGs), which set a new global development framework. Together with *Laudato Si'* and the integral ecology approach, we are being called to embody these considerations in our work.



Aims of the toolkit

The aim of this toolkit is to support CAFOD staff and partners to build the resilience capacity of households and communities to deal with shocks and stresses and support them to thrive and flourish. The concept of resilience is still being largely debated and it is rapidly becoming significant in development discourse. The jury is still out on how we qualify and measure resilience but the term is increasingly being used by donors and practitioners alike to express a “quality” in approach that aims to reduce vulnerabilities in communities². CAFOD’s work in this area, is based on a set of guiding principles whereby resilience and sustainability are seen as a lens which to employ in all levels of programming, *not an outcome per se*. This lens acknowledges the existing capacities of communities as a starting point, seeking to ensure that programming does not negatively impact or weaken existing systems and is appropriate to different socio-cultural contexts.

For CAFOD, this is not about a one size fits all approach, but rather about informing structured conversations between programme staff, partners and communities to improve the design and quality of programme³ proposals. Underpinning this, is the assumption that well-designed programmes will reduce the margin of error, resulting in better targeting, more efficiency and ultimately the desired impact.

This toolkit is framed across nine characteristics of resilience and sustainability drawing upon resources from social, economic, and ecological domains:

- Good Programme Design
- Risks and Assumptions
- Monitoring and Learning
- Environment and Natural Resources
- Policy and Enabling Environment
- Livelihoods and Local Economic Development
- Adaptation to Hazards
- Equality and Inclusion
- Safety, Access and Dignity

¹ See the CAFOD-led participatory research, COMPASS 2015 for details.

² Refer to CAFOD’s Resilience Refresh document, 2017 “A Rough Guide to CAFOD’s Approach to Resilience” for further commentary on the resilience literature.

³ Please note that throughout this document we refer to ‘programmes’, but what is herein contained, is applicable to any proposal design whether at programme or project level.

Using this toolkit

This toolkit is aimed primarily at CAFOD programme staff, to facilitate conversations with partners and support reflection and feedback on proposals. It allows them to score proposals against statements of good practice and provides links to tools that will support improvements across the different, yet interconnected, areas of resilience and sustainability.

● **Section 1** provides a context for CAFOD's approach to resilience and sustainability, its foundations in Catholic Social Teaching (CST) and contribution to Just One World (J1W). This section links with our Resilience Refresh document (2017), entitled 'The Rough Guide to CAFOD's Approach to Resilience' (2017) and outlines our journey in this work, as well as, general guiding principles.

● **Section 2** presents the resilience and sustainability **assessment tool** to help evaluate the quality of proposals across nine interconnected areas. This tool generates a comprehensive score and points users to further resources that can be used to improve specific areas as needed. The resources provided are largely synced with the tools catalogue featured in the Programme Management Manual (PMM). Through identifying the areas for improvement, the assessment tool allows staff and partners to focus on specific sections, tailored to their needs.

● **Section 3** presents a series of Frequently Asked Questions.

● **Section 4** provides practical guidance for CAFOD programme staff to support partners in better understanding, assessing, designing and implementing resilient programmes. This will support feedback and improvements in programme design and ultimately implementation. This section forms the core of the document; it further elaborates on key concepts and introduces important terminology and resources.

This section is organized across the nine key areas and features:

- **Key Questions** to guide discussion and assess the proposal.
- A brief description of **why** this specific area is important to resilience and sustainability.
- Offers suggestions on **how** to work in this specific area and points to further resources for consideration. These are largely linked to best practice tools already existing in the PMM.

● **Section 5** lists references and other materials.

Please note this document is not static. It is a place to start and can and should be adapted by staff to meet the needs and realities of particular partners, programmes and contexts.



SECTION 1

CST, CAFOD and Resilience and Sustainability

For CAFOD resilience is about understanding and engaging with a changing world; enabling households and communities to self-organize, prepare for shocks and stresses and use change to adapt, regenerate and flourish.

If resilience is about coping with and thriving despite change then sustainability is about ensuring the durability of that resilience. Sustainable development seeks to achieve, in a balanced manner, economic development, social cohesion and environmental protection.

A Resilience and Sustainability lens recognizes that communities are part of a wider system and aims to influence and optimize the synergies across these. It encourages us to look holistically at the issues of poverty and injustice affecting communities; understanding their drivers, designing responses that reflect the inter-connected nature of these challenges and ultimately, strengthening capacity to self-organize, adapt and thrive. A resilience and sustainability lens should be integrated and inter-disciplinary. Considered alongside issues of vulnerability and inequality, resilience and sustainability can include a mix of programmatic themes and advocacy approaches.

Resilience and Sustainability and Catholic Social Teaching (CST)

Our world is changing dramatically. As Pope Francis explains in *Laudato Si': On the care for our common home* (LS), “we need only take a frank look at the facts to see that our common home is falling into serious disrepair” (LS, 61). Droughts are longer and more devastating, floods are more extreme, water stresses and food shortages are tipping countries into conflict and violence. Global inequality worsens the effects of these changes for the less affluent of the world.

Some symptoms of these changes are clear. Climate change is “affecting the availability of essential resources like drinking water, energy and agricultural production in warmer regions, and leading to extinction of part of the planet’s biodiversity” (LS, 24). “Water supplies used to be relatively constant, but now in many places demand exceeds the sustainable supply”, which causes “large sectors of the population (to) have no access to safe drinking water or (to) experience droughts which impede agricultural production”, resulting also in “deaths and the spread of water-related diseases” (LS, 28).

In his encyclical letter, *Laudato Si': On the Care for Our Common Home* (2015), Pope Francis urges us to not forget our connection to the earth “who sustains and governs us” (LS,1). The Pope wrote this document in response to our unprecedented *socio-ecological crisis*, one which affects us all and requires common solutions. “No voice can be left out, especially not the voices of those who are most affected by social disintegration and ecological devastation” (LS,14). As an organization inspired by Catholic Social Teaching (CST), we are called to enter into dialogue with ourselves, our partners and the communities we work with and enquire if and how we are responding to, or perhaps even indirectly contributing to, this crisis.

“
No voice can be left out, especially not the voices of those who are most affected by social disintegration and ecological devastation.

Laudato Si, 14

”

The situation facing poor people is rarely caused by a single factor but instead by a range of intersecting factors working together at different scales⁴. For this reason, CST proposes to “broaden our vision” (LS, 112) and “look for solutions not only in technology but in a change of humanity; otherwise we would be dealing merely with symptoms” (LS, 9). The environmental crisis is more than scientific and technological; it is fundamentally moral and complex (*John Paul II, Address to World Peace Day, 1990*).

Within CST there is a recognition that development must be integral and operate within a broader moral framework which supports the whole being and the whole community. Often, development programmes focus on specific thematic areas, such as income generation or sanitation; yet the challenges faced by the communities we work with are much broader than that.

When promoting ‘integral human development’, we cannot omit that human beings are part of the ecosystem in which they live. An integral approach to development requires that we acknowledge and work on economic, social and environmental issues together.

The concept of ‘integral ecology’ is introduced as a paradigm able to articulate the fundamental relationships of the person: with ‘God’, with ‘oneself’, with ‘other human beings’ and with ‘creation’. It also stresses the need to acknowledge the interconnectedness between the cry of the earth and the cry of the poor, between economics, politics, and ecology; between our daily life and our culture; between the dignity of each human being and the common good; and between intra- and inter-generational justice. Integrating these themes is critical for a dialogue which redefines the idea of growth. (cf pg. 25).

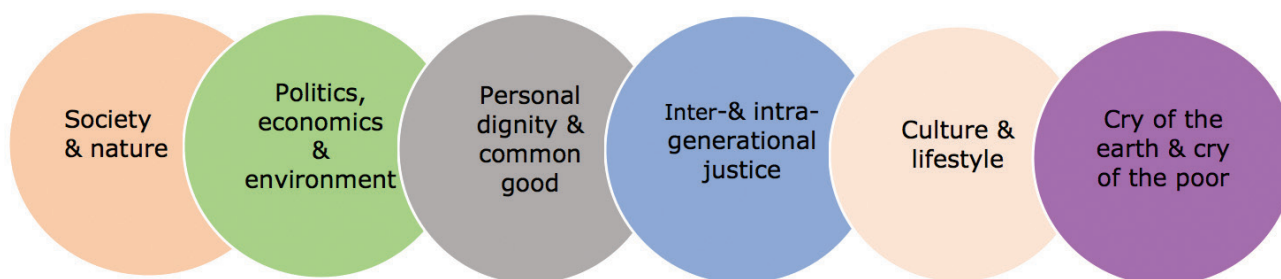


Figure 1. Integral ecology

In terms of development planning, we ought to resist to the pressure for short-sighted programmes that “look for quick and easy profit” (LS, 36). Indeed, “efforts to promote a sustainable use of natural resources are not a waste of money, but rather an investment capable of providing other economic benefits in the medium term. If we look at the larger picture, we can see that more diversified and innovative forms of production which impact less on the environment can prove very profitable” (LS, 191).

Pope Francis reminds us that although “the existing world order proves powerless to assume its responsibilities local individuals and groups can make a real difference” (LS, 179). This empowered sense of common responsibility is a precondition for thriving communities and it is precisely this that a resilience and sustainability approach can bring to our work.

⁴ See the CAFOD-led participatory research, COMPASS 2015 for details.

Table 1. Key Principles of CST and Relevance to CAFOD’s Approach to Resilience

Principle of CST ⁵	Relevance to CAFOD’s Approach to Resilience
Preferential Option for the Poor and Vulnerable	Resilience is underpinned by equity. A society which is riven with inequity will not be truly resilient. The privileged few may be resilient but not the marginalised majority. Working with the most vulnerable towards more equal societies is one of CAFOD’s niches.
Respect for Human Life	Reducing the vulnerability of people living in hazardous regions of the world allows them a greater chance to live a life that is dignified in which they can flourish.
Respect for Human Dignity	Equality and respect are preconditions necessary for people to flourish. The privileged few do not have the right to live in ways that undermine the common good and wellbeing of other members of the human family.
Association	The idea of community is crucial to an understanding of resilience. In order to build resilient communities, people need to work together and be able to self-organise. Truly resilient communities cannot exist where people do not work together for the common good.
Participation	Resilience relies on the participation of people in decisions that affect their lives. Every person should be able to make decisions that will reduce their vulnerability to a range of hazards, both natural and anthropogenic (originating in human activity).
Solidarity	Resilience is all about people coming together to work for common interests. It is about mutual support and working together - as one human family to avoid undue suffering. We help facilitate this expression of solidarity between communities in England and Wales and those in the Global South.
Stewardship	Unless we have biophysical systems that can support life, it will be impossible to achieve resilience. Resilience depends on fully functioning ecosystems that can provide fresh air, clean water, healthy soils and the conditions for all species to flourish.
Subsidiarity	The CST principle of ‘subsidiarity’ emphasises that all people have a right to participate in the economic, political and cultural life of a society from the lowest practical level, and that the voice of the poor and marginalised should be a key consideration for inclusive decision-making. In this regard, Civil Society and People’s Organisations are essential players in influencing policy.
Human Equality	Discrimination is often the root cause of vulnerability. Resilient communities are those where certain groups are not marginalised because of gender, age, ethnicity, race, disability or political association.
Common Good	Since we are all interconnected, working for the common good is a precondition for truly resilient communities.

⁵ Taken from: <http://vinformation.famvin.org/vincentian-spirituality/in-todays-world/ten-foundational-principles-in-the-social-teaching-of-the-church/>

1.1 CAFOD and Resilience and Sustainability

Resilience is a fairly new concept in the development lexicon and is still evolving as an industry framework. CAFOD has started to develop its resilience approach as far back as 2009. The 2017 'Rough Guide to CAFOD's Approach to Resilience and Sustainability' states that even though we only started to explicitly use the term in 2009, our CST inspired approach has been aiming to build the resilience of communities long before that.



1.2 Practical implications for CAFOD's work

CAFOD's ways of working are unique to our mission and our partnership model. CAFOD aims to support partners to implement good programmes that reflect the needs of communities. Whilst we strive to not be a prescriptive top-down organization, there are nonetheless some important technical and programmatic considerations for good practice which are captured in our foundational quality standards (FQS) in the Programme Management Manual (PMM). In that sense, nothing in this toolkit is necessarily new. Rather, it is a consolidation of already existing material on resilience and sustainability in a more practical, easy to access and user friendly format. This toolkit aims to collate much of the information already existing in the PMM, fostering links between the principles and tools contained therein and our overarching resilience and sustainability approach. Please note:

- This toolkit is meant to support improved programme design and proposal development (for both CGF and institutional funding).
- This toolkit aims to guide generalist staff **to have informed conversations with partners** and in that spirit, is not an imposition.

