

UNDP Global Toolkit on the 3x6 approach

Building resilience through jobs and livelihoods





*Empowered lives
Resilient Nations*

Published by United Nations Development Programme
Bureau For Policy And Programme Support (BPPS)
Sustainable Development Cluster, Livelihoods and Economic Recovery Team

304 45th St.
New York, NY 10017, USA

www.undp.org

© UNDP July 2016

Concept and design:
Sebastian Villar

Cover photo: Sana'a - Worker carrying a bunch of wires at a construction site in Sana'a, Yemen.
Sebastian Villar/UNDP

UNDP Global Toolkit on the 3x6 approach

Building resilience through jobs and livelihoods



Contents

Chapter I: Summary	1
1.1 About this Toolkit	2
A. What is the 3x6 approach	2
B. What are the key objectives of the toolkit?	3
C. Who will find the toolkit useful and in what contexts?	4
D. How does the 3x6 approach relate to other UNDP policies and programme guidance?	4
1.2 The 3x6 Approach, an overview	8
Phase I - Inclusion	10
Phase II - Ownership	14
Phase III - Sustainability	18
Chapter II: How to Guide	23
2.1 Preparation and Planning	24
A. Duration of the Phases	24
B. Resource mobilization	25
C. Determining baseline figures	25
D. Geographical targeting	25
E. Selection of programme participants	26
F. Working with national and local government counterparts	29
G. Donors	31
H. Financial service providers	31
I. Community-based organizations and non-governmental organisations	32
J. Operational guidance and awareness-raising for 3x6 partners	32
K. Support to social integration	32
L. Economic sustainability	33
M. Environmental sustainability	35

2.2 Phase I: Inclusiveness	37
A. Local partnerships and outreach	37
B. Identifying appropriate payment mechanisms and saving accounts	38
C. Selection of implementing partners	42
D. Duration and daily wage	44
E. Bidding process and grant allocation	46
F. Equity of daily payments and number of working days of cash-for-work activities	46
G. Management procedures	46
H. Business development and skills training	46
2.3 Phase II: Ownership	48
A. Market assessment	49
B. Establishing partnerships with NGOs implementing partners	49
C. Access savings, financial literacy training, and payment modalities of wages	50
D. Promoting economic activities or business start-up in Phase II	51
E. Promoting small-scale enterprises	52
F. Associations and cooperatives	52
G. The development of business plans or income-generating activity	52
H. Income-generating activity or approval of business plan	52
I. Grant disbursement modalities	53
2.4 Phase III: Sustainability	54
A. Capacity-building for organizational development and self-management of income-generating activities	54
B. Capacity-building for economic viability	55
C. Enhanced access to financial services	57
D. Value chain development approach	57
E. Promotion of public-private platforms	57
Annexes	59
Annex A: Resource Kit	60
Annex B: UNDP's Three Track Approach	63
Annex C: UNDP's Green Commodity Programme	64
Annex D: UNDP Livelihoods Assessments in Crisis and Post-Crisis Situations	70



Bubanza - Woman enrolled in 3x6 Programme. Sebastian Villar/UNDP

Acknowledgements

The UNDP '3x6 toolkit' has been developed by a team of United Nations Development Programme (UNDP) Programme Managers with long-standing experience in the design and implementation of the '3x6' approach in one or more contexts. We would like to thank, in particular, Craig Castro, Caroline Lensing-Hebben, Minako Manome and Afke Bootsman for their tireless commitment, invaluable contributions and new ideas for the successful implementation of the 3x6 approach itself, as well as for the development of the toolkit. Their inputs were provided on top of their daily work in very challenging environments. All the resources used in the design of the toolkit are based on the conceptualization and ideas of their teams and of their government counterparts in Yemen, the DRC, Jordan and Burundi – including their innovative ideas on how to adapt the 3x6 approach to the specific contexts and opportunities at hand. We thank them also for their willingness to test and try new programme development using the 3x6.

Particular recognition goes to Gustavo Gonzalez (Director, Sub-Regional Facility for the Syria Crisis), who prototyped the 3x6 concept and led its implementation in different post-crisis contexts, including the initial implementation in Burundi. Peer reviewers also played a key role in the finalization of this document. Their comments, observations and recommendations were extremely useful in shaping the toolkit. We remain grateful for their support.

Azul Muñoz Leira was the lead consultant for the development of the toolkit, under the overall coordination of Leontine Specker (UNDP Bureau for Policy and Programme Support, Sustainable Development Cluster). We are also extremely grateful to have been able to work with Sebastian Villar on the design and layout of the toolkit. Without his seemingly unending flow of ideas, and his patience and commitment, we would not have been able to make this a user-friendly product.

We would also like to thank the UNDP Regional Bureau for Arab States (RBAS) for their continued support to the development of the approach. We are particularly grateful to Celine Moyroud, Edwine Carrie and Faten Tibi. We appreciate their gracious invitation to host a 3x6 side event at a regional RBAS meeting in Algeria in March 2014, which provided us with the initial inputs and ideas for the content of the toolkit. This side event was attended, amongst others, by representatives from the UNDP Bureau for Policy and Programme Support (BPPS), UNDP Yemen, DRC, Jordan and Lebanon, and the Programme of Assistance to the Palestinian People (PAPP), as well as external 3x6 partners such as the international NGO, SPARK.

Lastly, we would like to thank the Governments of Japan, the Republic of Korea and The Netherlands for their funding for various programmes using the 3x6 in Yemen, Burundi, the DRC and Jordan. We are very grateful for their trust as donors and for allowing us to risk testing innovative livelihood projects and reintegration programme approaches such as the 3x6.

TOOLKIT DEVELOPMENT TEAM

Leontine Specker – UNDP Bureau for Programme and Policy Support (BPPS), Sustainable Development Cluster, New York

Azul Muñoz Leira – Independent consultant

Caroline Lensing-Hebben – UNDP Yemen, Team leader, Poverty Group

Craig Castro – UNDP DRC, Head of Goma Office

Afke Bootsman – UNV Regional Manager, West and Central Africa

Matteo Frontini – Early Recovery Advisor Burundi

Minako Manome – UNDP Jordan, Livelihoods and Economic Recovery Specialist

PEER REVIEWERS

Gustavo Gonzalez – UNDP Director, Sub-Regional Facility for the Syria Crisis

Nik Sekhran – Chief of Profession/Director, Sustainable Development Cluster, UNDP BPPS, New York

Owen Shumba – UNDP BPPS, Sustainable Development Cluster, New York

Charu Bist – UNDP BPPS, Sustainable Development Cluster, New York

Jean-Francois Dubuisson – UNDP BPPS, Sustainable Development Cluster, New York

Tim Scott – UNDP BPPS Sustainable Development Cluster, New York

Glaucia Boyer – UNDP BPPS, Sustainable Development Cluster, Geneva

Hyewon Jung – UNDP BPPS Sustainable Development Cluster, Regional Centre, Amman

Francisco Padron – UNDP BPPS Sustainable Development Cluster, Regional Centre, Bangkok

Amita Gill – UNDP BPPS, Governance and Peacebuilding Cluster

Farah Abdessamad – UNDP Yemen

Fuad Ali – UNDP Yemen

Kawkab Althaibani – UNDP Yemen

Marwa Hamed – UNDP Yemen

Mohammed Anakrih – UNDP Jordan

Nadia Alawamleh – UNDP Jordan

Cristino Pedraza Lopez – UNDP Burundi

Pierre Gusira – UNDP DRC

Nasser Faqih – UNDP PAPP

Cyprien Gagnon – UNDP Cameroon

Aderemi Aibinu – UNDP SURGE Advisor

Yannick DuPont – SPARK Director

Gerard Gravel – Independent consultant

Lucy Richardson – Independent consultant



Foreword

We are living in a time of immense challenges to sustainable development. Billions of people continue to live in poverty. There are rising inequalities within and between countries. Gender inequality remains a key challenge, and unemployment, particularly youth unemployment, is a major concern. Global health threats, more frequent and intense natural disasters, spiralling conflict, violent extremism, natural resource depletion and climate change all threaten to reverse the development progress made in recent decades. In the face of such insecurity and uncertainty, many societies are in crisis and people are constantly on

the move within and between countries. At the time of writing, in 2016, the number of forcibly displaced people worldwide had surpassed 60 million. Of these, 38 million are internally displaced persons. The duration of such displacements has also increased significantly in recent decades, to an average of 17 years, and three-quarters of displaced persons are in protracted displacement.

Host communities and countries providing a global public good by hosting refugee populations are often the first to absorb the resulting shock. In many places competition for livelihoods and increased pressure on already limited basic services are creating social tensions between host community members and the displaced. It is vital to build the resilience of host communities as well as that of the displaced, to find new ways of providing durable solutions through return and local integration, and to address the root causes and drivers of migration and displacement in countries of origin.

Recognizing the need to support countries in crisis or post-crisis situations, and/or in transition from emergency development to sustainable development, UNDP has prepared a 'Global Toolkit on the 3x6 Approach'. The approach consists of three organizing principles (1. Inclusiveness; 2. Ownership; and; 3. Sustainability) and six fundamental steps (implemented in three distinct phases, that is, 1.1 Engaging; 1.2 Generating Income; 2.1 Savings; 2.2 Joint Venturing; and 3.1 Investing, 3.2 Accessing Markets)-hence 3x6. Programmes employing the approach contribute to the overall delivery of the 17 interconnected Sustainable Development Goals (SDGs) agreed upon as part of the 2030 Agenda for Sustainable Development adopted by the United Nations General Assembly in September 2015.