- It aims to evaluate programme design, but can also be used to support reflections and evaluations of interventions by applying the self-assessment tool in the midterm or end of the programme.
- This tool can help support programme thematic framework development by helping identify gaps and strengths.

A Case for Integrated Programming

We are not implying that programmes must respond to *all issues* affecting communities through interventions in every technical thematic area. Rather, this is an invitation to those designing programmes to consider the interconnected features of the realities faced by communities and how integrated⁶ programmes can effectively respond to these. Such an approach has other potential benefits, such as, more efficient use of time and resources and more effective monitoring and management.

A programme that aims to build resilience looks holistically at issues of disempowerment and poverty in communities, understands their drivers and designs responses with communities that reflect the interconnected nature of these challenges. Programmes that operate in silos often under-optimize the potential of the intervention and can create time burdens where households are involved in various activities. A more integrated approach which engages with a holistic analysis of the problem and builds on the synergies across different programming areas will yield better impact.

Case Study: Kenya's Experience with Integrated Programming

With the introduction of Kenya's new country strategy, the office was called to reinvent its approach and ways of working to support partners in more efficient ways, allowing them to focus on implementation and building the resilience of communities. Changes were made which governed how staff operate, accompany partners and monitor programmes. For instance, a number of new processes were introduced, such as targeting strategic partners within smaller communities, conducting needs assessment with all partners, merging all standalone projects per partner programme and combining their budgets. The office also appointed a key contact officer, per partner, to coordinate all thematic activities. This person is responsible for building and maintaining partner relationships. This was a welcome move as partners used to have to deal with multiple CAFOD staff for various different standalone projects.

In addition, project timeframes were tightened up, data collection methods improved, monitoring activities have become more frequent and evaluations are now embedded into the programme cycle. All programmes incorporate field staff from specific, yet interconnected, thematic areas such as HIV, livelihoods and DRR. Partners still get specific thematic support but different technical areas are now integrated resulting in a more holistic approach. These newly embedded processes and administrative changes have led to more effective programmes, ultimately improving the efficiency of implementation and allowing partners to focus on their core business - to build the resilience of communities.

The changes have resulted in many benefits. For instance, tailored partner engagement and communication allows for a deeper understanding of partner's needs and their context, consolidating partner's budgets makes for efficient budgeting and financial planning, whilst collaborative thematic input, at grass roots level, help break down internal silos and achieve a more holistic and cohesive approach to teamwork both thematically and operationally.

A number of external challenges such as staff turnover and low institutional funding could threaten the programme's outcomes and compromise the team's approach to resilience. But implementing risk assessments with partners at the design stage can support staff and partners to understand and mitigate against these accordingly.

⁶ See section 2.2 of the PMM about the importance of integrated and holistic programming.

Table 2 below contains a list of the main thematic areas that could be featured in an integrated programme. In addition to these, we should also consider good programme quality principles such as participation, a thorough risk analysis and good MEAL, to name a few.

Table 2. Thematic Areas for Integrated Programmes

Key Area	Rational
Environment and Natural Resources	Programmes need to be contextualised in their existing environmental conditions. They must not damage the environment or undermine ecosystem services. A healthy environment is crucial for any programme that aims to build resilience. This is not at odds with poverty alleviation, but rather a precondition for it.
Policy and Enabling Environment	There is an inherent understanding that certain structural constraints need to be addressed if programmes are to achieve their intended outcome. Ignoring the root causes of poverty and injustice can result in quick fixes for symptoms but does not sustain transformative development. A crucial issue is power; Who wields it? How can it be distributed in a way that empowers vulnerable communities to self-organize and influence policy makers so they can build resilience in a way that works for them and not dominant power actors?
Livelihoods and Local Economic Development	Programmes should aim to build resilience to factors that could create vulnerability at the local level, for instance, dependence on distant markets, foreign inputs and fluctuating global prices. The key to building resilient livelihoods is to ensure that those involved in the programme are empowered to have control over (economic) factors that could undermine their resilience.
Adaptation to Hazards	Programmes recognize that resilience can be undermined by a range of hazards, both of natural and human origin. Reducing vulnerability to hazards is a key aspect of all programmes aimed at increasing community resilience.
Equality & Inclusion	A key aspect of CAFOD's approach to resilience is the fact that it considers issues of power; which are not always taken into account in the dominant academic literature on resilience. Marginalised groups should be key participants and owners of interventions, and efforts should be made to address power dynamics that could preclude them from doing so. CAFOD focuses on the poorest and most vulnerable and therefore, all programmes aiming to building resilience should have these groups at heart.
Safety, Access and Dignity	CAFOD designs its programmes to ensure the voice and dignity of every person is respected regardless of race, gender, age, religion or political viewpoint. Protecting people from harm should be the foundation of good programme design. Equally important is the notion that our programmes aim to leave people better off than they were before the intervention, not compromising their wellbeing, access to basic services and other productive assets.

General Principles of Resilience

Strong risk analysis, diversification strategies, the spreading of risk and pooling of resources are all important factors for building resilient communities.

Resilience emerges as a result of three capacities: absorptive, adaptive and transformative. Each capacity is linked to a different outcome: persistence, incremental adjustment or transformational process. The value of resilience as a concept is that it combines programming with risk management approaches to support communities in building their own capacities.

Table 3. Types of Capacities Built by a Resilience Approach

<p>Absorptive capacities (Persistence)</p>	<p>The ability of a system to prepare for, mitigate or prevent negative impacts, using predetermined coping responses to preserve and restore essential basic structures and functions. This includes coping mechanisms used during periods of shock.</p> <p>Examples of resilience response measures in absorptive capacity:</p> <ul style="list-style-type: none"> ● Coping behaviour (e.g. Early Harvests) ● Household risk management strategies ● Informal safety nets ● Disaster mitigation and Early Warning Systems ● Savings and self-help groups
<p>Adaptive capacities (Adjustment)</p>	<p>The ability of a system to adjust, modify or change its characteristics and actions to moderate potential future damage and to take advantage of opportunities, so that it can continue to function.</p> <p>Examples of resilience response measures in adaptive capacity:</p> <ul style="list-style-type: none"> ● Building human capital ● Access to credit ● Access to information ● Livelihoods diversification ● Psychological wellbeing ● Climate resilient models of production; agroecology ● Risk proofing assets
<p>Transformative capacities (Structural Change)</p>	<p>The ability to create a fundamentally new system so that the shock will no longer have any impact. This can be necessary when ecological, economic or social structures make the existing system untenable.</p> <p>Examples of resilience response measures in transformational capacity:</p> <ul style="list-style-type: none"> ● Introduction of conflict resolution mechanisms ● Urban planning measures ● Good governance and actions to stamp out corruption ● Use of fair markets ● Enabling environment; influencing policies and regulations ● Formal safety nets and access to basic services

SECTION 2

The Resilience & Sustainability Rapid Assessment Tool

The 'Rapid Assessment tool' has been developed to encourage and orient an initial conversation between CAFOD staff and partners on the design of a specific proposal. This is the starting point of the process and will help gauge the resilience and sustainability of the initiative by rating the proposal against good practice statements across nine key areas.

Through using this tool, staff and partners, will be able to assess specific areas in the proposal which need further development. The assessment results will point users to specific sections of the toolkit for further information and highlight tools that could be used to improve certain elements of design.

Resilience and Sustainability Rapid Assessment Tool

Our world is changing dramatically, these changes are not only because of environmental degradation, climate change, increased hazards and poor risk management, but also shifting social and economic trends. The situation facing vulnerable people and persons in poverty is rarely caused by a single factor but instead by a range of interconnected factors working together on different scales. Resilience and sustainability (R&S) builds on our global work in four closely related and integrated areas: water, disaster risk reduction (DRR), environment and livelihoods and reflects our core values of dignity and stewardship, which are underpinned by Catholic Social Teachings. For CAFOD resilience is about understanding and engaging with a changing world; enabling households and communities to self-organise, prepare for shocks and stresses and use change to adapt, regenerate and flourish. If resilience is about coping with and thriving despite change then sustainability is about ensuring the durability of that resilience. Sustainable development seeks to achieve, in a balanced manner, economic development, social cohesion and environmental protection.

This 4-step rapid assessment tool will help you analyse the resilience and sustainability project/programme proposal against 9 different areas. These areas are critical to the success of any R&S project. At the end of the assessment, a score will be generated which will help to identify the strengths and weaknesses of the proposal. For areas that need to be strengthened, the assessment will then point to the appropriate section of the guide and to tools that can be used to further strengthen the quality of the proposal. Please refer to the Summary Explanation (which can be found at the end of the rapid assessment tool) for further insights into the key concepts.

Instructions:

Step 1: To help assess the resilience and sustainability strength of your initiative, discuss the statements in the green column below with your partners and assess the initiative's 'fit' with each. Each of the statements are based on the key elements necessary for a resilient and sustainable initiative (FQS refer to CAFOD's Foundational Quality Standards and CHS refer to Humanitarian Core Standards). Allocate a score (N/A, 0, 1, 4 or 5) for each statement based on the simple scoring system explained in the box below. Not applicable statements refer to, for instance, if the issue in question is not addressed in the programme, ie - if it is a WASH project and does not have a market component.

Explanation	Score
The R&S initiative is totally in accordance with the statement (also if the statement does not apply)	5
Close to 5, but not quite there	4
Close to 0, but not that poor	1
This is not in place, or is not true, or does not happen	0
Does not apply	N/A

Project Name: e.g. Strengthening the Resilience of Food Insecure Households in Drylands

Key elements of successful R&S initiatives				
1. Good Programme Design <i>Participatory, realistic and integrated programme design that meets community needs</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
1.1	The approaches and activities chosen to achieve the outcomes are based on a participatory needs assessment and are realistic within the resources available.	4	5	
1.2	Designed projects demonstrate integration of relevant themes based on identified needs.	1	5	
1.3	The targeted groups have been involved in the design of the project and mechanisms for continued participation in decision making are in place.	1	5	
Total score (highest possible score = 15)		6	15	
Percentage score		40%	100%	

Tools that you can use with partners to improve the R&S initiative and overall programme quality found in PMM manual
Tools
Guidance for Partners - Programme Proposals
Problem Analysis PMM 3.2.2 (pg 42)
Stakeholder Analysis PMM 3.2.2 (pg 42)
Rapid Participatory Community Assessment

2. Risks and Assumptions <i>Understanding, reducing and mitigating against potential risks</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
2.1	A theory of change was developed to inform programme design and underlying assumptions have been acknowledged.	1	1	
2.2	Risks have been identified and managed, with contingency plans developed as appropriate at the community level (FQS 13).	1	1	
2.3	Appropriate management arrangements are in place and functioning and staff have the right competencies to fulfil their role (FQS 10).	1	1	
Total score (highest possible score = 15)		3	3	
Percentage score		20%	20%	

3. Monitoring and Learning <i>Understanding impact, reviewing progress and capturing learning</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
3.1	Progress towards outcomes is monitored based on appropriate indicators, which demonstrate a change in the resilience capacity of communities.	4	5	
3.2	Appropriate baseline data has been collected (or there are plans to do so), to enable project outputs and outcomes to be assessed (FQS 11).	4	4	
3.3	Lessons based on monitoring, evaluation, feedback and complaints are fed into programme cycle management and shared with partners and communities (CHS 7.2).	4	5	
Total score (highest possible score = 15)		12	14	
Percentage score		80%	93%	

4. Environment and Natural Resources <i>Responsible and resilient environmental and natural resource management</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
4.1	An assessment/analysis has been done to ensure that the project does not contribute to the long or short term degradation of natural resources.	4	1	
4.2	There are clear strategies to assess, reduce and minimise negative environmental impact (FQS 9).	4	0	
4.3	The use of natural resources has taken into account basic needs, livelihoods, the capacity of local eco-systems and downstream impacts.	4	4	
Total score (highest possible score = 15)		12	5	
Percentage score		80%	33%	

5. Policy and Enabling Environment <i>Understanding the context to address the root causes of problems facing communities</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
5.1	The initiative has clearly assessed the enabling policy environment through a thorough context analysis.	4	4	
5.2	Linkages are made between the programme initiative and the root causes of poverty, inequality and power imbalances to address specific structural constraints.	4	1	
5.3	Partners participate in local networks and/or collaborate with other CSOs influencing structural issues.	4	1	
Total score (highest possible score = 15)		12	6	
Percentage score		80%	40%	

Tools
Foundational Quality Standards PMM 2.1.6 (pg 11)
Do No Harm Principles PMM 2.1.6 (pg 10)
Theory of Change PMM 3.2.2 (pg 42)
Simple Risk Assessment Matrix ED Guidelines (pg 67)