In practical terms, the 3x6 approach supports the change from dependence on emergency development efforts (such as 'cash for work') to sustainable livelihoods, during transition periods as well as in crisis or post-crisis contexts. Target groups include crisis-affected communities, displaced population groups, host communities, and women and youth at risk. These interventions are a critical step in building resilience at individual, household, community and local institutional levels.

In traditional crisis and post-crisis recovery programmes, people are often passive recipients of humanitarian aid. The 3x6 approach considers participants as active partners in their own socio-economic recovery and development. This sense of ownership and choice is an essential element of the approach.

It is my hope that users will employ the 3x6 toolkit to develop projects that generate sustainable livelihoods, create resilient communities and support the meaningful participation of crisis-affected people in recovery policy and programming.



Magdy Martinez-Soliman
Assistant Secretary General and Director,
UNDP Bureau for Policy and Programme Support



SUMMARY

1.1 About this Toolkit

A. What is the 3x6 approach

The 3x6 approach was developed by UNDP to help build resilience of affected communities in crisis situations and facilitate a rapid return to sustainable development pathways. This includes the implementation of development-oriented activities that are implemented as early as possible in a crisis context.

As explained in the Foreword, the approach supports the transition of vulnerable population groups in crisis situations – resulting from both conflicts and natural disasters – from dependence on emergency employment efforts (such as ‘cash for work’), to more sustainable post-crisis livelihoods opportunities. These groups would include crisis-affected communities, displaced populations (internally displaced persons, returning refugees, ex-combatants), host communities, and women and youth at risk (see Box 1). The approach can be a critical step towards building resilience at individual, household, community and local institutional levels. In traditional crisis or post-crisis recovery programmes, people are often passive recipients of humanitarian aid. The 3x6 approach considers participants as active partners in their own socio-economic recovery and development. This sense of ownership and choice is an essential element of the approach.

Vulnerable Groups

Box 1

- a. Crisis-affected men and women, especially those who have lost assets as a result of a crisis
- b. Youth (young men and women), in particular unemployed youth, youth at risk of joining or rejoining armed groups or criminal gangs, those disposed towards violent extremism, etc.
- c. Members of crisis-affected communities, such as host communities receiving displaced population groups, and communities affected by landmines
- d. Displaced population groups, including internally displaced persons (IDPs), ex-combatants and returning refugees.

The 3x6 approach is so-called because it consists of three organizing principles and six fundamental steps, implemented in three separate phases. These are explained in section 1.2 of this document.

Amongst other things, the approach supports the implementation of Outcomes 1 and 6 of the UNDP Strategic Plan 2014–2017. These are, respectively, that growth and development be inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded, and that early recovery and rapid return to sustainable development pathways [be] achieved in post-conflict and post-disaster settings.

As part of the 3x6 project, external partners are drawn in, to give financial and other forms of support. As described below, these would include members of the UN Country Team (UNCT) as well as participants from non-UN agencies.

Specifically, the 3x6 approach aims to ensure “a rapid return to sustainable development pathways in post-conflict and post-disaster settings” and that “growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.”¹ The approach also supports implementation of the Strategic Plan’s ambition to support innovation and the identification of new partnerships and innovative models for livelihoods recovery.

The 3x6 is an innovative approach designed to support the creation of sustainable livelihoods. The innovation of the model comes through its promotion of savings and its use of mechanisms to share risks and support participants to make active choices about sustainable livelihoods and income-generation opportunities. In line with the theory of change of the UNDP Strategic Plan, the 3x6 approach aims to support livelihoods stabilization with a longer-term vision for building resilience, market development, capacity development, local economic recovery and inclusive economic growth.

B. What are the key objectives of the toolkit?

There were four key objectives in the creation of the toolkit:

1. To provide operational guidance to UNDP Country Offices – The toolkit has been developed in response to requests from UNDP Country Offices and Regional Bureaux to provide operational guidance on how to design and implement recovery programmes for crisis, post-crisis and transition contexts. It provides guidance based on previous and ongoing UNDP programme experiences and aims to support Country Offices in the project design, implementation, quality control and monitoring of such programmes. UNDP also foresees the subsequent setting up of a community of practice to support inter-country sharing of experiences, lessons learned and best practices.

1 UNDP Strategic Plan 2014–2017, Outcomes 1 and 6.

2. Strategic positioning of UNDP – The toolkit contributes to the formalizing of UNDP's role and programme approach to livelihood recovery in crisis, post-crisis and transition contexts.² Key partners within the UN Country Team (UNCT) as well as non-UN agencies have expressed interest in becoming formal partners of UNDP in implementing the 3x6 approach. The toolkit is an important starting point for communicating UNDP's role in adding value as a basis for partnership development.

3. Quality control and standardization – The toolkit aims to ensure a common understanding of what the 3x6 approach is – and also what it is not. The approach is based on a unique combination of phases (described in section D below) and the toolkit acts as a reference to ensure that the basic principles of the 3x6 are adhered to in programmes using the approach. The principles underlying the approach can easily be adapted to different contexts and the toolkit provides guidance to country staff and partners on how to adapt the principles to the particular context, while adhering to the basic concepts.

4. Resource mobilization – The toolkit articulates the unique added value of the 3x6 approach, and its innovative principles aim to improve impact-monitoring of results, which can then serve as a valuable basis for the mobilization of required resources.

C. Who will find the toolkit useful and in what contexts?

The toolkit aims to support managers and programme staff of UNDP Country Offices in countries affected by crisis, or in transition from emergency to sustainable development. The intended audience also includes advisers and specialists at UNDP Regional Hubs and headquarters offices as well as implementing partners promoting livelihoods and economic recovery at the country level – such as government partners, communities, civil society organizations, the UN Country Team, donors and private enterprises. The toolkit can also be used for discussions with national and local authorities, planning and programme design, training of partners at all levels and resource mobilization.

D. How does the 3x6 approach relate to other UNDP policies and programme guidance?

UNDP has adapted the three-track approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009)³ for use in its livelihoods and economic recovery programming in crisis and post-crisis situations. This three-track approach also forms the basis of the UNDP Guide, 'Livelihoods & Economic Recovery in Crisis Situations' (2013),⁴ and the 3x6 approach has been identified as a good practice model for operationalizing and implementing the approach.

2 In line with the UNDP's Guide: Livelihoods and Economic Recovery in Crisis Situations (2013 – see next footnote) and the UNDP Crisis Response Packages, launched in 2016.

3 http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/@ifp_crisis/documents/publication/wcms_117576.pdf

4 http://www.undp.org/content/dam/undp/library/crisis%20prevention/20130215_UNDP%20LER_guide.pdf

Track A programming responds to the urgent needs of crisis-affected groups with interventions to help stabilize livelihoods, through income generation and emergency employment.

Track B programming focuses on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, and reintegration (where required).

Track C programming focuses on long-term employment creation and inclusive economic growth. Interventions in Track C help to strengthen the national systems and policies needed to sustain the progress achieved in Tracks A and B.

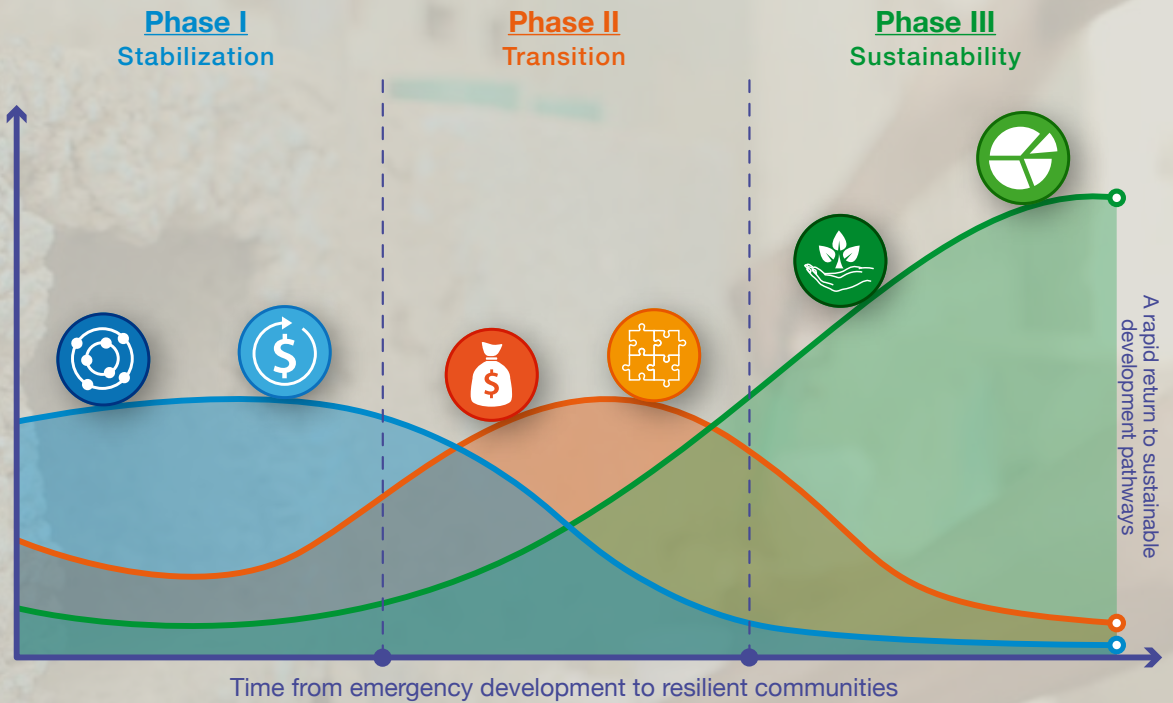
The 3x6 approach can also be used in the implementation of the UNDP 'Guidance Note: A Development Approach to Migration and Displacement' (November 2015), particularly Component 3, which focuses on resilience-based development.