Tools
Monitoring Questions to Consider PMM 4.9 (pg 55)
Trocaire Livelihoods Baseline Guide
Theme Specific Indicator Bank (Tools Catalogue)
Indicator Bank for DRR and Resilience (by the Interagency Group: CAFOD, CRS and Caritas Australia)

Tools
FIETS Tool
Multiple Use of Water Services
Environmental Sustainability Assessment Tool
Christian Aid Toolkit - Climate Change Adaptation
An Approach to Designing Energy Delivery Models that work for People Living in Poverty
CEDRA Tool - Climate Change and Environmental Degradation Risk and Adaptation Assessment by Tearfund

Tools
Content Analysis - SWOT
Analysing the Business Environment ED Guidelines (pg 61)
Advocacy Resources Toolkit PMM 2.2.4 (pg 22) including V&A tool

6. Livelihoods and Local Economic Development				
<i>Livelihoods are diversified and enhanced, savings and sound financial management promoted</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
6.1	Livelihoods assets and security are enhanced without negatively impacting social cohesion.	1	5	
6.2	The livelihoods initiative reflects an understanding of the market (both supply and demand) and aims to respond accordingly.	4	4	
6.3	Financial management (including savings) capacities are enhanced.	4	1	
Total score (highest possible score = 15)		9	10	
Percentage score		60%	67%	

7. Adaptation to Hazards				
<i>Minimise the impact of conflict, disaster risks and hazards</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
7.1	The results of any existing community hazard and risk assessments and preparedness plans are used to inform activities (CHS 3.2).	4	4	
7.2	A conflict analysis/reflection is conducted with the community to address potentially negative impacts which may result from the project and mitigate against these.	4	5	
7.3	Partners are working with government stakeholders through relevant local/national structures to address underlying risk/hazards.	4	5	
Total score (highest possible score = 15)		12	14	
Percentage score		80%	93%	

8. Equality and Inclusion				
<i>Vulnerabilities and inequalities are not created or exacerbates and all members of the community can participate in interventions</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
8.1	A needs assessment was completed (or there are plans to) which identifies people and communities to be targeted and considers the different vulnerabilities and capacities of communities (FQS2).	4	1	
8.2	Information is provided to people and communities about the organisation, the principles it adheres to, expected staff behaviour, the programmes it is implementing and what they intend to deliver (CHS 4.1).	4	5	
8.3	The project ensures that vulnerable and marginalised groups are included, able to participate and benefit from programme activities.	4	4	
Total score (highest possible score = 15)		12	10	
Percentage score		80%	67%	

9. Safety, Access and Dignity				
<i>All community members are safe, have equitable access to resources and are supported to live dignified lives</i>				
	Statement of good practice	Initial Score	Updated Score	Comments / Justification
9.1	The project does not negatively impact or compromise access to basic needs (food, water, shelter etc).	0	5	
9.2	The personal safety of all community members is considered (eg gender based violence).	1	1	
9.3	The voice and dignity of every person is respected regardless of race, gender, age, religion or political affiliation.	1	4	
Total score (highest possible score = 15)		2	10	
Percentage score		13%	67%	

Tools
Enterprise Development Guidelines.
Brainstorming Impacts on Assets ED Guidelines (pg 42)
Market Facilitators Guide to Participatory Agroenterprise
Guide to Facilitating Collective Marketing Activities

Tools
DRR Training of Trainers Guidelines PMM 8.3.1.1 (pg 90)
DRR E-Learning Manual (pg 90-130)
Disaster Risk Reduction - HVCA Guidelines (pg 11)
Trocaire Conflict Sensitivity Toolkit
The Application of Conflict Sensitivity in Rapid Onset Emergencies
KOFF Fact Sheet

Tools
Vulnerability & Inequality Analysis PMM 2.2.1 (pg 17)
CAFOD's Gender Equality Policy and Strategy PMM 2.2.1.1 (pg 18)
Guidance on Gender PMM 3.2.3 (pg 42)
ECHO - Gender-Age Maker Toolkit

Tools
Protection Mainstreaming Plan
Point Protection Mainstreaming Framework
The Sex, Age, Diversity; Safety, Access, Dignity (SAD-SAD) Tool
SHPERE - WASH guidelines
WHO - Psychological First Aid: Guide for Field Workers
Monitoring of Participatory Health and Hygiene Education (this is summarised in chapter 8 (section 8.3.4.7)

Step 2: Assess the **overall** score of the R&S initiative

Section	Initial Score	Updated Score	
1. Good Programme Design	40%	100%	
2. Risks and Assumptions	20%	20%	
3. Monitoring and Learning	80%	93%	
4. Environment and Natural Resources	80%	33%	
5. Policy and Enabling Environment	80%	40%	
6. Livelihood and Local Economic Development	60%	67%	
7. Adaptation to Hazards	80%	93%	
8. Equality and Inclusion	80%	67%	
9 Safety Access and Dignity	13%	67%	
Overall Percentage Score	59%	64%	

If your overall score is 0-40%:

Work to be done! The proposition is not strong and likely to fail. The initiative should not be supported until changes are made to the proposition. Weakness of this scale might suggest that paucity of capacity in this area would benefit from some support.

If your score is 41-73%:

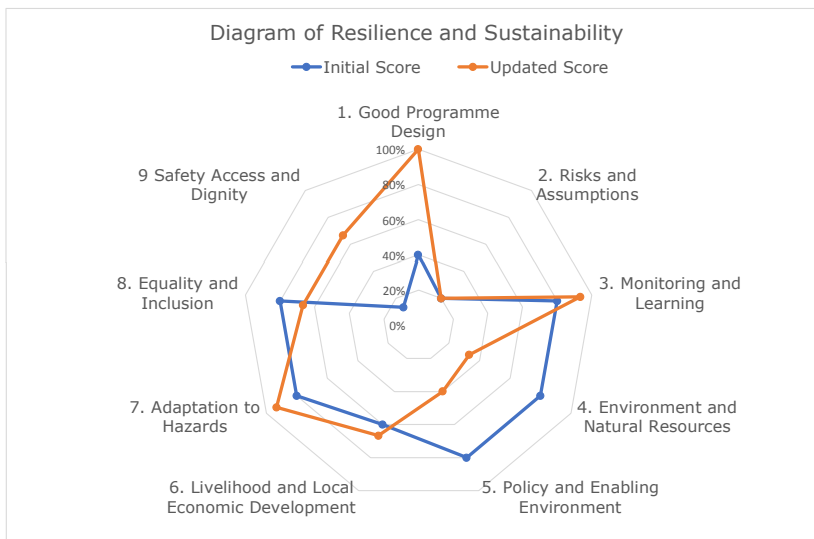
Not bad! There is clearly some good practice in place, but still plenty of room for improvement. Low scoring sections (See step 3) require immediate attention from managers.

If your score is 74-100%:

Well done! The proposition is strong. But do also consider the nine assessments in each section: true resilience and sustainability require strength in all nine areas. Use this opportunity to make improvements and increase the proposition's chances of success (See step 3).

Step 3: Analyse results against each of the 9 key elements. Where your score is 'weak' or 'medium' for any of the 9 areas you can turn to the section in the guide to increase understanding of the issue. You can also use the tools provided in the blue column to improve the strength of the R&S proposition.

Step 4: The Spider diagram below of resilience and sustainability provides a simple visual interpretation to aid discussions and monitor progress. *[This will be created automatically if you use the accompanying spreadsheet to assess your initiative]*



Key elements of successful R&S initiatives		Summary Explanation
<p style="text-align: center;">Good Programme Design <i>Participatory, realistic and integrated programme design that meets community needs</i></p>		
<p style="text-align: center;">Statement of best practice</p>		
1.1	The approaches and activities chosen to achieve the outcomes are based on a participatory needs assessment and are realistic within the resources available.	Participatory needs assessments refer to community based activities which support programme design. Various participatory learning action tools can be used, such as: transect walks, village maps and focus group discussions. It is important that activities are planned within the resources available, often activities can be ambitious and do not reflect financial, time or capacity constraints.
1.2	Designed projects demonstrated integration of relevant themes based on identified needs.	Resilient and sustainable programmes need to consider the synergies between interconnected thematic areas in order to demonstrate a holistic approach that addresses the needs of people and communities. Relevant thematic areas include, but are not limited to: livelihoods, food security/sovereignty, DRR and preparedness, WASH, water and environmental resource management, climate change adaptation, energy etc.
1.3	The target groups have been involved in the design of the project and mechanisms for continued participation in decision making are in place.	Target groups refer to women, men, boys, girls, youth and older people, as well as persons with disabilities and specific minority or ethnic groups without distinction (CHS). The Catholic Social Teachings of 'subsidiarity' and 'preferential option for the poor' emphasise that all people have a right to participate in the economic, political and cultural life of a society from the lowest practical level, and that the voice of the poor and marginalised should be a key consideration for inclusive decision-making. A resilient and sustainable programme is one that contains mechanisms to review programme performance and integrate learning for the relevant adaptation of community activities.
<p style="text-align: center;">Risks and Assumptions <i>Understating, reducing and mitigating against potential risks</i></p>		
<p style="text-align: center;">Statement of best practice</p>		
2.1	A theory of change was developed to inform programme design and underlying assumptions have been acknowledged.	A theory of change (ToC) is a system of ideas intended to explain how we think change happens or will happen, in the area we want to address, and how we intend to work to influence these changes. It can be a powerful approach to support programmatic and organisational learning and adaptation processes (PMM). Assumptions are conditions which you expect will be in place to manifest the desired programme outcome. These could include factors that are currently taken for granted, accepted as true or considered as highly likely/certain to happen, such as, the rains will come on time. Assumptions could turn into risks, which threaten the project if they do not occur as expected.
2.2	Risks have been identified and managed, with contingency plans developed as appropriate at the community level (FQS 13).	Assumptions and risks should be documented in the Thematic Programme Risk Register. This should include risks associated with institutional funding, financial management, corruption (FQS 14) and child protection (FQS 15). Contingency plans should be realistic and reflect the capacity of the community.
2.3	Appropriate management arrangements are in place and functioning and staff have the right competencies to fulfil their role (FQS 10).	The management of good quality programmes requires a broad range of competencies (Technical, Leadership, Skills and Knowledge, and Systems). Partner and CAFOD capacity needs should be considered during programme design and support plans should be developed to aid in programme implementation. It is also important to ensure that appropriate management arrangements are in place and functioning (FQS 10).

Monitoring and Learning		
<i>Understanding impact, reviewing progress and capturing learning</i>		
Statement of best practice		
3.1	Progress towards outcomes is monitored based on appropriate indicators, which demonstrate a change in the resilience capacity of communities.	All programme frameworks should include an Outcome Matrix that defines the Goal, Outputs, Outcomes, Indicators and Means of Verification to enable progress to be monitored. Based on the information gathered, mechanisms should be in place to absorb learning and allow for the adaptation of activities to improve effectiveness (FQS 12). Outcome indicators should be consistent with the Theory of Change developed to inform programme design.
3.2	Appropriate baseline data has been collected (or there are plans to do so), to enable project outputs and outcomes to be assessed (FQS 11).	All thematic programmes should have documented baselines to measure against programme performance (FQS 11). These should be revised throughout the project cycle and should reflect a clear monitoring and learning approach.
3.3	Lessons based on monitoring, evaluation, feedback and complaints are fed into programme cycle management and shared with partners and communities (CHS 7.2).	Different approaches and methods suit different performance, learning and accountability purposes. Effective monitoring uses qualitative and quantitative data, draws on a variety of methods to triangulate data, and maintains consistent records. Learning should take account of failures as well as successes. All feedback and complaints received should be analysed and reviewed regularly. In the interest of transparency and programme effectiveness information obtained from monitoring should be regularly shared with affected communities and partners, through, for example, short summaries, briefing papers, meetings or films which can help to make information and knowledge more accessible.
Environment and Natural Resources		
<i>Responsible and resilient environmental and natural resource management</i>		
Statement of best practice		
4.1	An assessment/analysis has been conducted and ensures that the project does not contribute to the long or short term degradation of natural resources.	When using local natural resources, consider their impact on the environment (CHS 9.4). For example, negative environmental impacts can result from poor waste management and soil degradation and water pollution can result from the extensive use of chemicals. A simple and appropriate analysis of the potential negative environmental consequences of project activities should be conducted and trade-offs considered. When possible programmes should contribute positively to ecosystems but in the least, they should not compromise the environment. (FQS 6 and 9).
4.2	There are clear strategies to assess, reduce and minimise negative environmental impact (FQS 9).	Our approach to Environmental Stewardship requires us to consider any negative impacts on the environment because of the programme and adapt activities to mitigate these (FQS 9). Plans should be developed to mitigate these when possible and budgetary implications should be identified.
4.3	The use of natural resources has considered basic needs, livelihoods, the capacity of local eco-systems and downstream impacts.	Communities have multiple needs for environmental resources. The use of water, for instance, is important for basic needs (drinking, bathing) and livelihoods (such as irrigation), etc. Hence programme design should ensure responsible use and management of water resources to support the multiple uses by the community, while not negatively impacting other households and communities who share this resource.