The toolkit is complemented by a database of specific 3x6 tools and resource materials (see Annex I). It can be used as a basis adjustable to specific contexts, such as terms of reference (ToRs), partner agreements, monitoring and implementation tools and sample communication materials. The toolkit can also be used in combination with the UNDP Crisis Response Packages, in particular the package on Debris Management, Community Infrastructure Rehabilitation and Municipal Solid Waste Management; and that on Emergency Employment, Enterprise Recovery and Cash-Based Interventions.

The three 'Phases' mentioned above are defined in terms of the peaking of each of the three 'Tracks', as demonstrated in Figure 1:

- Phase I (Stabilization) is defined by the period in which Track A (immediate intervention) is dominant
- Phase II (Transition) is related to Track B (intervention resulting in recovery)
- Phase III (Sustainable Development) – the goal – is achieved in terms of Track C (long-term economic stability and maintaining progress).

Different phases of the 3x6 approach





<p>3x6 Phase I INCLUSION</p> <p>Aligned with TRACK A – Livelihoods stabilization, through emergency employment</p>	<p>Rapid employment generation to respond to urgent needs of vulnerable and conflict-affected population groups through voluntary engagement in community projects. The interventions are community-driven (i.e. defined and prioritized by the community) and produce direct community dividends. By targeting vulnerable/conflict-affected groups and community members (i.e. dual targeting), this phase also contributes to social cohesion and reconciliation.</p>
<p>3x6 Phase II OWNERSHIP</p> <p>Aligned with TRACK B – Enterprise development and support in rebuilding enterprises</p>	<p>Support diversification of livelihoods opportunities and employment or self-employment. Creating ownership is critical in this phase and needs to be supported by encouraging participants to invest their own savings into an economic venture of choice.</p>
<p>3x6 Phase III SUSTAINABILITY</p> <p>Aligned with TRACK C – Policy level support and long-term development</p>	<p>Sustainable employment creation and inclusive economic growth through strengthening of national and local government capacities, policies and institutions as well as development of productive capacities. This includes market and value chain* assessments (initiated early on) to inform future business plan development under Phase II.</p>



* A value chain is a set of activities that an organization carries out in order to create value for its customers or clients.

1.2 The 3x6 Approach - An Overview

The 3x6 approach is an innovative response to support the transition from emergency employment initiatives (in immediate crisis, post-crisis and transition contexts) towards a situation of sustainable development. In particular, this document makes reference to interventions in Yemen, Burundi, the Democratic Republic of Congo (DRC) and Jordan. In Burundi, the tool was used, from 2010 onwards, and in DRC starting in 2014 to support the return and reintegration of internally displaced persons (IDPs) and refugees. In Yemen, the focus is on youth employment and empowerment, providing livelihoods opportunities reducing the interest of some youth to join the armed conflict. In Jordan the programme provides support to communities hosting Syrian refugees.

The approach is based on the traditional components of employment generation and livelihoods programmes, namely:

- a. Generating immediate income
- b. Injecting capital into the local economy
- c. Providing opportunities for diversified livelihoods

At the same time, it introduces innovations:

- Encouraging individual savings that can be invested in the development of economic activities such as the start-up of a small business, with additional small grants from the programme which will multiply those savings
- Promoting social cohesion and inclusion by encouraging members of the community to work together with specific target groups (such as displaced or youth at risk) on projects that benefit all and strengthen their collective productive capacities
- Creating ownership at individual and community levels by sharing risk through joint investments and supporting participants' own investment in the start-up of a micro or small business, or through some other income-generating opportunity

The foundation of the 3x6 approach is the use of skills, resources and local expertise to transform people from recipients of humanitarian aid in post-crisis or transition contexts into proactive, competent economic actors who can define and manage their own long-term development processes and outcomes.



Photo: Sebastian Villar/UNDP

The approach

3x6

Principles

Steps

As mentioned above, the 3x6 approach consists of three organizing principles and six fundamental steps that are implemented in three distinct phases, as shown in the table.

Inclusion



Engaging

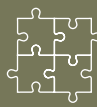
Ownership



Generating
Income



Saving



Joint
Venturing

Sustainability



Investing



Accessing
Markets

- Voluntary Participation
- Locally Driven and Community-based
- Emergency Development
- Social Integration

Inclusion



Engaging

Engaging

Voluntary participation in community-oriented projects creating temporary employment while reinforcing social cohesion and peaceful coexistence through various population groups working together.



Generating Income

Generating Income

Short-term employment creation to support immediate individual income, inject capital into local economies and revive production and local service sectors.



Photo: UNDP Yemen

o Voluntary Participation

The first fundamental step in the 3x6 approach (Engaging) involves initiating a process that brings community members and vulnerable groups together to define their own development priorities and community needs. From an individual perspective, voluntary participation of vulnerable groups in community projects is key. From the perspective of the broader community, it is important that inclusion be supported by the involvement of various social groups through the joint identification of community priorities.

The programme should ensure close involvement of local government authorities, and, as far as possible, alignment with local development plans.

Examples of possible community projects are:

- the rehabilitation of socio-economic community infrastructure – such as small roads, local markets, the rehabilitation of water access points, health posts, schools
- irrigation projects or eco-system rehabilitation projects – such as reforestation, and
- the collection and separation of municipal solid waste.

Social and educational activities such as teaching literacy, or sensitization and awareness-raising on key issues (e.g. sustainable water use or personal hygiene) can also be considered for groups who may not be able to take part in public works projects – for instance women and, in some contexts, persons with disabilities (examples from Yemen and Jordan are given in Box 12).

o Locally Driven and Community-based

The 3x6 is a community-based and community-driven approach, defined and prioritized by the community and aiming to benefit the broader community. The focus on engaging community members and specific target groups supports social and economic inclusion and reconciliation.

It is also advisable to conduct a market assessment during this phase. The advantages of doing this are discussed in the 'Making Choices' sub-section of Phase II below.

o Emergency Development

Fundamental to the 3x6 approach is its focus on development-oriented activities that are implemented as early as possible in a crisis context, creating a basis for sustainable livelihoods opportunities and development.

Employment opportunities – even temporary opportunities – can act as an entry point for engaging participants in vocational and business skills training, thus providing participants with a source of income. When participants spend their income locally this stimulates the economy and may revive local production and service sectors, contributing in turn to local development.

At the same time, a portion of these earnings should be set aside as savings, which can become the foundation of start-up capital for launching a micro- or small business, either jointly or individually.

o Social Integration

Community projects can be a means of supporting social cohesion and integration. Planning and working together can help ease any tensions between host communities and displaced population groups (e.g. internally displaced persons, refugees and ex-combatants) and support social integration or reintegration on the basis of the benefits provided to marginalized groups to the broader community.

Working with local authorities and/or community leaders can also provide a platform for resolving conflicts and promoting peaceful coexistence. In Burundi, for instance, when cash-for-work participants gathered weekly to receive their payments, they also attended mandatory sessions on reconciliation and conflict mitigation.

In Yemen, it was seen that the compulsory savings aspect of the approach, in particular the opening of bank accounts, contributed to an enhanced social contract. The creation of a 'financial identity' was similar to having a birth certificate or registering to vote, and was crucial to establishing and/or strengthening relations between participants and institutions. Saving also fostered personal economic empowerment and enabled participants to plan for the future; having a bank account for the first time was reportedly critical for youth participants' greater sense of empowerment and societal belonging.



Photo: UNDP Yemen

Phase II

GUIDING PRINCIPLES

- Investment of Savings
- Analyzing Markets Opportunities
- Making Choices
- Joint Venturing and Risk-sharing
- Participants are Actors in Development

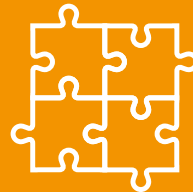
Ownership



Saving

Saving

Project participants have an opportunity to invest their savings from Phase I (Inclusion) into an income-generating activity or an activity benefitting the community. The programme should provide business counselling and technical support to participants, to guide their choices and ensure feasibility.



Joint Venturing

Joint Venturing

Investment of individual or collective savings is multiplied by UNDP to provide more start-up capital for self-managed and economically viable income-generating activities and social enterprises.



Photo: Sebastian Villar/UNDP

With savings accumulated as described in Phase I, participants can choose to transit into Phase II by investing their savings in economic activities, either individually or as a joint venture.

Those interested are encouraged to develop social enterprises or activities that can create a social benefit for the community, with ownership at the individual level as well as in the community. Participants are supported in analysing local opportunities for the establishment of their economic activity and making informed choices about their investment.

○ Investment of Savings

At the end of Phase I, participants are given the choice of taking their savings and leaving the programme, although they are encouraged to invest these savings into an income-generating activity. The investment could be as an individual or in association with others. A third possibility would be an investment specifically aimed at generating social benefits for the wider community (e.g. community kitchens to provide meals for vulnerable girls and boys or for the elderly). Investing self-earned savings into an income-generating activity or social enterprise contributes significantly to a sense of ownership.

○ Analysing Opportunities

Project participants are supported by the implementing partners to identify a suitable economic activity, based on their interests, skills and capacities, and also on the economic potential of the community. The partner then supports participants in analysing the feasibility of their business idea, based on a local market analysis and community needs assessments.