Policy and Enabling Environment		
<i>Understanding the context to address the root causes of problems facing communities</i>		
Statement of best practice		
5.1	The initiative has clearly assessed the enabling policy environment through a thorough context analysis.	The enabling environment refers to the policies, institutions, regulations, support services, social norms and other conditions that collectively improve or create a general setting where activities can start, develop and thrive. A context analysis looks at macro level issues such as the political, economic, social, technological, legal and environmental (PESTLER) issues affecting the community where the proposed intervention will take place.
5.2	Linkages are made between the programme initiative and the root causes of poverty, inequality and power imbalances to address specific structural constraints.	Root causes refer to structural issues that are ingrained in society or result from political choice. Often unequal power dynamic aggravates the root causes of poverty and injustice, for instance, economic inequality and socio-political conditions which limit peasants from accessing land and other natural resources. Without addressing, or at least, understanding the root causes of the issues affecting communities, programmes can only address symptoms, which could limit impact in the long term.
5.3	Partners participate in local networks and/or collaborate with other CSOs influencing structural issues.	No organization can influence policy alone. There is strength in numbers. When civil society organisations speak in one voice they have much greater legitimacy and are better able to influence government and other stakeholders more effectively. For instance, an NGO coalition supporting land rights for peasants can speak truth to power and influence local land tenure arrangements as well as, mobilize a broad range of constituencies to clamour for their rights. Encouraging partners to join networks or collaborate with other civil society organisation strengthens their capacity to influence change and address structural issues. CSO networks and coalitions are also important mechanisms to balance state power and should be strengthened when possible.

Livelihoods and Local Economic Development		
<i>Livelihoods are diversified and enhanced, savings and sound financial management promoted</i>		
Statement of best practice		
6.1	Livelihoods assets and security are enhanced without negatively impacting social cohesion.	Livelihoods assets refer to resources and claims - human, physical, natural, financial, social and spiritual, that are required for an individual/community to make a dignified living. The ability to build or secure the asset base, is an important component of livelihoods interventions and is directly related to vulnerability and resilience; but this should not create conflict at the community level. Social cohesion acknowledges that livelihoods interventions can potentially create power imbalances (especially when there is competition for scarce resources) and can increase inequality if not carefully planned. Collective efforts such as savings groups and cooperatives and associations, help spread risk and pool resources, in that way contributing to social cohesion.
6.2	The livelihoods initiative reflects an understanding of the market (both supply and demand) and aims to respond accordingly.	"The market" refers to local, national and international markets. Preference should be given to local and regional markets as they are closer to producers, have shorter chains and are less volatile to price fluctuations; this also favours local economic development. Livelihoods initiatives which aim to generate income should answer to a demonstrable demand in the market. In other words, market information should be gathered (market and feasibility analysis) to ascertain whether there is a demand before an item is produced. Conversely, supply side capabilities also need to be clearly demonstrated. Producers should participate in gathering market information and making supply side decisions (Thematic FQS).
6.3	Financial management (including savings) capacities are enhanced.	Financial management and numeracy skills are critical and when possible, resilient livelihoods programmes should support the financial management capacities of individuals and groups. Financial transparency is fundamental for the success of any group effort such as associations or cooperatives. Savings and loans groups are an effective way of introducing people to concepts of collective action and are often an important first step to other activities such as the aggregation of volume for collective marketing.
Adaptation to Hazards		
<i>Minimise the impact of conflict, disaster risks and hazards</i>		
Statement of best practice		
7.1	The results of any existing community hazards and risks assessments and preparedness plans are used to inform activities (CHS 3.2).	A disaster is a serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses, which exceed the ability of the affected community or society to cope using its own resources. A hazard is a potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Community level hazards and risks assessments should be conducted to inform programme design to ensure preparedness and the protection of assets. Such an assessment, even if rapid, should be integrated into all programmes, as risks and hazards can cause irreversible damage undermining other development gains. DRR mainstreaming is one way to do this.
7.2	A conflict analysis/reflection is conducted with the community to address any potential negative impacts, which may result from the project and mitigated against these.	Conflict is defined as the result of parties disagreeing and acting because of perceived incompatibilities. Mainstreaming conflict sensitivity and understanding power imbalances and potential conflicts in the community will help reduce these risks.
7.3	Partners are working with government stakeholders through relevant local/national structures to address underlying risks/hazards.	Partners should engage with government structures and plans relating to preparedness and response. Linking communities and the programme to these national and local efforts will result in more resilience and stronger safety nets.

Equality and Inclusion		
<i>Vulnerabilities and inequalities are not created or exacerbates and all members of the community can participate in interventions</i>		
Statement of best practice		
8.1	A needs assessment was completed (or there are plans to) which identifies people and communities to be targeted and considers the different vulnerabilities and capacities of communities (FQS2).	A needs assessment (FQS 2) should be undertaken to identify the people and communities to be targeted, and to consider the different vulnerabilities, capacities and needs of women, men, girls and boys, and other vulnerable groups.
8.2	Information is provided to people and communities about the organisation, the principles it adheres to, expected staff behaviour, the programmes it is implementing and what they intend to deliver (CHS 4.1).	<p>The sharing of accurate, timely and accessible information strengthens trust, increases understanding, deepens levels of participation and improves the impact of a project. It can help to reduce the number of formal complaints received and is a key to being transparent. Sharing financial information with communities can also improve cost-effectiveness and help communities to highlight waste or fraud.</p> <p>If an organisation does not share information appropriately with the people it aims to assist, this can contribute to misunderstandings and delays, inappropriate projects that waste resources, and negative perceptions about the organisation that can generate anger, frustration and insecurity.</p> <p>Without accurate information, people cannot make informed decisions. They may be vulnerable to exploitation and abuse (including sexual abuse) if they do not know what they are entitled to, what behaviour they can expect from aid workers and how to complain if they are not satisfied with the level of services provided.</p>
8.3	The project ensures that vulnerable and marginalised groups are included, able to participate and benefit from programme activities.	CAFOD is committed to working with partners who serve the poorest and most disadvantaged communities. Therefore, targeting the most vulnerable is an important part of our commitment and distinguishes us from other agencies. Vulnerable groups should be included in the assessment and design stages of any intervention and should also benefit from the programme. In certain activities, integrating the most vulnerable and those with disabilities into mixed groups can be a good way of building social capital and ensuring people support each other rather than exclude each other.

Safety, Access and Dignity		
<i>All community members are safe, have equitable access to resources and are supported to live dignified lives.</i>		
Statement of best practice		
9.1	The project does not negatively impact or compromise access to basic needs (food, water, shelter etc).	It is important to consider the knock-on effects of an intervention; if these are potentially negative, the programme should be adjusted. For instance, a programme that advocates for the production of cash crops, such as, coffee, cocoa or cotton, which employ unsustainable models of production (high external chemical input use and monocultures), are susceptible to international market price fluctuations and consume scarce land and labour resources. This approach could potentially compromise household food security and increase the vulnerability of small holders. Such trade-offs should be considered and if the economic gains are still attractive then a mixed crop strategy, such as agroforestry, could be considered to minimise the potentially negative impacts.
9.2	The personal safety of all community members has been considered (e.g. gender based violence).	Interventions which may require people to engage in risky and potentially dangerous activities should be avoided, such as unskilled operation of machinery or requiring women and girls to travel long distances by themselves. A thorough risk analysis should unearth any risks associated with the personal safety of community members and inspire conversations to mitigate against these.
9.3	The voice and dignity of every person is respected regardless of race, gender, age, religion or political affiliation.	CAFOD works with all people irrespective of their social and political affiliations. No one should be excluded based on their unique identity or the fact that they belong to a minority group. Hence the importance of having various groups represented in community assessments and other participatory methods to inform the design, implementation and review of the programme.

SECTION 3

Frequently Asked Questions

My programme doesn't work in the thematic areas of resilience and sustainability, is this toolkit still useful for me?

All programmes can benefit from a resilience and sustainability lens. Even governance programmes must include principles of an enabling environment, good programme design, participation, conflict sensitivity, inclusivity and gender equality. If your programme falls outside the traditional resilience and sustainability thematic scope (DRR, Water & Environment, Climate Change and Livelihoods) there are still elements of this toolkit which can help ensure that whatever intervention you are engaging with, will ultimately build more resilient communities. In this way resilience and sustainability functions as a lens and not an outcome, and is not attached to particular thematic areas.

We don't have capacity to accompany such a detailed process?

A programme does not necessarily have to respond to all the issues included in this toolkit. By doing the self-assessment early in the process you can identify which sections need to be strengthened and focus your attention on these. If certain areas are not specifically relevant for the programme in question, then at least you can start having conversations with partners and present these important issues to them. Make this tool work for you and adjust it as needed.

How do we access funding for resilience programmes?

Donors (including DFID) are increasingly making funding available for resilience. Remember resilience is a lens and not an outcome necessarily. If you have a livelihoods programme which takes on a broader resilience approach you can still pitch your programme to resilience and livelihoods calls, they are not mutually exclusive. The resilience lens will strengthen the quality of the proposal and the multi-disciplinary lens will strengthen the quality of the analysis and ultimately the design of the intervention. Resilience programming is particularly attractive to donors in protracted crisis contexts.

What do resilience indicators look like?

Resilience measurement is an art not a science and good practice in this area is still being developed. Good resilience indicators should reflect the interconnected nature of the systems under which people operate and honour the principle of diversification, social cohesion and environmental stewardship. The joint CAFOD, CRS and Caritas Australia Indicator Resilience Bank is a good place to start.

What does innovation for resilience look like?

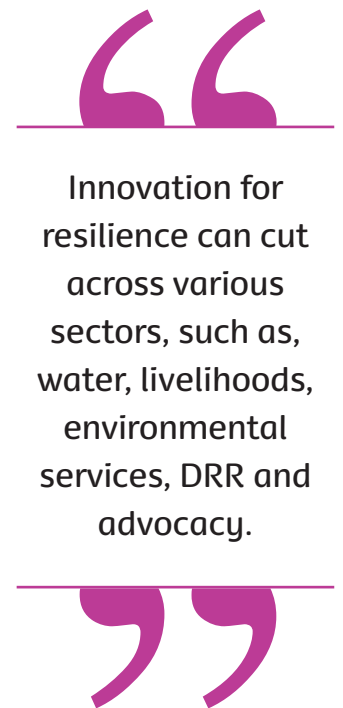
Innovation for resilience can cut across various sectors, such as, water, livelihoods, environmental services, DRR and advocacy to name a few. Innovation is not just about technological solutions and can include new ways of using traditional knowledge. Examples of innovation can include: climate forecasting using indigenous knowledge, the use of solar panels for irrigation pumps, teaching children nursery rhymes on how to prepare and respond to disasters.

My programme is beyond the design stage and already running, how can I use this guide?

The intended purpose of this toolkit is to support programme design but the statements of good practice can be used as a checklist and are applicable throughout the intervention cycle. By applying the tool at the beginning, midterm or at the end of the project you can measure progress across the different areas and use this information to support learning and adjust activities.

How can I learn more?

This toolkit has a lot of information and it links to chapter 8 of the PMM. In addition, CAFOD has a resilience and sustainability CoP (Community of Practice) which meets quarterly, as well as, the quarterly newsletter. Contact Gisele Henriques at ghenriques@cafod.org.uk for more information.



Innovation for resilience can cut across various sectors, such as, water, livelihoods, environmental services, DRR and advocacy.

SECTION 4

Practical Guidance and Tools

4.1 Good Programme Design

Participatory, realistic and integrated programme design that meets community needs.

Key questions to ask:

1. Are the approaches and activities chosen to achieve the outcomes based on a participatory needs assessment and are these realistic within the resources available?
2. Does the programme demonstrate integration of relevant themes (e.g. DRR, livelihoods, water, environment and climate change) based on identified needs?
3. Have the target groups been involved in the design of the programme and are mechanisms in place for their continued participation in decision making?



Why?

The importance of community engagement in programme design cannot be understated. It is a good practice guiding principle, not only because it stimulates ownership of the interventions, but also because it allows for robust programme design which reflects people's needs. Programme proposals should be developed in a participatory manner reflecting diverse socio-cultural realities and appropriateness whilst building on existing community capacities and structures.

Needless to say, programmes should be realistic and achievable within the time frame and resources available. Ambitious proposals are often the rule rather than the exception, as partners grapple with addressing multiple issues at the same time; but packing too much in can actually undermine implementation. As per the PMM:

The approaches, strategies and outputs chosen to achieve the outcomes should be clear, appropriate, do no harm (to people or the environment) and be realistic within the time-frame and resources available (financial and human, including organisational capacity), (see PMM 3.2.2 & 4.3.2)

Programmes do not have to respond to *all* thematic areas affecting communities. Rather we invite those designing programmes to consider the interconnected features of the realities facing communities and how a holistic and integrated programme can effectively respond to these. There is a case to be made for integrated programmes because they consider the needs, priorities, risks and vulnerabilities of communities more thoroughly and are analytically more robust. They can therefore maximise synergies and encourage multi-stakeholder participation. Other benefits include more efficient use of resources and coordinated programme management.



The CST principle of 'subsidiarity' and 'preferential option for the poor' emphasise that all people have a right to participate in the economic, political and cultural life of a society from the lowest practical level, and that the voice of the poor and marginalised should be a key consideration for inclusive decision-making. Good programme design ensures community participation (including its most vulnerable members) in the inception stage and that mechanisms are in place for them to influence decisions throughout the programme cycle. Regular farmer group meetings and complaint and accountability mechanisms are ways of ensuring this.

How?

Integrated and holistic assessments can help improve the quality of programme design. The resilience and sustainability cluster has developed a guide to *rapid participatory community assessments* which uses various participatory learning and action (PLA) tools, such as community mapping, transect walks, household semi-structured interviews and focus group and world cafe discussions. These help partners gather information from community members across the different thematic areas, such as water, income, land, hazards mapping and services available to the community. This rapid assessment tool is based on the DFID Livelihoods Pentagon and is a quick way to identify potential areas for integration and further analysis.

A Note on Thematic Programme Frameworks:

Many country teams are doing thematic programme frameworks (TPF) across different technical areas, such as livelihoods or governance. These provide the overarching strategy and vision to guide programme development. Proposal design should align with these frameworks and ultimately support the achievement of the outcomes and goals set by them. Sudan for instance has chosen to do a resilient livelihoods TPF which features work on water resource management, DRR and livelihoods.

The Programme Management Manual has a series of tools to support good programme design, such as how to conduct a problem and stakeholder analysis, PESTLER, etc. Refer to these for further support.

Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or key industry standards.



Tool: Problem Analysis PMM 3.2.2 (pg. 42)

Tool: Stakeholder Analysis PMM 3.2.2 (pg. 42)

Tool: Guidance for Partners - Programme Proposal

Tool: Rapid Participatory Community Assessment

4.2 Risks and Assumptions

Understanding, reducing and mitigating against potential risks.

Key questions to ask:

1. Has a theory of change been developed to inform programme design and have underlying assumptions been acknowledged?
2. Have risks been identified and managed, with contingency plans developed, as appropriate, at the community level (FQS 13)?
3. Are appropriate management arrangements in place and functioning and do staff have the right competencies to fulfil their roles (FQS 10)?

Why?

All interventions face unexpected challenges in their operationalization from idea on paper to reality in the field. Good programme design articulates a clear achievable goal and sets in motion the logic to achieve it; this is called the Theory of Change. The clear articulation of intended impact and the assumptions made in that process, allows programmes to fine tune strategies and activities to ensure the desired outcome is achieved.





The realities of implementation suffer from a variety of potential complexities and risks, both internal and external. *Internal risks* include staff turnover, mismanagement, poor leadership, lack of transparency etc. *External risks* include the impacts of a changing climate, theft, elite capture, currency devaluation, political instability etc. A thorough risk analysis of both external and internal risks should be done early in the design stage so that mitigation strategies can be considered and put in place.

Potential risks are not the only issues to consider in programme design. Assumptions are often made in the inception stage that do not always materialise as planned. If not exposed and accounted for, treating assumptions as facts can set programmes up for failure. For instance, a food production programme that assumes the rains will come on time, may be met with disappointment when rains are delayed or do not come at all. By preparing for this in advance, the programme can put in place irrigation schemes powered by solar pumps or introduce mulching practices which retain soil moisture to mitigate against these risks and still achieve the intended outcome.

How?

A Theory of Change (ToC) can be a useful tool to unearth some of the assumptions in the design stage. A ToC is a system of ideas intended to explain how we think change happens or will happen in the area we want to address, and how we intend to work to influence these changes. It can be a powerful approach to support programmatic and organisational learning processes. ToC locates a programme within a broader 'bigger picture' analysis of how development happens, acknowledges that change is complex and rarely, if ever, linear, and considers all the factors necessary for change to come about. It helps us identify assumptions and surface our beliefs about how people behave, organisations or political systems work, etc. It helps us consider who and what (groups, structures, systems, relationships, processes) needs to change and how our interventions can support this.

Assumptions are conditions which need to be in place before you can move from one level of the results chain to another; for activities to be able to achieve their planned outputs, and for outputs to achieve their expected outcomes and impact. These could include factors that are currently taken for granted, accepted as true or considered as highly likely to happen in relation to implementation. For instance, assuming that providing trainings in agroecological production leads to improved practices. We can assume that trainings will lead to adaptation of improved production techniques therefore, we need to closely monitor and accompany trained groups. If we identify this assumption in programme design, we can put in place adequate monitoring and accompaniment measures to help support the adoption of techniques introduced through trainings.

An important tool to help identify both internal and external risks and plan for mitigation measures is a simple risk analysis. This matrix can be a powerful way to support partners in identifying risks, ranking their likelihood of occurring and potential impact, as well as, planning measures to reduce the risk and mitigate accordingly.

Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.



Tool: Theory Change PMM 3.2.2 (pg. 42)

Tool: Foundational Quality Standards PMM 2.1.6 (pg. 11)

Tool: Do No Harm Principles PMM 2.1.6 (pg. 10)

Tool: Simple Risk Assessment Matrix (enterprise development guidelines pg. 67)

4.3 Monitoring and Learning

Understanding impact, reviewing progress and capturing learning

Key questions to ask:

1. Is progress towards outcomes being monitored based on appropriate indicators which demonstrate a change in the resilience capacity of communities?
2. Has appropriate baseline data been collected or there are plans to do so, to enable progress towards outcomes to be assessed (FQS 11)?
3. Have lessons from monitoring, evaluation, feedback and complaint mechanisms been shared with partners and communities and have these fed into the programme cycle management (CHS 7.2)?

Why?

As with any development initiative, it is important to monitor and review progress to improve implementation and demonstrate impact. This will require appropriate indicators to be measured at the start of the intervention (through a baseline that is fit for purpose) and tracked throughout the programme cycle.



Resilience is not static and its determinants are constantly changing; in fact, resilience measurement is still in its infancy far as the industry good practice and literature suggests. Different dimensions and characteristics of resilience which can be tracked include, but are not limited to: health and wellbeing, infrastructure and environment, economy and society, income and food access, access to basic services, social safety nets, enabling institutional environment, healthy ecosystems, accessorial and institutional capacity, good governance and access to participation, among many others. Some suggested metrics include: coping strategy index, dietary diversity score, household asset scores etc. Each programme will set their indicators in conversations with partners, as per the specific context. These should be specific, measurable, realistic and time bound (SMART). Most importantly they should be feasible to track, given partner capacity and the resources available. Setting difficult indicators can take partners away from implementation, compromising impact and wasting resources.

How?

Partners are primarily responsible for the implementation and monitoring of programmes. The monitoring approach and outcome matrix should be agreed during programme design as per PMM Chapter 3, which states that, as a minimum (FQS 12):

- Data collection should be appropriate to monitoring needs;
- Complementary quantitative and qualitative data should be collected;
- Individuals targeted should be informed as to why data is being collected, and how and by whom it will be used;



Gisele Henriques

- Accuracy and confidentiality of data must be assured (with permission sought for its use);
- Data collection, analysis, quality assurance and use must be appropriately resourced.

Partners, with the support of programme staff, should be able to provide a simple articulation of the ‘results chain’, illustrated through indicators and a commitment to monitor the performance on these as part of their proposal.

In order to measure change as a result of an intervention or demonstrate any kind of impact, baselines are essential. The Trocaire Guide to conducting baselines in livelihoods programmes (available in the PMM tools catalogue) is a good resource for supporting the development of baselines and household questionnaires. Many questions link directly to industry standard indicators around household food consumption, such as the dietary diversity index. In collecting household level information before the start of an intervention, we can hopefully see a change after implementation. For instance, household dietary diversity will go up as a result of our home garden activities.

The self-assessment tool featured in this toolkit can also be used at the beginning of the programme and applied at a midterm and end stage to gauge progress in specific areas. For instance, market information may not be collected to inform a programme in the initial stage but this can come once the programme starts and that information then integrated. In other words, the programme may not be perfect from the onset but some of the good practices highlighted here may be addressed after inception and can be monitored through applying this self-assessment tool at different points in the programme cycle.

Recently released MEAL guidance from **ODI 2015** suggests that instead of searching for a universal measurement or a perfect indicator for resilience, it might be more productive to focus on: impact monitoring, learning about which interventions are most useful in different situations, understanding the determinants of resilience and making and evidencing a political case for investment in resilience. In other words, a basket of measurements against the different axes of resilience are better suited to gauge the work being delivered AND progress towards resilience. Since resilience is an integrated and holistic concept, indicators should reflect this.

Quantitative data is often prioritised, but qualitative data can be a powerful tool to understand the impacts of the intervention in people’s lives. These are often more difficult to capture and may require collecting stories of change or conducting interviews. Subjective measures of resilience are important because they capture individual’s perceived capacities to handle shocks. Subjective elements of resilience include risk perception, self-efficacy and aspirations. These measures can be monitored through the programme cycle to demonstrate changes in the opinion of households vis-à-vis their own vulnerabilities.

Example of questions that can be used to subjectively evaluate resilience:

Ask participants to rank their agreement with the statements below on a scale from 1 (don’t agree) to 5 (highly agree).

- If another flood was to occur in my area tomorrow my household would be better able to cope with the threat. (Coping Capacity)
- My household is better able to respond to another drought now that we have amassed some savings thanks to the activities of the women’s groups. (Financial Capital)
- I am able to increase my rice yields and reduce my costs of production as a result of the technical support I have received from my farmers’ cooperative and our lead farmers, (Social Capital)

Also, some donors, such as DFID, are increasingly interested in outcome data rather than output data. A 2016 synthesis of CAFOD’s livelihoods evaluations highlighted the importance of collecting process data as well, particularly where advocacy initiatives are involved. In other

words, an advocacy intervention may not reach its outcome of ensuring land tenure for all small holder food producers but has resulted in a more organized coalition of civil society actors who have created spaces for dialogue with government. This process is also important and should be captured. Data should be disaggregated by gender whenever possible. Be aware that institutional donors are increasingly expecting disaggregated data on gender, age and disability.

Suggested Resilience Indicators

The Caritas coordination group on DRR and Resilience has developed a set of indicators to support programme design. Examples are shown in Table 2:

Table 2. Thematic Areas for Integrated Programmes

Outcome indicator	Output indicator	Sector	Resilience capacity
% of households (HHs) with access to positive coping strategies	% of trained HHs implement at least x# priority preparedness activities	Disaster Management	Adaptive
% of people who have access to sustainable, safe, affordable and reliable energy for livelihoods/ productive uses	Number of households serviced by renewable energy	Energy	Adaptive, Absorptive and Transformative
% of people using climate info to inform agricultural practices	# of HHs reached through cell phones receiving climate information	Agriculture and Livelihoods	Adaptive
# of hazard risk reduction plans, policies, strategies, systems, or curricula developed	# Community Risk Assessments and Contingency plans developed	Disaster Management	Absorptive
# of HHs with improved access to financial services	# of savings and loans groups organised and trained	Livelihoods	Absorptive
# of NRM and environmental risk management plans in place	# of natural resource management groups in the district that have developed work plans for the construction of water and soil conservation facilities/structures in their farmlands	Agriculture and Livelihoods	Transformative
% of target communities and CSO stakeholders involved in local DRR plans	# of village disaster committees that have taken up cases with government officials	Disaster Management	Transformative
% of locally developed plans implemented	By midterm at least x% of the approved activities in the community development plans have been implemented	Advocacy	Transformative

Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.



Tool: Monitoring Questions to Consider PMM 4.9 (pg 55)

Tool: Trocaire Livelihoods Baseline Guide

Tool: Theme Specific Indicator Banks (Tools Catalogue PMM)

Tool: Indicator Bank for DRR and Resilience (by the Interagency Group: CAFOD, CRS and Caritas Australia)

4.4 Environment and Natural Resources

Responsible and resilient environmental and natural resource management.

Key questions to ask:

1. Has an assessment/analysis been done to ensure that the programme does not contribute to the long or short term degradation of natural resources?
2. Are there clear strategies to assess, reduce and minimise negative environmental impacts (as set out in FQS 9)?
3. Does the use of natural resources take into account basic needs, livelihoods, the capacity of local eco-systems and downstream impacts?