○ Making Choices

Project participants are supported in making informed choices through the development of essential tools such as detailed business proposals, thorough business plans, market studies and cash-flow projections.

If a market assessment has been conducted during Phase I, it can be used to reflect its results in business development training to facilitate the participants in building business ideas that have a significant potential for sustainability and growth. Learning to create and manage these tools builds the capacity of participants to define and manage their own development.

Support should also include skills training, for instance in business development, budgeting, functional literacy and bookkeeping.

Support can also be provided for access to finance, such as loans, grants and/or micro finance opportunities.

○ Joint Venturing and Risk-sharing

Joint venturing can take place at different levels between the project participants and a number of other actors. These could be:

- a. Those administering the programme, for instance UNDP. The aim here would be to multiply the savings that participants realized during Phase I, through risk shared between the programme and the participants;
- b. Local communities, through the development of social enterprises and using implementing partners;
- c. Other project participants who were involved in Phase I, creating associations, cooperatives, social enterprises and/or small businesses;
- d. Micro-finance institutions (MFIs) – or other financial service providers where MFIs are not present and/or when access to MF services is restricted due to geographic and policy/regulatory contexts.

○ Participants as Actors in Development

Through the implementation of income-generating activities, participants will have greater access to economic resources and can become actors of social and economic change within their communities.



Photo: UNDP Yemen

Phase III

GUIDING PRINCIPLES

- Make Informed Investment Choices
- Access to Markets and access to finance
- Value Chain Development

Sustainability



Investing

Investing

Reinforcing investments, identifying best practices to attract partnerships, project financing and access to finance to expand. Facilitating access to loans and/or promoting the development of investment plans for expanding, specializing and/or diversifying the economic activities or businesses. Investing in capacities and skills, and skills transfer through vocational training.



Accessing Markets

Accessing Markets

Supporting the creation of platforms where different stakeholders come together, become more competitive and move towards sustainability.



Photo: UNDP Yemen

Phase III provides continued mentorship to those willing to move forward with the income-generating activities developed under the previous phase and to continue developing their entrepreneurial skills. It focuses on providing continued guidance in assessment and analysis, to ensure sustainability and supporting the scaling-up of activities through broader value chain development, access to finance and market access.

○ Make Informed Investment Choices

Making informed investment choices on an ongoing basis is critical for ensuring sustainability. This phase therefore supports continued market and value chain assessments, feasibility studies, labour market studies and investment advice, to guide participants' businesses and vocational training opportunities.

○ Access to Markets and Access to Finance

In order to achieve sustainability and the growth of businesses and/or income-generating activities, the programme supports participants in accessing markets. This may include, for instance, referral to other initiatives that can generate market opportunities, or access to services such as financing, training and technical expertise or support networking.

○ Value Chain Development

Value chain development is promoted in this phase to enable participants to better understand markets and identify market opportunities. Public-private platforms or commodity platforms⁵ are also relevant interventions in this phase to facilitate access to markets and an improved policy environment for investment and income generation.

5 A 'commodity platform' creates a long-term space where public and private sectors can develop joint actions to mitigate the negative impacts of commodity production and maximize productivity

The 3x6 for youth employment and empowerment and conflict preventions - Boxes 2.1; 2.2; 2.3



Jordan - The 3x6 supporting communities hosting Syrian refugees

Box 2.1

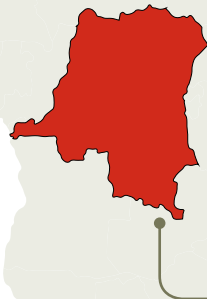
In April 2014, UNDP Jordan launched the 3x6 approach to provide support to Jordanian communities hosting Syrian refugees or otherwise impacted by the crisis in Syria.

The programme has been funded to date by the governments of Japan and Kuwait, DANIDA, CERF/OCHA and WFP.** The overall objective of the initiative is to support livelihoods stabilization and local economic recovery. This is in order to: i) enhance social cohesion between host community members and displaced groups, and mitigate immediate tensions over access to employment and other livelihoods opportunities; ii) support local economic development through rehabilitating socio-economic infrastructure and enhancing basic service delivery; and iii) diversify livelihoods opportunities, enterprise recovery and skills development for the most vulnerable groups within communities, in particular women and youth.

The project started in one of the governorates with the highest concentration of Syrian refugees, and expanded to another governorate. Each month, participants save 50 per cent of their approximately 200 JOD wages – to encourage a culture of savings and for use as start-up capital in microbusinesses. Based on their business plans, around 50 per cent of the applicants will have their savings ‘multiplied’ by receiving 2,000 JOD to establish their own microbusiness. ‘Environment and green’ is a thematic focus in some of the targeted municipalities, where Phase I focuses on cash-for-work activities based on ‘waste to energy’, and Phase II promotes so-called green jobs and social enterprises. ‘Prevent and counter violent extremism’ is another thematic focus for other municipalities, where 50 per cent of cash-for-work activities position youth as ‘change agents’, to enhance tolerance and social cohesion.

Early assessments showed that youth would not be interested in labour-intensive work at the set wage, given Jordanians’ perception of certain types of work (a ‘culture of shame’). However, it was also identified that it is crucial to enhance the youth’s social ties and their sense of belonging to the community. The first phase was therefore framed as ‘community voluntary services’. Since the start of the implementation of the programme, the changes among the youth have been visible in terms of their bonding as a group and their working for and benefiting the community. The first phase of the programme in Jordan was particularly important from this social perspective – in addition to the economic benefits of cash injections.

For more information please see: https://youtu.be/joc8_Uh4-ZY



**Respectively the Danish International Development Agency, the UN Central Emergency Response Fund, the UN Office for the Coordination of Humanitarian Affairs, and the World Food Programme.



Yemen - The 3x6 for youth employment & empowerment and conflict prevention

Box 2.2

Since 2012, UNDP has supported the Government of Yemen, addressing youth unemployment and empowerment as one of the root causes of conflict. In 2013, the Government of Yemen adopted the 3x6 approach as a tool to address youth unemployment. UNDP and national partners have succeeded in scaling up the 3x6 approach, from an initial three governorates in 2012 to seven governorates in 2014, with a current target of 8,000 participants.

Cash-for-work activities under Phase I (in which 25 per cent of the participants were women) were conducted, to stimulate the local economy through the rehabilitation of community infrastructure, including improved access to water. Also during Phase I, youth received life- and business skills-training. UNDP tripled savings for feasible business plans and supported the participants in establishing their microbusinesses (both individual and joint ventures). Youth were linked with microfinance institutions and with the private sector to ensure expansion and the sustainability of their businesses. In addition to the economic benefits, the project resulted in the creation of a first-time financial identity for youth, through the opening of individual bank accounts for each participant. It also helped create hope and a sense of empowerment and ownership for the future in Yemen's very uncertain environment.

In the light of the ongoing conflict, UNDP has revised its approach under the 3x6. It now focuses on the start-up and development of social business ventures that bring business solutions to address the socio-economic needs of the conflict-affected population – including gaps in service delivery, the rehabilitation of key community assets, and recovery needs in general. For more information, please see: <https://youtu.be/gKhwqqVfEKg>



DRC - 3x6 PLUS for community-based reintegration and stabilization in a protracted crisis

Box 2.3

In the DRC, the 3x6 approach has been adapted and has contributed to recovery from chronic instability in the east of the country, including community-based reintegration of displaced groups, such as ex-combatants, IDPs and refugees.

A new approach, '3x6 PLUS', was developed in collaboration with other UN agencies and was piloted in four communities in the eastern DRC, with financial support from the Government of Japan. UNDP DRC added a Phase 0, designed to add an even stronger focus to the 3x6 approach on addressing insecurity, intercommunal violence and sources of conflict. Promoting dialogue on these issues is intended to contribute to social cohesion and support an enabling environment for the reinsertion and socio-economic reintegration of populations affected by over 15 years of conflict. This phase, designed to continue over the lifespan of an intervention, includes elements of psychosocial support, reconciliation, conflict resolution and peaceful coexistence, all of which demand consistent intervention over a longer period of time.

Improving overall livelihoods opportunities also supports the creation of an enabling environment. Both men and women in the DRC have benefitted from temporary employment opportunities (45 per cent women) to rehabilitate socio-economic infrastructure. During Phase I, which lasted four months, the participants also benefitted from further awareness-raising sessions on conflict mitigation, non-violent communication and intercommunity dialogue. As a result of these rehabilitation projects, more than 105,000 conflict-affected community members now have improved access to basic social services. In Phase II, most participants (84 per cent) invested their savings in an economic activity that was tripled by the programme. In this Phase, 26 different economic activities were defined and implemented by the participants. As a result, they invested 58,860 USD in savings, with UNDP contributing roughly three times that amount (176,550 USD). Economic activities included beekeeping, agriculture and livestock interventions, soap-making and palm oil production, among others. The programme was further scaled up in 2016 to include families of child soldiers who had participated in voluntary disarmament initiatives as well as ex-combatants and other vulnerable populations. UNDP DRC also introduced the use of 'mobile money' (see Box 11).



HOW TO GUIDE

2.1 Preparation and Planning

Before implementing the 3x6 approach, it is essential to take time for proper preparation. This may be challenging with pressures to deliver programmes quickly, particularly in post-crisis contexts. However, practice has indicated that proper preparation will significantly enhance results.