Why?

Whilst focusing on immediate gains or ‘quick wins’ for communities, it is often easy to forget the longer-term impact activities may have on the environment and the natural resources people depend on. Programmes can fail to achieve their ultimate outcome if the use of natural resources is not properly considered, such as water for food production or the impacts of flooding on farm equipment or other livelihoods assets. Programme activities can either deplete the natural resource base or regenerate it. For instance, an aquaculture project aiming to increase income and improve nutrition can introduce the wrong species of fish, depleting native fish stocks; whereas an agroecology project can support biodiversity, build soil organic matter and diversify food production. Therefore, it is important not only to look at the resource needs of a project, such as energy for productive uses, but also the potentially negative consequences that a certain activity may have on the natural resource base, including waste and pollution.

Furthermore, the degradation of natural resources can increase the risk of natural disasters and can worsen the impacts of a changing climate. For instance, deforestation leads to soil erosion, which increases the risk of flooding.

Without the consideration and protection of natural resources and other ecosystem services that poor communities rely on, short-term gains will soon be lost and the ability to sustain livelihoods in the future will be gone. It is imperative that the environment and natural resources, whilst harnessed to support the basic needs of those in the community, are also protected to enable access for future generations.



In reviewing a proposal, we should look out for considerations related to the natural environment and climate change. For example, could climate change impacts undermine the effectiveness of the programme? How do the activities in the proposal affect people's vulnerability to climate change? Can the proposal be modified to reduce any climate related risks or help communities to adapt? The short and longer-term environmental, socio-cultural and economic costs and benefits must be considered when we assess the quality of a proposal from the point of view of the environment.

How?

CAFOD should aim to support propositions that are environmentally sustainable. The success of the programme must not be achieved at the expense of the local environment. We understand that full-fledged environmental impact assessments may be too complex for certain initiatives but simple analysis and critical questions can and should be raised.

Example of guiding questions to address environmental considerations in programme design:

- Does the programme require the use of water? Is this supply reliable and secure over the short term and the longer term? What will the impacts of the programme be on this water supply? Will the use of water by the programme impact other people's access to water or create socio-cultural conflict?
- Does the initiative generate waste/pollution, how will this waste be disposed of? What will the short-term and longer-term impacts of this likely to be?
- What are the policies on the use of toxic chemicals (see PMM 8.3.1.3 FQS)? Could these chemicals pollute groundwater? Harm human health?
- What models of production (agro - silvo - pastoral) are being employed? What are their impacts on the natural resource base? Does the programme jeopardize soil quality through the extensive use of chemicals?
- What are the energy requirements of the programme? How will these be supplied? What will the impacts of this be on the local environment – short and longer term? (Think along the whole energy supply chain, from generation to final end use).

Some tools identified in the PMM can support this type of reflection. One such tool is the **CEDRA tool**. CEDRA is a strategic-level environmental risk assessment for agencies working in developing countries. It helps local humanitarian and development agencies make their existing programmes stronger against climate and environmental change. It is designed to be used across the whole of an organization's work. It is quite long and potentially cumbersome, but Step 6 on assessments and action plans can be useful; adapt as needed.

Another method to analyse sustainability is the **FIETS** approach which looks at the five key areas of sustainability that need to be addressed to achieve structural impact: Financial, Institutional, Environmental, Technological and Social.

MUS (Multiple Use of Water Services) is another widely used approach to assess water needs and plan for multiple uses. The premise behind MUS is that people's livelihoods require water for a variety of purposes. As well as drinking, washing and cooking, rural households across the developing world typically use at least some water for livestock, irrigation, home gardens or other small-scale productive uses. This tool considers whether water supply schemes are designed to provide for these multiple uses. MUS aims to supply water appropriately for all these different demands within an integrated framework.

For those interested in understanding how energy can be sustainably delivered, IIED and CAFOD have produced the paper, **An approach to designing energy delivery models that work for people living in poverty**, (English and Spanish). The tool outlines guidance for participatory analysis to understand the needs and wants of potential end-users of energy services and identifies possible actors in the energy supply chain.



We need only take a frank look at the facts to see that our common home is falling into serious disrepair.

Laudato Si', 61





Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.

Tool: FIETS Tool

Tool: Multiple Use of Water Services

Tool: Environmental Sustainability Assessment Tool

Tool: Christian Aid Climate Change Adaptation Toolkit

Tool: CEDRA tool – Climate Change and Environmental Degradation Risk and Adaptation Assessment by Tearfund

Tool: An Approach to Designing Energy Delivery Models That Work for People Living in Poverty

4.5 Policy and Enabling Environment

Understanding the context to address the root causes of problems facing communities.

Key questions to ask:

1. Has the initiative clearly assessed the enabling policy environment through a thorough context analysis?
2. Have linkages been made between the programme initiative and the root causes of poverty, inequality and power imbalances to address specific structural constraints?
3. Do partners participate in local networks and/or collaborate with other CSOs influencing structural issues?



Why?

Resilience can be considered at different levels: household, community, district, national, etc. There are dependencies between these different levels and the political context under which they operate. It is therefore important to understand the linkages between the enabling environment at the grass roots level and the national policy space.

The enabling environment:

The set of policies, institutions, regulations, support services, social norms and other conditions that collectively improve or create a general business setting where enterprises and business activities can start, develop and thrive.

Communities do not exist in a vacuum, but rather in a specific socio-cultural and political context. There are a whole range of policies, regulations, legal frameworks and existing infrastructure that support the delivery of goods and services to communities. This is called the 'enabling environment'. In addition, there are less formal but often very important factors that can influence or determine a programme's success or failure, such as the social and cultural norms, values and capacities of the community and other key stakeholders, linked to their local context. Building the resilience of communities requires understanding the context under which it exists and the policies that underpin their reality – such as the provision of services, protection of rights, access to resources, governmental structures, regulations, policies and incentives that support – or obstruct – the programme.

Whilst some or many of these factors are potentially out of the control of partners or the community itself, an awareness of the policy environment and the specific aspects that will influence a programme is crucial to good programme design. Many important characteristics of the enabling environment can potentially be influenced through awareness-raising and advocacy with communities, government and other relevant stakeholders. Such awareness raising, social mobilising and influencing can be critical in addressing the root causes and not just the symptoms of poverty.

A thorough *context analysis* can help partners understand the enabling environment and design programmes accordingly. In many cases, they will need to collaborate with existing institutions or maybe support communities to organise and influence policy makers directly. It is important that the structural issues underpinning the challenges faced by communities are understood and addressed if we are to have lasting impact. *Speaking truth to power*, or influencing those who make decisions, is an important part of empowering communities and ensuring good governance and institutional support. It is also one of CAFOD's added values. For instance, in Mozambique CAFOD supports the Tete Farmers' Union to clamour for land rights, in that way securing tenure and ensuring the means of production are in the hands of farmers. In Bangladesh, we work with partner ADD to influence government to secure the rights of people living with disabilities. Many of our programmes aim to support communities to influence government on the policies that affect them.

While not every programme will necessarily include an advocacy component or strategies to address structural issues, an analysis of the policy environment is a minimal necessity and can be critical to inform programme design. It may also be useful to conduct power mapping to understand which actors can support or obstruct the success of the programme. This will not only help understand the context but also consider important stakeholders to engage with. Participation in various district level committees, social movements and trade unions are also ways to support communities to organise around policy issues. Working with other CSOs to build strong civil society networks can demonstrate strength in numbers and be an effective way to influence policy in coalition with likeminded organisations.

How?

Situation analysis focuses on capturing information about local and national contexts, including the government and donor policy environment, private sector and civil society actors. CAFOD uses the PESTLER tool to support this kind of analysis.

PESTLER is an acronym for:

- P** political
- E** economic
- S** social
- T** technological
- L** legal
- Env** environmental
- R** religious



Tory Jones

Tools are available in the PMM on advocacy which can support programmes in strengthening this area of work. For instance, the **Advocacy Resources Toolkit** – an Annotated Guide provides links to a variety of resources on advocacy. Our **Voice & Accountability Tool** can support partners and staff to think about the wider context of their advocacy work and monitoring change and impact. The **Toolkit for Monitoring Government Policies** can be used by staff and partners to carry out advocacy work on government policies. We support partners through advocacy accompaniment and link our partners’ work with the global context through our corporate policy and advocacy work. Contact the Advocacy and Education Group (AEG) for further information.



Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.

Tool: Content Analysis – SWOT

Tool: Analysing the Business Environment ED Guidelines (pg. 61)

Tool: Advocacy Resources Toolkit PMM 2.2.4 (pg. 22) including CAFOD’s Voice and Accountability Tool

4.6 Livelihoods and Local Economic Development

Livelihoods are diversified and enhanced, savings and sound financial management promoted.

Key questions to ask:

1. Are livelihoods assets and security enhanced without negatively impacting social cohesion?
2. Does the livelihoods initiative reflect an understanding of the market (both supply and demand) aiming to respond accordingly?
3. Are financial management capacities (including savings) enhanced through the programme?

“A livelihood comprises the capabilities, assets and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base (DFID, 1999)”.



Why?

CAFOD recognises the need to go ‘beyond aid’ and to build on the potential of local economies to support poor people to move from survival to a situation where they can thrive. Within CST, there is the recognition that economic activities must operate within a certain broader moral framework: honesty and accountability, respect of human dignity, fairness, and a vision of integral and authentic development that goes beyond material profit.

The competition for scarce resources and the accumulation of assets by a select few, while many struggle to survive, can cause conflict in communities. Therefore, it is important to ensure that programmes will not aggravate inequality and generate conflict. Resources should be managed and used for the benefit of all. For instance, a programme which facilitates the use of a tractor for a select few in the community can create jealousy. Ways to potentially mitigate against this include, transparency in the participant selection criteria and the input of communities as to who should benefit. Livelihoods initiatives which support collaboration should be encouraged. For instance, women’s savings groups or fisherfolk

associations, encourage people to build social capital and work together, in that way spreading risk and pooling resources. This also supports conflict mitigation and strengthens social cohesion, as people grown increasingly interdependent.

A successful livelihoods initiative goes beyond income generation and does not trump ecological and social considerations. For instance, a programme which supports women to sell charcoal in an already environmentally fragile locality may generate short-term economic benefits but will compromise the long-term sustainability of the enterprise, as well as destroy the environment for future generations. In that light, livelihoods activities should ensure that we are supporting the common good for all.

Consequently, livelihoods initiatives should aim to foster a broader local economic development for communities. Local economic development allows money to keep circulating in the locality and spreads benefits to various people in the community; creating a multiplier effect. In order to be financially viable, a good livelihoods programme requires communities to understand the market in which they intend to operate. This means assessing the strengths and weaknesses of the value chain and demonstrating that there is a strong and achievable demand for the product or service being sold. Understanding and strengthening the local supply chain therefore, can benefit local producers, intermediaries, wholesalers, retailers and consumers. In addition, in terms of agricultural production, shorter supply chains mean fresher food with less of a carbon footprint.

In many traditional 'aid' programmes the 'market' is conveniently forgotten and the focus is placed on inputs (e.g. seed distribution). An understanding of both supply and demand side factors are indispensable for an economically sustainable initiative. A programme which focuses too much on supply side may fail to meet market demand and a programme that focuses too much on the demand side may fail to analyse the producers' capacity to meet that demand. This is an important balance to keep. For instance, a programme's market study for a dairy cooperative demonstrated a clear demand for the product, but the women's group, which had no prior enterprise experience or even a stable supply of milk to sell, would have difficulties running that enterprise successfully.

Economic and financial literacy and numeracy skills are also important components of household financial management. Supporting communities to generate income is not enough. Sound financial management and savings should be part and parcel of any livelihoods approach. Savings groups are also good entry points to introduce other collective efforts in the future, such as cooperatives. Programmes should support households to make appropriate economic decisions, in that way strengthening their capacity to save and spend responsibly. Programmes that focus on financial services, such as credit and loans are encouraged to assess the potential of the individual or household to pay back, rather than count services delivered, such as loans taken, as an indicator of success. Development interventions related to micro-credit in the last 20 years have increased people's access to financial services but also to debt, which in some cases has become unmanageable. In other words, access to financial services and information, as well as, the capacity to make informed choices are the fundamentals of good livelihoods interventions.

How?

The cornerstone of resilience is diversification.

Diversifying livelihoods options can help households decrease vulnerability and dependence in a single source of income. For instance, bee keeping in Nicaragua complements household income from farming, whilst providing environmental services and improving household nutrition.

Such a diversified approach is different from a focus on a single cash crop for export markets (e.g. cocoa). These can render farmers more vulnerable to food insecurity if attention is not paid to mitigating against the potentially negative impacts of such a strategy. To avoid doing harm, the programme would need to consider, the opportunity costs in terms of land, labour, resources and household food production etc. If not properly



For CAFOD any notion of development that is limited solely to economic growth or that side-lines the social, moral and spiritual dimension of human beings lacks actual 'authenticity'.

Augusto Zampini Theological Review 2014



designed and accompanied with a resilience and sustainability lens, such a strategy can be disastrous, encouraging farmers to use all their efforts and assets to monocrop cash crops for export markets, reducing the diversity on their farms and leaving 'price taking' small holders dependent on international volatile markets. Integrating cash crop production with other crops, such as through an agroforestry approach can help mitigate against some of these risks.

Case Study: Mozambique's Resilient Cashew Production

In Mozambique, our partner ASDELO is supporting a cooperative of elderly women to grow cashews. The crop has been identified as a national government priority and there is a lot of support for its production. The women were given some land on which to grow the cashews. In their wisdom, they began using the land around the cashew trees to produce food security crops, such as beans and peanuts, both which are nitrogen fixers and support soil health. They also started to intercrop onions and garlic in between the rows of trees since these fetch a good price in the local market.

This intervention exemplifies a resilience approach to cash crop production, whereby cashews are intercropped with food security and other locally demanded crops which can be sold in the market. In diversifying production, the programme is not only contributing to improving household nutrition and soil quality, it is also diversifying income opportunities while spreading risk in case one particular culture fails due to climatic hazards.

Initiatives to strengthen social capital (such as those which encourage collective action, collaboration and self-organisation) will strengthen the economic resilience of communities. For instance, collective marketing approaches help small scale food producers attain economies of scale, lowers transaction costs, spreads risk and pool resources, in that process strengthening social capital, as people begin to see each other as resources rather than as competitors. Whilst collective production structures have had mixed results across the world, collective marketing has proven to be very effective in supporting farmers to come together and attain their share of the local market.

CAFOD should encourage partners to develop proposals which reflect an understanding of the local market and demonstrate viable business propositions. At the basic level this involves: a simple market analysis, understanding of what consumers want, how much it costs to produce and what competitors currently offer. It is also important to identify early on any supporting services which may be needed for the success of the programme and plan for these accordingly.



Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.

The Enterprise Development Guidelines offers a variety of useful tools for those working on livelihoods such as: market analysis, competitors' analysis, Group Maturity Index, how to develop a business plan etc. It includes a similar rapid assessment tool, which is a good starting point for reflection on livelihoods propositions.

Tool: CAFOD's Enterprise Development Guidelines.

Tool: Brainstorming Impacts on Assets (ED guidelines pg. 42).

Tool: Market Facilitators Guide to Participatory Agroenterprise

Tool: Guide to Facilitating Collective Marketing Activities

4.7 Adaptation to Hazards

Minimise the impact of conflict, disaster risks and hazards.

Key questions to ask:

1. Were the results of community hazards and risk assessments and preparedness plans used to inform activities (CHS 3.2)?
2. Was a conflict analysis/reflection conducted with the community to address potentially negative impacts which may result from the programme and mitigate against these?
3. Are partners working with government stakeholders through relevant local/national structures to address underlying risks/hazards?

Why?

Resilience thinking is becoming increasingly important in the context of a changing climate indicating the importance of adaptation to hazards. It benefits the whole spectrum from preparedness to relief, recovery and rehabilitation to long term development. To ensure programmes work to build the resilience of communities, an analysis of the potential shocks and stresses which can affect the community must be incorporated in the design stage to inform activities, contingency plans and support preparedness.

A focus on disaster resilience means putting greater emphasis on what communities can do for themselves and how to strengthen their preparedness capacities, rather than concentrating on their vulnerability to environmental shocks and stresses, or their needs in emergencies only. As communities cannot build their resilience in isolation, it is important to ensure voice and participation in existing local committees and structures so they can influence government plans and responses.

Unfortunately, hazards are increasing significantly, putting in peril the lives of many. Programmes which do not have a Disaster Risk Reduction (DRR) focus could nonetheless benefit from a simple hazards and vulnerability analysis to ensure the core aims of the programme are not side-tracked or reversed by disasters, shocks or stresses.



Ignoring hazards hurts: Not being prepared and not considering the hazards in a region can lead to an intervention doing more harm than good or wasting resources, partners' and communities' time and in the worst case, can cost lives.

- **Disaster:** A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources.
- **Hazard:** A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
- **Conflict:** The result of parties disagreeing and acting on the basis of perceived incompatibilities.

Conflict sensitivity is relevant for all actors engaged in fragile and conflict-affected contexts (but not only) and has implications for each stage in the life cycle of an intervention. It involves understanding the context in which we operate; understanding the impact of our programmes on the context; and acting to maximise the positive and minimise the negative impacts of our interventions.

Any programme working in a protracted crisis or conflict-prone context will inevitably be affected by the conflict dynamics under which it operates, whether these impacts are positive or negative, direct or indirect, intentional or unintentional. Without being fully aware of the dynamics, our programme interventions can exacerbate conflicts, or fail completely as a result of it. A **conflict-sensitive approach** minimises the negative and maximises the positive impacts of any humanitarian or development programme.

How?

CAFOD has an approach to Disaster Risk Reduction (DRR) which is community focused, incorporating community based interventions within a wider and broader advocacy strategy at local, regional, national and international level. Community managed DRR (CM-DRR) consists of self-developed, culturally and socially acceptable, economically and politically feasible ways of coping with and avoiding crisis related to natural hazards. CM-DRR ideally strengthens people's livelihoods and makes them more sustainable, resistant and diverse. CAFOD has developed DRR guidelines, HVCA (Hazards, Vulnerability, Capacity Analysis) toolkits and training materials and an e-learning manual to support programming in this area.

Programmes with a DRR focus should do an HVCA or similar assessment to guide their work. For programmes which are not focusing on a formal DRR approach, a good hazards and vulnerability mapping can still be useful. For instance, a livelihoods focused programme will benefit from a hazards analysis indicating the need to risk proof assets. In flood prone areas, this information can be vital.

Conflict Analysis is a structured process of analysis to understand a conflict better (its history, the groups involved, each group's perspective, identifying causes of conflict, etc.). There are numerous tools to help undertake conflict analysis, in particular: Conflict Sensitivity How to Guide, Trocaire Conflict Sensitivity toolkit, The Application of Conflict Sensitivity in rapid onset emergencies and the KOFF Fact Sheet.



Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.

Tool: DRR Training of Trainers Guidelines

Tool: DRR E-Learning Manual

Tool: Disaster Risk Reduction - HVCA Guidelines

Tool: Trocaire Conflict Sensitivity Toolkit

Tool: The Application of Conflict Sensitivity in Rapid Onset Emergencies

Tool: KOFF fact sheet

4.8 Equality and Inclusion

Vulnerabilities and inequalities are not created or exacerbates and all members of the community can participate in interventions.

Key questions to ask:

1. Was a needs assessment completed (or are there plans to...) which identifies people and communities to be targeted and considers the different vulnerabilities and capacities of communities (FQS2)?
2. Is information provided (or are there plans/mechanisms in place to...) to people and communities about the organisation, the principles it adheres to, expected staff behaviour, the programmes it is implementing and what they intend to deliver (CHS 4.1)?
3. Does the programme ensure that vulnerable and marginalised groups are included, able to participate and benefit from programme activities?

Why?

We and our partners, work in and aim to respond to, complex environments. Factors such as gender inequality, age, HIV and AIDS, chronic physical and mental health and disability affect the communities with whom we work. These complexities affect the design, implementation and sustainability of all programmes. Not considering these factors can make people more vulnerable and marginalised, may put them at risk and potentially cause harm. We aim to ensure our programmes are able to respond to the needs of the most vulnerable and for this a vulnerability and inequality analysis is needed to support programme design.

A programme should consider the vulnerabilities and capacities of individuals and groups, and ensure that everyone who needs to can participate. Only then, can we begin to address issues of inequality and work towards building a truly resilient community. People experiencing vulnerability and inequality are not powerless or passive. While they are likely to have different needs and face different risks they also have capacities to be active participants in their own development. It is important that peoples' capacity is considered alongside vulnerability and inequality and that interventions are designed to build on these existing capacities.

In emergencies specifically, the most vulnerable are disproportionately affected. Our responses aim to leave no one behind and a vulnerability and inequality lens in targeting can help ensure that. For instance, in Nepal partners have linked housing reconstruction activities to livelihoods rehabilitation by training landless people and IDPs as masons, in that way supporting them to generate income to complement government funds to rebuild their homes.





Gender: As an agency of the Bishops' Conference of England and Wales, we seek to give expression to the compassion and concern for solidarity and social justice which are integral elements of the Catholic faith. The Church's teaching on the fundamental dignity of every human being and on the preferential option for the poor are of particular significance. CST speaks of equality between women and men. CAFOD aims to improve our capacity as an organisation to promote and contribute towards an equality of opportunity for women and men. We also aim for a reduction of existing gender disparities within our organisational structures and programmes.

Understanding gender dynamics is an important part of good programme design and indispensable to building the resilience of the households. PMM gender resources can support programmes to ask the right questions.

How?

To support our staff and partners, we have developed the Vulnerability & Inequality Analysis (VIA) tool. This analytical tool could be used as a lens to view existing programmes and/or organisational policies and practices to ensure that an organisation or programme remains relevant and effective and does no harm. The tool considers this under four areas:

- Potential to participate
- Power
- Protection
- Priority Groups

Remain relevant and effective: Failure to be aware of and address vulnerability and inequality factors may lead to broader development and humanitarian relief work becoming increasingly irrelevant and ineffective, at worst we can do harm to communities worsening inequality and generating conflict. As noted, considering issues of vulnerability and inequality is critical to good programme design and implementation, but the lens can also favour organisational development. The VIA tool can be applied at programme or organisational levels.

Do no harm: Failure to make the necessary programme and workplace changes can mean that development organisations (such as CAFOD and its partners) unwittingly exacerbate the effects of these issues on individuals and communities, and increase people's susceptibility to the various vulnerabilities and inequalities. They become part of the problem.

Case Study: Bangladesh and The VIA Toolkit

After the application of the VIA tool, several adjustments were made to the programme design relating to the participation of people living with disabilities (PWD). The VIA analysis demonstrated various gaps such as: a lack of training materials adapted to the needs of disabled people and lack of low cost housing accessible for people with disability. As a result, a number of changes were proposed by partners including: providing programme information in Braille, linking up with organisations that provide hearing aids and including the issue of disability in annual reports.

Multiple livelihoods issues were also identified linked to hazards and the sustainability of the programme. For example, the promotion of duck rearing in areas where there is a lack of natural feed resulted in people investing a lot of savings on animal feed, which was not sustainable. Furthermore, this investment would be lost if there was a natural disaster or the animals died. Also, a costly solar heating device was being a financial burden on families. Changes to the programme took place including halting the provision of ducks to communities in favour of other livelihoods options and considering adapting the current model of solar heating device in future programmes.

Several internal organisational issues were also identified including the lack of safe drinking water available to field staff and increasing salinity levels in the water causing staff illness. In addition, the partners identified a lack of child protection policies, safety issues (lack of first aid training, kits and life jackets) and gender issues at work (lack of appropriate accommodation and facilities for women, remote working locations and discrimination and abuse at work).

Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.



Tool: Vulnerability & Inequality Analysis PMM 2.2.1 (pg 17)

Tool: CAFOD's Policy and Gender Strategy

Tool: Guidance on Gender

Tool: ECHO – Gender-Age Maker Toolkit



4.9 Safety, Access and Dignity

All community members are safe, have equitable access to resources and are supported to live dignified lives.

Key questions to ask:

1. Does the programme negatively impact or compromise access to basic needs (food, water, shelter, etc.)?
2. Is the personal safety of all community members considered (e.g. gender based violence)?
3. Is the voice and dignity of every person respected regardless of race, gender, age, religion or politics?



Why?

The immediate, long term impact and resilience of people in both development and humanitarian responses needs to be a key consideration of any programme. A first step to take is ensuring that a programme is doing no harm to community members or having negative knock on effects on other people. CAFOD considers protection mainstreaming as a minimum requirement in humanitarian contexts but also a good starting point for broader development work.

The protection of a person's dignity, safety and integrity as a human being, rooted in the analysis of vulnerabilities and capacities and through targeting those most in need, is critical all our programmes.