A. Duration of the phases

Phase I

Inclusion

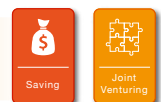


Experience thus far has shown that **two to six months** are needed for Phase I, dependant on several factors:

- a. The amount of money needed for the selected cash-for-work activity, which will be different in each country
- b. The level of damage caused by a crisis. This may be physical damage to the local infrastructure or businesses and/or damage to the local economy
- c. The minimum wage in each country, which should be taken into consideration when determining the salaries of the participants
- d. The amount of funding required as seed capital to start a micro- or small business or other income-generating activity. This, alongside the funds available through the programme, will also determine the small grant that can be added to the savings of participants (the 'multiplier factor'). The seed capital (amount saved) and the grant (seed capital x multiplier factor) constitute the start-up capital to be used in Phase II.

Phase II

Ownership



The duration of Phase II will be determined by the time required to develop a business or other income-generating opportunity, dependent on factors such as industry constraints, market conditions and the local institutional context. For example, agricultural activities such as the production and marketing of rice takes at least six months (or two successful agricultural cycles), while a business start-up may require more time. Total duration may be from **6 to 24 months**.



Phase III focuses on market access, value chain development and market expansion. This includes, for instance, market assessments, counselling and mentoring of the activities developed during previous phases, and the provision of support to allow access to markets, and for the establishment of platforms and co-operations. It is recommended that Phase III start as early as possible and be implemented in parallel with Phases I and II. Activities in Phase III should last for **at least 36 months** and may continue for a further **three to five years**.

B. Resource mobilization

Funding limitations can affect the duration of each phase. It is recommended that sufficient funding is available for *all three phases* before launching a programme using the 3x6 approach.

C. Determining baseline figures

Practice has indicated the importance of investing in baseline development before starting any project activities, to allow measurement of impact at a later stage. On account of the innovative nature of the 3x6 approach, it might even be more important for pilot projects to invest in good baseline figures in order to better measure any project results. This has been found to be important for future scale-up and fund-raising.⁶

D. Geographical targeting

Selecting geographical priority areas can be based on the following criteria:

- Viability of economic zones (e.g. artisanal mining to support alternative livelihoods, agriculture, business opportunities, etc.)
- High concentration of displaced and returning population groups (IDPs, refugees, ex-combatants), including their host communities
- Security
- Access
- Opportunities to work with local government counterparts
- Communities with existing tensions (inter/intra community, tensions as a result of returnees, etc.)

⁶ Several examples are available, such as the multi-dimensional livelihoods assessment carried out by UNDP Yemen (2014) (http://www.ye.undp.org/content/yemen/en/home/operations/projects/crisis_prevention_and_recovery/multi-dimensional-livelihoods-assessment-in-conflict-affected-ar.html) and Stabilization and Recovery assessment carried out by UNDP Iraq in 2015 (<http://www.undp.org/content/undp/en/home/presscenter/pressreleases/2015/08/03/undp-and-japan-join-hands-to-boost-stabilization-and-recovery-in-iraq.html>). A global UNDP Livelihoods Assessment Guide is under development.


E. Selection of programme participants

The 3x6 approach uses the term “participant” rather than “beneficiary” to better reflect responsibility and empowerment. Participants are selected on the basis of their vulnerability. Specific target groups for the 3x6 approach are members of crisis-affected communities, displaced population groups (particularly internally displaced persons and refugees), ex-combatants, youth at risk, and women.








The term ‘vulnerable’ refers to any persons and/or households who are significantly impacted by a crisis, and who, due to their social, economic, physical, mental or environmental condition, are held back in benefiting from recovery or a development process. It is important that the selecting of the participants from among the vulnerable groups be done by applying quantifiable vulnerability criteria that determine each candidate's degree of vulnerability.

Box 3

Selection of Participants

**Yemen**

The 3x6 approach in Yemen uses poverty-related indicators reflecting living standards and the availability of basic services (see also Figure 2, ‘Vulnerability criteria’, below):

1  Illiteracy (age 10 and above)	2  Non-enrolment in basic education (ages 6-15)	3  Households relying on wood and coal for cooking	4  Households lacking safe drinking water/ households without piped water connected to dwelling
5  Households lacking electricity	6  Temporary (shanty) dwellings	7  Lack of access to appropriate sanitation	

(continued over page)

These indicators are aggregated into a single poverty indicator or ‘composite welfare index’ (deprivation index). For each governorate, the total population is then multiplied by the deprivation index to determine the number of ‘deprived’ people. The proportion of the total number of deprived people in the country is then calculated for each governorate.

Once a community has been selected for support by the Social Fund for Development, the LIWP (Labour Intensive Works Programme) conducts further assessments (participatory rapid appraisals) to ensure the eligibility of the households targeted, based on the above criteria. One of the eligibility criteria is that the majority of the community members (roughly 70 per cent) have no permanent job. Furthermore, the LIWP offers wages lower than those in the area – in order to attract only those who are in need.



DRC

A mixed committee is composed of local authorities, representatives of the community, implementing partners and UNDP staff are created, and general criteria are developed, discussed and approved in an open forum. Conflict-affected populations (returning refugees, ex-combatants, internally displaced persons) and vulnerable populations residing in the communities are identified as priority groups. Vulnerability criteria are identified and a first list of potential programme participants is developed. This list is narrowed down by examining the degree of vulnerability, focusing particularly on whether an individual has access to land or to a source of income. Based on this analysis, a final list is developed and presented to the broader public for comments. The final list of participants in the programme is then agreed upon.



Jordan

UNDP has partnered with the National Aid Fund (NAF), a national social protection mechanism, to support vulnerable households with conditional cash assistance. About 30 per cent of all participants are from NAF-covered households and the rest were selected on the basis of criteria designed to target vulnerable households – particularly the working poor, who are not covered by the NAF.

Two sets of criteria used: ‘eligibility criteria’ and ‘selection criteria’ as listed below:

1. Shortlisting based on eligibility criteria:
 - Age: 18 – 40
 - Unemployed for more than three months
 - Living in the targeted municipality
2. Measurement of entrepreneurship skills and levels of commitment of all applicants, measured through individual entrepreneurship tests.
3. Face-to-face interviews with all Jordanian applicants by a selection committee, using the following selection criteria:
 - Candidates who prove to have entrepreneurial skills (an entrepreneurial skill test should be conducted to determine this) (40 per cent of total scoring)

(continued over page)

- Vulnerability (30 per cent of total scoring)
- Candidates who are members of households benefiting from NAF
- Candidates who are members of households with a combined income of less than the minimum wage of 190 JOD/month
- Candidates between 18 and 30 years of age, especially new graduates
- Commitment (30 per cent of total scoring): Candidates should commit to moving to Phase II by investing their savings for microbusiness development; they should be ready to participate in labour-intensive work, and they should commit to saving 50 per cent of their monthly incentives of 208 JOD
- At least 50 per cent should be women



Yemen – Screening Participants for Entrepreneurial Potential

Box 4

Tamheed is an online assessment tool that predicts entrepreneurial potential and trainability. The screening uses a combination of personality and cognitive processing assessments. It has been implemented in partnership with Silatech*** for 3x6 Yemen. (See <http://www.tamheed.org>).

Vulnerability indicators- Several indicators of vulnerability can be considered in determining the overall level of vulnerability of a household. This quantitative vulnerability index can be used in selecting participants.

1. Gender of the head of the household
2. Income, calculated as the total sum of salaries, pensions and other incomes
3. Physical or mental disability of one or more family members
4. Age of the head of the household
5. Number of people living under the same roof who depend on the main generator of income
6. Type of house, and whether it is owned by the family
7. Education of the household head.



Guinea Conakry – Vulnerability Criteria

Box 5


The Socio-Economic Reintegration Programme of the Government of Guinea Conakry developed vulnerability indicators through consultation with a committee of stakeholders and key partners (government institutions, civil society and technical and financial partners), alongside an analysis of the socio-economic profile of vulnerable population groups.

The degree of vulnerability of candidates for participation in the programme was determined by a combination of indicators and a quantifying model. Fifty per cent of the participants were associated with the armed forces, and 50 per cent were from the 'vulnerable' category, of whom at least 50 per cent were women. This committee completed the identification, selection and validation of participants.

*** Silatech is a Qatar-based social initiative that works to create jobs and expand economic opportunities for young people throughout the Arab world.


Eligibility criteria- In some contexts, the use of vulnerability indicators may not be sufficient and it will be necessary to add eligibility categories, for example displaced groups (including the aforementioned ex-combatants returning to communities, IDPs and refugees), and youth at risk of joining armed groups or criminal gangs.

Participants are selected by a community-based committee through the application of vulnerability criteria that are determined by the programme, together with specialized government institutions. The participant list should be published in the community to allow community members to raise objections or questions that can then be addressed by the community-based committee. When selection is complete, a database of programme participants should be established as a tool for information management and identification purposes. Each participant should have a socio-economic profile created in the database, which can be used for planning different interventions throughout the duration of the programme. In Jordan, the database was developed with qualitative and quantitative indicators in line with multiple livelihoods assets in order to track the changes and capture the socio-economic and psycho-social impacts.

**Yemen – Selection of Participants**

Box 6

In Aden, for the selection of vulnerable women in urban areas, the Youth Economic Empowerment Project (YEPP) relied on initial household lists from the Social Welfare Fund a national social assistance scheme for non-conditional cash transfers, related to the three sub-districts chosen by the project's Technical Committee.



The map shows the outline of Yemen in a dark olive green color. Two locations are marked with white dots and labeled: 'Sana'a' in the north-central part and 'Aden' in the south. A small red area is highlighted on the southern coast, corresponding to Aden.