Protection mainstreaming is the process of incorporating protection principles and promoting meaningful access, safety and dignity in aid. The guiding principles that must be taken into account in all humanitarian activities are:

1. **Prioritise safety and dignity and avoid causing harm:** prevent and minimise as much as possible any unintended negative effects of your intervention which can increase people's vulnerability to physical and psychosocial risks.
2. **Equality/meaningful access:** arrange for people's access to impartial assistance and services - in proportion to need and without any barriers (e.g. discrimination). Pay special attention to individuals and groups who may be particularly vulnerable or have difficulty accessing assistance and services.
3. **Accountability to beneficiaries:** set-up appropriate mechanisms through which affected populations can measure the adequacy of interventions, or address concerns and complaints.
4. **Participation and empowerment:** support the development of self-protection capacities and assist people to claim their rights, including - not exclusively - the rights to shelter, food, water and sanitation, health, and education.



Protecting people from harm should be the foundation of good programme design. Equally important is the notion that our programmes aim to leave people better off than they were before the intervention; not compromising their wellbeing, access to basic services and other productive assets.



Mohammed Noureldin

How?

The Sex, Age, Diversity, Safety, Access, Dignity (SAD - SAD) tool can be used to ensure effectiveness and enhance the safety, dignity and access of all. It is essential that vulnerability and inequality factors (e.g. sex, age and diversity - SAD) are considered at all levels during design and implementation, including CSPs, Thematic Programme Frameworks and programmes and when shaping organisational practices and employment conditions.

Our understanding of protection is documented in our Humanitarian Protection Strategy and Protection Mainstreaming Framework. This is summarised in Chapter 8 (section 8.3.4.7).

Suggested tools

If you scored low in the self-assessment on this particular section, the following tools can be used to strengthen the proposal. These link directly with the PMM and other key thematic tools already tried and tested by programmes or are key industry standards.



Tool: Protection Implementation Plan

Tool: Joint Protection Mainstreaming Framework

Tool: The Sex, Age, Diversity, Safety, Access, Dignity

Tool: SPHERE – WASH guideline

Tool: WHO Psychological First Aid: Guide for Field Workers

Tool: Monitoring of Participatory Health and Hygiene Education

SECTION 5

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Glossary and Useful Terminology

Absorptive capacities	The ability of a system to prepare for, mitigate or prevent negative impacts, using predetermined coping responses to preserve and restore essential basic structures and functions. This includes coping mechanisms used during periods of shock. Examples of absorptive capacity include early harvest and delaying debt repayments. (OECD 2014)
Adaptive capacities	The ability of a system to adjust, modify or change its characteristics and actions to moderate potential future damage and to take advantage of opportunities, so that it can continue to function. Examples of adaptive capacity include diversification of livelihood strategies, climate resilient models of production and risk proofing assets. (OECD 2014)
Transformative capacities	The ability to create a fundamentally new system so that the shock will no longer have any impact. This can be necessary when ecological, economic or social structures make the existing system untenable. (OECD 2014) Examples of transformative capacity include the introduction of conflict resolution mechanisms, urban planning measures and advocacy initiatives to support local producers.
Dignity	Is the 'transcendent worth' of every human being. We believe in the intrinsic dignity of every person. We work with all people regardless of race, gender, religion or politics. We try always to be an inclusive and diverse organisation, which celebrates difference and creates relationships of mutual respect.
Enabling Environment	The set of policies, institutions, regulations, support services, social norms and other conditions that collectively improve or create a general setting where activities can start, develop and thrive.
Enterprise Development	Any initiative (activity/ intervention) that engages actively in the market through a commercial business entity (whether privately, publicly or group owned).
Equality (Gender)	The state of being 'equal', especially in status, rights, or opportunities. (Refers to the equal rights, responsibilities and opportunities of women and men <i>of all ages, disabilities and specific minority or ethnic groups without any such distinction.</i>)
FQS	Foundational Quality Standard relates to standards set out in the Programme Management Manual (PMM).
Inclusion	Inclusion is about positively striving to meet the needs of different people and taking deliberate action within your scope of work to create environments where everyone feels respected and able to achieve their full potential.
Integral Ecology	Refers to the integration between different dimensions of life. These include political-economic and environmental ecology, cultural ecology and personal lifestyles, the common good and our personal interests and dignity, inter- and intra-generational justice. (cf Interim Report, pg. 10)
Metrics	Tools, indicators used to measure and monitor progress towards outcomes.
Protection Mainstreaming	Protection mainstreaming is the process of incorporating protection principles and promoting meaningful access, safety and dignity in aid.
Resilience	For CAFOD resilience is about understanding and engaging with a changing world; enabling households and communities to self-organize, prepare for shocks and stresses and use change to adapt, regenerate and flourish.
Sustainability	If resilience is about coping with and thriving despite change then sustainability is about ensuring the durability of that resilience. Sustainable development seeks to achieve, in a balanced manner, economic development, social cohesion and environmental protection.

Social Cohesion	Is about strengthening people’s collaborative capacity. In this context, it is about acknowledging that interventions have the potential to create power imbalances and increase inequalities if not carefully planned with full involvement from the community.
Socio-cultural context	The social and cultural values, and capacities of the community and other actors, linked to their particular local context.
Solidarity	Solidarity is about valuing our fellow human beings and respecting who they are as individuals, while recognising our interdependence. It is empathy and compassion to help others in time of need. It is a firm and persevering determination to commit oneself to the common good, for which we are all responsible.
Subsidiarity	Is an organising principle which states that matters ought to be handled by the smallest, lowest or least centralised competent authority. Political decisions should be taken at a local level when possible, rather than by a central authority.
Stewardship	Safeguarding material and human resources and using them responsibly, considering current and future needs.
Value Chain	<p>Any initiative that engages actively in the market through a commercial business entity (whether privately, publicly or group owned).</p> <p>The value-creating flow of a good from raw materials, production, commercialization, and ultimately delivery to end-users or consumers. An enterprise usually sits in a much wider value chain. For example, a farmer relies on seeds, finance and other inputs to grow their crop and then sells to a cooperative or intermediary. They then consolidate volumes and sell to a trader, who in turn sells to a processor, who then packages the product. The trader sells to a retailer, who sells to a customer, who cooks the food and it is eventually eaten by the consumer. Each link in this value chain represents a market. <i>A value chain is only as strong as the weakest link.</i></p>
Vulnerability	An expression of susceptibility to harm and exposure to hazard – relates to natural and manmade conditions.

Links to online tools

Please find below links to the resilience and sustainability rapid assessment tool.

GOOD PROGRAMME DESIGN:

Problem Analysis PMM

<http://cafod.azurewebsites.net/QuickGuidetoProblemAnalysis.pdf>

Stakeholder Analysis PMM

<http://cafod.azurewebsites.net/QuickGuidetoStakeholderInfluenceAnalysis.pdf>

Guidance for Partners – Programme Proposals

http://cafod.azurewebsites.net/Partner_Guidance.pdf

Rapid Participatory Community Assessment

<http://cafod.azurewebsites.net/CAFODResilienceAndSustainabilityCommunityRapidAssessmentTool.pdf>

RISKS AND ASSUMPTIONS:

Theory of Change PMM

http://cafod.azurewebsites.net/Theory_of_Change_Guidance.pdf

Foundational Quality Standards PMM

<http://cafod.azurewebsites.net/ThematicFoundationQualityStandardsInTheProgrammeManagementManual.pdf>

Do No Harm Principles PMM

<http://brevity.consulting/wp-content/uploads/2016/06/From-Principle-to-Practice-A-Users-Guide-to-Do-No-Harm.pdf>

Simple Risk Assessment MATRIX

<http://cafod.azurewebsites.net/SimpleRiskAssessmentMATRIX.pdf>

MONITORING AND LEARNING:

Monitoring Questions to Consider PMM

<http://cafod.azurewebsites.net/MonitoringQuestionsToConsider.pdf>

Trocaire Livelihoods Baseline Guide

<http://cafod.azurewebsites.net/Guideline2UndertakingAndManagingABaselineStudyWithinALivelihoodsProgrammeTrocaire.pdf>

Theme Specific Indicator Bank PMM

<http://cafod.azurewebsites.net/IndicatorBankLivelihoodsRevisedSharepoint.pdf>

Indicator Bank for DRR and Resilience (by the Interagency Group: CAFOD, CRS and Caritas Australia)

<http://cafod.azurewebsites.net/DRRAndResilienceIndicatorBankFinal.pdf>

ENVIRONMENT AND NATURAL RESOURCES:

FIETS Tool

<http://wash-alliance.org/?s=sustainability>

Multiple Use of Water Services

https://www.winrock.org/wp-content/uploads/2016/03/SolutionMUS_Guide_May-2014.pdf

Environmental Sustainability Assessment Tool

http://tilz.tearfund.org/en/resources/publications/roots/environmental_sustainability/

Christian Aid Toolkit - Climate Change Adaptation Toolkit

<http://programme.christianaid.org.uk/programme-policy-practice/sites/default/files/2016-03/climate-change-adaptation-toolkit-developing-programme-strategy-oct-2010.pdf>

CEDRA tool – Climate Change and Environmental Degradation Risk and Adaptation Assessment by Tearfund

http://tilz.tearfund.org/en/themes/environment_and_climate/cedra

An Approach to Designing Energy Delivery Models that Work for People in Poverty

<https://www.iied.org/energy-delivery-models-work-for-people-living-poverty>

POLICY AND ENABLING ENVIRONMENT:

Content Analysis - SWOT

http://cafod.azurewebsites.net/ContextAnalysisUsingTheSWOTandPESTLER_ED.pdf

Analysing the Business Environment

<http://cafod.azurewebsites.net/AnalysingTheBusinessEnvironment.pdf>

Advocacy Resources Toolkit

<http://cafod.azurewebsites.net/AdvocacyResourcesToolkitAnnotatedGuide2.pdf>

LIVELIHOODS AND LOCAL ECONOMIC DEVELOPMENT:

Enterprise Development Guidelines

<http://cafod.azurewebsites.net/CAFODEnterpriseDevelopmentGuidelines.pdf>

Brainstorming Impacts on Assets (ED)

http://cafod.azurewebsites.net/BrainstormingImpactsOnAssets_ED.pdf

Market Facilitators Guide to Participatory Agroenterprise

<http://www.crs.org/our-work-overseas/research-publications/market-facilitators-guide-participatory-agroenterprise>

Guide to Facilitating Collective Marketing Activities

<http://www.crs.org/our-work-overseas/research-publications/advice-manual-organisation-collective-marketing-activities>

ADAPTATION TO HAZARDS:

DRR Training of Trainers Guidelines

<http://cafod.azurewebsites.net/TrainingOfTrainersDRRGuidelines.pdf>

DRR E-Learning Manual pg. 90-130

http://cafod.azurewebsites.net/DRReLearningManualpg90_130.pdf

Disaster Risk Reduction - HVCA Guidelines

<http://cafod.azurewebsites.net/DisasterRiskReductionHVCAGuidelines.pdf>

Trocaire Conflict Sensitivity Toolkit

<http://cafod.azurewebsites.net/ConflictSensitivityToolkit.pdf>

The Application of Conflict Sensitivity in Rapid Onset Emergencies

http://local.conflictsensitivity.org/other_publication/applying-conflict-sensitivity-in-emergency-response-current-practice-and-ways-forward/

KOFF fact sheet

http://koff.swisspeace.ch/fileadmin/user_upload/koff/Publications/Fischer_2012_KOFF_Factsheet_Gender_Dimensions_of_Conflict_and_Peacebuilding.pdf

EQUALITY AND INCLUSION:

Vulnerability & Inequality Analysis

http://cafod.azurewebsites.net/VIA_Toolkit.pdf

CAFOD's Gender Equality Policy and Strategy

<http://cafod.azurewebsites.net/CAFODGenderEqualityPolicyAndStrategy.pdf>

Guidance on Gender

<http://cafod.azurewebsites.net/ResourceGuidanceOnGender.pdf>

Gender-Age Maker Toolkit

http://ec.europa.eu/echo/files/policies/sectoral/gender_age_marker_toolkit.pdf

SAFETY, ACCESS AND DIGNITY:

Protection Implementation Plan

<http://cafod.azurewebsites.net/ProtectionImplementationPlanFINAL.pdf>

Joint Protection Mainstreaming Framework

<http://cafod.azurewebsites.net/ProtectionMainstreamingFramework.pdf>

The sex, Age, Diversity; Safety, Access, Dignity

http://cafod.azurewebsites.net/SAD_SADToolDiversity.pdf

SHPERE - WASH Guidelines

<http://www.spherehandbook.org/en/water-supply-sanitation-and-hygiene-promotion-wash/>

WHO – Psychological First Aid: Guide for Field Workers

http://apps.who.int/iris/bitstream/10665/44615/1/9789241548205_eng.pdf

Monitoring of Participatory Health and Hygiene Education

<http://cafod.azurewebsites.net/PRPPHHEindexSchools2012.pdf>

TO ACCESS THE EXCEL ASSESSMENT TOOL CLICK ON THE LINK BELOW:

http://cafod.azurewebsites.net/RandS_AssessmentToolAndDetailSheet.xltm



Notes

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