F. Working with national and local government counterparts

It is essential that the development and implementation of 3x6 programmes occurs in coordination with local and national government counterparts in order to strengthen capacity, ensure ownership and facilitate an eventual exit strategy.

Partnership with government actors can be defined at different levels. At national level the 3x6 approach should be anchored within national government entities and line ministries to ensure its acceptance, implementation within government structures and its integration into national policies (see Box 7 for examples). At local level the approach should be implemented at local government levels, since partnerships with government counterparts are fundamental. The 3x6 approach should build the capacity of local authorities to deliver services transparently.

G. Donors

Developing close relationships with donors is critical for ensuring continued support for the 3x6 programme. Relationships can be built by sharing the objectives and methodology of the 3x6 approach, along with regular updates on results – for example, in Jordan, Yemen and Burundi short videos have been developed to highlight key project results, and brochures created on the 3x6 principles and methodology.⁷ In Jordan, graduation ceremonies for those who have established businesses are held, with a bazaar organized to show case microbusinesses, and invitations sent to key donors.

Working with National and Local Counterparts

Box 7

National level

The **Yemen** Youth Economic Empowerment Project (YEEP) worked closely with the Ministry of Industry and Trade and the 3x6 approach was adopted in the national government's Youth Employment Action Plan (2014-2017). The Government of Yemen then fully adopted the approach for the national scale up of employment programmes. The Social Fund for Development (SFD) under the second Phase of YEEP (YEEP II) became a critical partner for the implementation of the cash-for-work part of the 3x6 initiative allowing for a sustainable exit strategy as well as further delivery of scaled-up cash-for-work projects beyond the project.

In **Burundi**, the 3X6 was used as the basis of UNDP's support for the implementation of the National Reintegration Strategy. UNDP and ILO supported the Government of Burundi with six value chain assessments used as a basis for the National Employment Policy that was formally adopted in 2013. For more information, see: <https://www.youtube.com/watch?v=QWmVrWeTkXk>

Participatory planning through local government counterparts

Prior to the implementation of the 3X6, UNDP Jordan conducted the capacity development training for the Local Development Units (LDU) of the municipalities on participatory local economic planning and implementation. The engagement of the LDUs not only ensured a participatory planning of community initiatives, but also entrusted the LDUs with the actual implementation of what they were trained in. Through the LDUs, the 3X6 participants obtained support to implement the activities, such as with the approval process from the line ministries, municipal properties (lands and buildings) as well as the maintenance of the assets.

In Burundi, DRC and Yemen, local peace and development committees played an important role in driving a participatory process in selecting participants and prioritizing economic activities. Part of the criteria used to evaluate projects was the potential to solve local conflicts over basic services, such as access to water, land or other resources. Under the 3x6, UNDP has aimed to support the restoration of such critical basic services by using existing community-based infrastructures for participatory planning. Building responsive and equitable provision of public services and social inclusion can address many of the causes of social tensions between specific groups, providing a powerful basis for conflict mitigation. Important elements to involve such local structures include:

(continued over page)

⁷ <https://www.youtube.com/watch?v=MfF24iaEHPY>;
<https://www.youtube.com/watch?v=QWmVrWeTkXk>

- Working with selected district councils and sub-district stakeholders to carry out participatory and prioritized basic service needs assessments in priority communities, ensuring participation of vulnerable groups, such as displaced, ex-combatants, youth at risk, women, etc.

- Assisting local governance actors in delivering basic services, which may include socio-economic community infrastructure and municipal solid waste management

- Strengthening the capacity of local partners to use participatory assessment tools and methodologies to allow communities themselves to identify the main challenges to their safety and local development and help shape the responses required



H. Financial service providers

Where possible, a partnership with a financial service provider (FSP) should be created for the implementation of the 3x6 approach. This may be done in the preparatory phase and can last throughout the life of the project.

Potential responsibilities for a FSP could include:

- Creation of a strong advisory relationship with participants
- Opening participants' bank accounts
- Payment of participants' salaries
- Business development training and business orientation
- Awareness-raising on savings
- Contributing to investments for the economic activities
- Support to micro- or small business development
- Facilitating access to funds for participants to expand their business (e.g. guaranty fund, revolving fund, loans etc.)
- Providing financial services



Yemen – Working with FSPs

Box 8

The Yemen Youth Economic Empowerment Project (YEEP) has worked in partnership with microfinance institutions and other FSPs to open individual bank accounts for participants and to provide financial literacy training. Under Silatech's Guarantee Scheme, access to loans is facilitated, including through new financial products tailored to youth start-ups. An example is 'Mashrou3i', which asks for less collateral and offers lower interest rates.

I. Community-based organizations and non-governmental organizations

Non-governmental organizations and community-based organizations (NGOs and CBOs) may act as implementing partners of community-oriented activities and/or provide overall mentoring and technical advisory services to participants in developing and implementing their economic activities.

J. Operational guidance and awareness raising for 3x6 partners

An operational guidance manual for implementing partners needs to be created. The 3x6 toolkit can serve as an interim basis for this manual by adapting it to the specific context.

It is important to develop a comprehensive awareness-raising campaign prior to implementing the programme and to continue it throughout all three programme phases. The campaign should facilitate stakeholders' understanding of the fundamental principles and characteristics of the 3x6 approach, the operational logic of the different phases, and the methodology used to facilitate implementation and contribute to community acceptance.

K. Support to social integration

The 3x6 approach encourages people from different groups (e.g. community members and displaced population groups) or members within groups (e.g. youth or women) to work together on Phase I activities (e.g. cash-for-work) and also in Phase II (e.g. joint ventures to start a business). Social integration efforts can be strengthened by working together on projects that benefit the community or have a joint economic interest. Social integration can be further supported through specific conflict-mitigation activities implemented alongside the economic activities of Phase I, as seen in Burundi (see Box 7 above). Furthermore, cash-for-work projects can deliver tangible benefits, such as rehabilitated roads, thus supporting a positive image of participants and contributing in turn to social integration. Specialized partners are often contracted to support social cohesion activities.

In Jordan, the participants first go through a comprehensive training before the implementation of cash-for-work activities, to ensure social cohesion and engagement aspects. The training includes:

- o Basic life skills and communications, with a special focus on self-empowerment, anger management, future goals, inter-relationship building and problem solving
- o Youth-led initiative framework creation and teamwork training, to support youth in designing and conducting community work (cash-for-work activities), which could include social cohesion activities such as collection of proverbs, traditional receipts and lullabies, and community participatory theatre – these in addition to key socio-economic infrastructure rehabilitation.

In addition, specialized awareness-raising sessions on issues related to social cohesion (e.g. substance abuse, active citizenship, domestic violence, etc.) were provided as part of Phase I.

The experience with the 3x6 approach in Burundi showed the importance of supporting the social aspects of reintegration.

During the implementation of the peaceful cohabitation and conflict prevention components of the programme, it was found that organising trainings, local workshops, and open debates on citizenship and rights were essential in ensuring the full and sustained reintegration of the participants within their host communities. Most of the participants did not know about their rights and duties as citizens of the host country. To enable them to set up pillars for a sustainable process, the participants have to be aware of their rights and duties: as citizens, as members of a local association, as members of a cooperative. This knowledge will be useful when starting-up their own local businesses.

The experience in Burundi also highlighted the importance of psycho-social support, both to the project participants and to the affected members within the communities. Many people experience significant trauma during the conflict period, and often have nowhere to go to for counselling and support. Including this aspect can have a positive effect on the participants' commitment, and on the intervention's impact in the long run.

L. Economic sustainability

To support the economic sustainability of the activities undertaken, several programme components and considerations are critical. These include:

- i. **Market assessments and feasibility studies** – Vocational training, business proposals, and other economic activities supported by the programme should be selected on the basis of market or value chain assessments as well as through feasibility studies. The importance of such studies in ensuring longer-term sustainability of investments was highlighted by experiences in Burundi.⁸ Moving forward, the programme in Burundi will ensure a renewed focus on assessments and market studies, in cooperation with partners BBIN-SPARK.⁹ This will include a re-scaling of the associations and focus on a viable economic activity with a long term perspective. In Jordan, a market assessment in the targeted municipalities has been conducted during Phase I as a basis for the training modules on microbusiness development at the beginning of Phase II. There are municipalities where the 3x6 has thematically focused on the creation of 'green jobs' for which a tailored market assessment on

⁸ Burundi has seen some cases of randomly constituted associations of over 20 people who wanted to engage in impracticable projects, notably welding – in a situation where only one or two participants knew how to weld, and the work environment was characterized by chronic power shortages; in a bakery – when there were already many other bakeries in the same neighbourhood, and in a garage – with no proper skills, no tools, and no power provision.

⁹ BBN: Burundi Business Indicator.

potential green-businesses has been conducted, to provide the participants with examples of potential green-businesses. The results of these market assessments have also been used as a reference to evaluate proposed microbusiness plans.

- ii. **Proper skills training** – Technical and vocational skills training have proved critical in ensuring longer-term sustainability of the micro- and small businesses supported through the 3x6 approach.
- iii. **Investment in vocational skills and (financial) literacy training** – Cash-for-work projects should not focus solely on monetary injection, but should also be used as an entry point for training and preparing participants for integrating their products into the domestic market. The training should be recognized by a national vocational training institution and should provide the participant with a legal title as granted by the institution. Experience in Burundi, the DRC and Yemen has also indicated the importance of literacy and financial literacy training, to make sure participants can contribute fully to the business or activity they will be involved in (see Box 17).
- iv. **Engagement of the local private sector** – This may include, for instance, private sector engagement in the skills development of participants, and/or connecting participants' micro- and small businesses with other local enterprises to support access other markets (i.e. supporting broader value chain development under Phase III);
- v. **Intensive monitoring and counselling** – Consideration should be given to modalities in which, after a few months of intense follow-up, support is given to businesses for long-term 'monitoring and counselling' to ensure the sustainability of the investments.
- vi. **Strengthening organizational capacities** – The organizational capacities of key stakeholders/partners should be strengthened. This can be done, for example, by supporting the establishment of associations or cooperatives that provide services such as information-sharing on product quality standards or on markets. This could in turn facilitate the joint production of larger volumes of goods, or assist in lobbying local authorities for change of policies.
- vii. **Linkages with relevant socio-economic policies** – Linkages with relevant socio-economic programmes and to relevant policies need to be explored. Concrete indicators should be incorporated, to measure the socio-economic improvements in the programme design (e.g. number of small and medium-sized enterprises (SMEs) created and sustainable, number of economic activities/joint business activities with access to finance for expansion and growth, increase in income through the economic activities of programme participants, etc.).

For additional information, see also the UNDP Guide, 'Livelihoods and Economic Recovery in Crisis Situations.'¹⁰

¹⁰ <http://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/guide--livelihoods---economic-recovery-in-crisis-situations.html>

M. Environmental sustainability

The environmental sustainability of activities should be a key criterion for the prioritization and selection of the activities and/or business plans. Sustainability risks and opportunities may be identified through environmental impact assessments. In Burundi, for instance, community infrastructure rehabilitation activities focused on reforestation (reducing the risks of erosion in the hills around Bujumbura) and the restoration of river banks (reducing the risk of flooding). In Yemen, limited access to water was identified as a source of tension in communities. Some labor-intensive projects therefore focused on the 'WASH' sector – water, sanitation and hygiene – including the rehabilitation of water points in combination with awareness-raising around sustainable water usage.

In Phase II, green business plans and activities should be encouraged, for instance through recycling activities, the reuse of waste, and the promotion of renewable energy. In Jordan, where municipal waste management is one of the most crisis-impacted sectors, 'waste to energy' is a thematic focus. Some municipalities focus on waste-related cash-for-work activities such as the establishment of waste banks, composting and grey-water treatment facilities, and eco-parks – all done in combination with awareness-raising at schools and in communities. Under Phase II, green-businesses are promoted, using the facilities and skills developed during Phase I. Many businesses supported under Phase II installed grey-water treatment facilities at their businesses.



Cibitoke - Women enrolled
in 3x6 Programme.
Sebastian Villar/UNDP



Photo: UNDP Jordan

2.2 Phase I Inclusiveness

A number of points can be made regarding the emergency employment schemes (such as cash-for-work) implemented in Phase I:

- i) they offer an opportunity for community members to earn income
- ii) they boost the purchasing power of participants
- iii) they inject cash into local economies and assist in reviving local markets
- iv) they can be used as an entry point to engage project participants in different forms of business, vocational and/or life skills training, and
- v) they provide a foundation for the more sustainable livelihoods realized in Phase III.¹¹

The 3x6's community-based approach, inclusive of different vulnerable groups, is an essential principle for supporting social cohesion, conflict resolution and community reconciliation.


A. Local partnerships and outreach

The first stage of Phase I strengthens local ownership and accountability by using a community-based approach where community needs are identified and prioritized, and community outreach raises awareness of the 3x6 approach and its modalities of implementation.

During this stage, the creation of a partnership with local authorities, and the identification of community representatives to work with is essential. Establishing a partnership at the regional level (province, governorate, etc.) is also important at this stage, as this is where specialized technical services and government institutions or line ministries are traditionally placed. This level of engagement with and involvement of local government will help support the sustainability of project results by local partners that can accompany the project participants.

¹¹ See the UNDP Guidance Note for Emergency Employment & Enterprise Recovery for operational guidance. <http://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/signature-product--guidance-note-on-emergency-employment-/>

If needed, a community development committee can be established through the project, to assist with community outreach. Important success factors are the building of the capacity of these community structures, and the provision of advisory support and guidance throughout the duration of the programme.

 **Yemen – Strengthening and building on the capacities of the national Social Fund for Development**

Box 10

The Yemen Youth Economic Empowerment Project (YEEP) has worked closely with the Ministry of Industry and Trade and has been adopted in the government-endorsed national Youth Employment Action Plan (2014–2017). The Government of Yemen has also fully adopted the approach for the national scale-up of employment programmes.

Under the 3x6 approach, UNDP in Yemen has built on the capacities and nationwide outreach of the Social Fund for Development (SFD) to conduct its Phase I cash-for-work programme. The Fund has gained an unprecedented reputation across national entities for the quality of its temporary employment schemes and participant selection criteria, which are based on proxy-means testing poverty indicators and household surveys. This semi-autonomous entity specializes in providing short-term employment for vulnerable Yemeni households and involves local councils and sound engineering reports in the design of their cash-for-work interventions. YEEP has therefore contributed to strengthening the SFD and benefits reciprocally from its networks and expertise in targeting communities and households from which the project selects youth for the remaining stages of 3x6 implementation.

Under the scale-up of YEEP (Phase II), the SFD is now a critical partner in the cost-effective implementation of the cash-for-work part of the 3x6 approach and allows for a sustainable exit strategy and ensured delivery of cash-for-work projects beyond the scope of YEEP. The SFD, with its nationwide coverage and expansive experience in the Labour Intensive Works Programme, has substantially increased the number of participants whom YEEP can target and offers a wider coverage of governorates

B. Identifying appropriate payment mechanisms and saving accounts

Deciding on appropriate payment mechanisms and saving accounts¹² for wages and small grants should be based on an initial assessment in collaboration with an FSP and should take into account the following aspects:

- a. Existing financial mechanisms for cash transfers and their capacity. These should be evaluated to determine their ability to deliver payments to participants reliably and accurately. The capacities of the project participants themselves to adapt to new cash transfer methods also needs to be borne in mind.

¹² See UNDP ‘Guidance Note on Cash-Based Interventions’ for detailed guidance on payment modalities, including mobile and other electronic payments

- b. The geographical distribution of the participants across the zone. The programme must also assess means to transfer cash at a distance and the security risks involved as well as the modalities of cash transfer.
- c. Different scenarios for creating individual saving accounts. Existing savings plans or systems, and national legislation, will determine the most appropriate savings mechanisms to be established. Local bank regulations regarding savings accounts must also be considered when designing the programme. For instance, in Jordan, micro-finance institutions (MFIs) are not allowed to provide savings schemes and accounts within their services, and banks require a minimum amount to be kept in savings accounts in order to avoid monthly fees.
- d. Mechanisms for the payment of daily wages to participants (through cash delivery, vouchers, mobile cash transfer, etc.) need to be defined, as do savings modalities, prior to the implementation of the community-based activities.

A regular payment schedule needs to be established in the contract, taking into account the following:

- a. Workers' daily wages can be paid through a FSP, which may also provide other support to the participant throughout the process (for example business planning, budgeting, etc.), or through any implementing partner such as an NGO.
- b. The financial institution (or NGO) is responsible for managing participants' savings during Phase I (Inclusiveness). At the end of Phase I, participants may decide to recoup their savings and exit the programme or they will invest all or some of their savings in Phase II.
- c. An amount representing the participant's savings will be paid into an individual account opened in the participant's name with the FSP.

Payment Modalities for Implementing Partners

Box 11

When considering options for Financial Service Providers (FSPs), analyses need to be made of their financial outreach and of their presence in the areas most affected by the crisis and/or the areas where potential participants are located. Where possible, partnering should be with existing FSPs. These could include qualified NGOs, cooperatives, mobile phone companies and retail shops that provide payment services. For the disbursement of cash payments in remote or hard-to-reach areas, existing informal community level micro-finance ('MF') actors could be mobilized – including cooperatives, CBOs or community leaders/members that have already been engaged in village savings and credit schemes, 'tontines' etc. Another option would be to mobilize 'extension workers', for example agricultural workers who would pick up the payments from a bank and bring them to the relevant village or area. The latter option would of course entail training, registration, and monitoring of the payments to avoid fraud, corruption etc., as well as building trust with the communities with a history of distrust of 'outsiders'.



Burundi - Payment modalities

The 3x6 programme in Burundi used two different partners to pay wages during Phase I: a local micro-finance institution (a cooperative) and the national postal service. The costs associated with starting a savings account were deemed to be too high given that the majority, if not all, of the participants closed their savings accounts at the end of Phase I. A decision was made to record the wages and savings of each participant as part of the project accounting. Every two weeks, when their wages were paid, participants saw the increase in the saved portion of their money in their individual 'accounts'. At the end of Phase I, UNDP programme staff ensured that each participant received his or her savings. This provided sufficient transparency and accountability to gain participants' trust in the programme.




Jordan - Money transfer in cooperation with the private sector

In Jordan, a local mobile phone company and an MFI entered into a tripartite cooperation agreement with UNDP Jordan, to bring innovative financial inclusion to participants using mobile cash transfers. As part of its corporate social

(continued over page)





responsibility (CSR) support, the mobile company provided five hundred participants with mobile phones and SIM cards, and transferred wages and grants to participants at no cost. The MFI has facilitated the payment process and has provided the vocational training and access to finance services needed for the establishment and growth of microbusinesses. A daily attendance register of participants was kept by an implementing partner on the ground, and the payment of take-away incentives was conducted biweekly.



DRC - Mobile cash transfer mechanisms ('mobile money')

As in other countries emerging from conflict, the DRC's micro-finance sector is weak, and the movement of cash is risky due to high levels of insecurity and the proliferation of armed groups. To address these challenges, UNDP facilitated contracts between implementing partners and mobile phone companies so that mobile phones could be used to pay salaries and manage savings. The implementing partner sends money in advance to the mobile companies, based on a list of participants. The participants purchase their own SIM cards, which are registered with the implementing partner and with the mobile company. Every two weeks, the implementing partners send a form on which to base payments. This form contains the names of the participants, the number of days worked, the daily salary (currently fixed at 3 USD), savings during the period and the total to be paid. The participants sign this form following the regular 'training' sessions on social cohesion. Money is then transferred from the mobile company to the account (SIM card) of the participant.


In the DRC, savings were calculated at 2 USD per day (with the 5 USD daily wage calculated from market rates in the DRC). Based on the participants' forms, the implementing partner has a record of each participant's savings and salary. At the end of four months' temporary employment, the implementing partner calculates the total accumulated savings and forwards this information to the mobile company. For those participants who chose to leave the programme at the end of Phase I, the mobile company will transfer their accumulated savings to their account (SIM card).


C. Selection of implementing partners

Several criteria can be used to identify appropriate partners for managing the cash-for-work activities. The table below summarizes the most important dimensions.

Partners	Strength	Weakness
Local Authorities	<ul style="list-style-type: none"> • Community mobilization • Technical expertise • Authority with links to central government • Institutional capacity for the project 	<ul style="list-style-type: none"> • Potential preferential treatment based on family, ethnic, political or other relationships • Lack of transparency/ accountability
Community Based Organizations CBOs	<ul style="list-style-type: none"> • Community mobilization • Reinforcement of local capacity • Able to provide an effective response based on knowledge of local communities/context 	<ul style="list-style-type: none"> • Often need monitoring • Intensive training often required • Sometimes politically motivated, which undermines the principles of objectivity and transparency
Specialized NGOs	<ul style="list-style-type: none"> • Highly efficient • Strong technical expertise, and usually able to transfer knowledge and good practice to the local community 	<ul style="list-style-type: none"> • Can be expensive • Lack of local ownership in the case of international NGOs • Humanitarian staff predominate in post-conflict situations, which makes it difficult to promote early recovery and exit strategy
Private Sector	<ul style="list-style-type: none"> • Often present even during crisis/ conflict • Have 'stake' in rebuilding, economic growth, creating new business opportunities • Usually are from the community, the local population 	<ul style="list-style-type: none"> • Not a traditional partner so extra care needed for contractual agreements • Must be monitored more closely so that agreement is upheld once signed • Usually reacts more readily to changes in the operating and economic environments

Project Identification – Targeting Women for Emergency Employment **Box 12**

 **Yemen** - Phase I (cash-for-work) in Yemen faced challenges in including women. Yemen is one of the most conservative societies in the world and ranks at the lowest level of the gender inequality index, with women's participation in the labour market at 25.2 per cent, compared to 72 per cent for men. UNDP made specific efforts to create entry points for women to take part in cash-for-work projects and support income-generating opportunities within non-traditional sectors for women while still respecting local traditions and customs. In Sana'a, women have found work painting and rehabilitating schools. Some women have even taken up painting as a primary professional activity as a result of their cash-for-work initiation. In Taiz, urban women from vulnerable socio-economic backgrounds participated for the first time in community tree planting. In Hajjah, considered one of the most conservative communities within Yemen, women have been introduced to water, hygiene and sanitation activities, including awareness-raising on water filtration, well maintenance, latrines and other WASH aspects to improve access to water for the local community. In Aden, through the local Environment Office, women distributed large collecting bags for recyclable items, advocated for cleaner neighbourhoods for schools and homes, and generated immediate income by trading recycled goods. During evaluations, women expressed feelings of newly found courage and self-confidence.

 **Jordan** - In Jordan, it was also challenging to identify appropriate programme activities for women. At first, municipalities and even the women themselves strongly rejected the enrolment of women in most labour-intensive activities. However, when activities involving the painting of schools were introduced this changed the perception of participants and community members. Mayors subsequently shared testimonies of how their perceptions towards women's capacities had changed. Young women are now more confident in themselves and are requesting the same kind of activities as young men. The Jordan experience highlights the importance of a balance between challenging gender stereotypes and respecting the local culture.

Environmentally Sustainable Livelihoods Opportunities under Phase I Emergency Employment **Box 13**

In **Yemen**, conflict in the north led to destroyed houses, irrigation systems and WASH facilities, along with loss of livelihoods and high prices for food and (trucked) drinking water. Cash-for-work projects introduced different ways of supporting and promoting sustainable use of water, including harvesting rain water (e.g. through rooftop water collection), promotion of the use of sanitation kits and water filters, ventilated improved pit separation latrines, applied hygiene and sanitation practices, and the construction and rehabilitation of new wells and cisterns. The 3x6-supported businesses also contributed towards the Sana'a Basin Water Management Approach.

In **Burundi**, conflict-induced displacement placed increased pressure on land and natural resources. The resultant soil degradation and deforestation forced displaced populations to turn to illegal exploitation of national park resources. The question became how to use natural resources and the environment to achieve sustainable socio-economic reintegration and improve livelihoods. UNDP Burundi designed emergency employment projects that linked reintegration and environment. Short-term employment activities included reforestation to reduce the sedimentation and pollution of Lake Tanganyika, cleaning and rehabilitation of drainage channels and riverbanks to reduce the risk of flooding and erosion; honey production around national parks; and training for youth in enterprise development linked to alternative energy technologies.

D. Duration and daily wage

The programme must make local decisions on the duration of community-based activities and the daily wages to be paid. The main objective is to ensure that participants taking part in cash-for-work will have sufficient start-up capital, along with the supplementary grant, to begin an economic activity in Phase II.


The duration of this phase will vary, depending on three factors. The first of these is the minimum level of capital needed to invest in an economic activity (setting up a microenterprise) in Phase II. The savings accumulated through a portion of the daily wages earned under Phase I, plus the contribution from the programme determine the level of seed capital available to initiate an economic activity. Thus the other two factors are the daily wage level and the percentage of savings that participants can realistically be asked to set aside during Phase I. Assessment of the daily wage should be based on the standard used throughout the country or region – to ensure equity (and avoid possible instigation of conflict) – and/or on existing minimum wage legislation, and/or the prevailing daily wage paid by similar cash-for-work programmes. These factors (daily wage, percentage of savings, and required minimum level of capital to start an economic activity) are illustrated in the example calculations on the following page.

Photo: UNDP Jordan




Calculation Examples

The amount of start-up capital available will depend on the prevailing daily wage, which is different in each country, the minimum start-up capital requirement and other costs for an economic activity such as the multiplier factor determined for that country by the programme. The tables below show two different examples of the calculating of this start-up capital.

 **Burundi** - In Burundi, the daily wage is 2,000 Burundian francs (FBU) (approximately 1.30 USD) and people were employed for 26 days per month for a period of three months. Participants were obliged to save 50 per cent of their daily wage. As seen in the table, after three months of temporary employment, each participant had saved FBU 78,000 for investing in Phase II. The programme tripled the individual savings so that the start-up seed capital for the economic activity was a total of FBU 234,000. Individual savings plus investment from the programme yielded a total start-up capital of FBU 312,000 (approximately 198 USD).

3x6 Burundi - Burundian Franc (FBU)										
N° of Days		Average Daily Wage		N° of Months		Total Salary		% Savings		SEED CAPITAL
26	X	2,000	X	3	=	156,000	X	50/100	=	78,000

SEED CAPITAL		Multiplier		3x6 Grant		SEED CAPITAL		START UP CAPITAL
78,000	X	3	=	234,000	+	78,000	=	312,000

 **Jordan** - The minimum wage in Jordan was 190 JOD (268 USD) per month. Based on discussions with communities and considering wages applied to similar interventions, it was decided to increase the daily wage to 10 JOD per day. At 20 working days per month this totals 200 JOD per month (approximately 282 USD).

In Jordan, the minimum required amount for an informal economic activity is on average around 2,000 JOD. If participants save 50 per cent of their daily wage, each will have saved 300 JOD by the end of Phase I. The programme multiplies this by 6.4 to get a total of 1920 JOD to be used as start-up capital in Phase II.

UNDP is now taking the lead on coordination amongst UN agencies to ensure a standardized approach to livelihoods and rapid employment in Jordan, and the World Food Programme's 'cash for work' activities are channelled through the 3x6.

3x6 Jordan - Jordanian Dinar (JD)										
N° of Days		Average Daily Wage		N° of Months		Total Salary		% Savings		SEED CAPITAL
20	X	10	X	3	=	600	X	50	=	300

SEED CAPITAL		Multiplier		3x6 Grant		SEED CAPITAL		START UP CAPITAL
300	X	6.4	=	1,920	+	300	=	2,220

E. Bidding process and grant allocation

It is recommended that programmes run a local bidding process to select implementing partners for the community rehabilitation activities. Once selected, the organizations submit proposals for grants in accordance with the technical specifications issued by the programme.

The programme staff and local authorities should form a joint committee to analyse the proposals and decide which provide the best value for money. The committee will then be responsible for awarding the contract to the approved partner in accordance with standard UNDP procedures and the signing of a standard grant agreement.

F. Equity of daily payments and number of working days of cash-for-work activities

The budget for cash-for-work activities will vary, based on factors such as the required equipment and technical specifications (for instance if the activities are related to community infrastructure rehabilitation). However, as mentioned above, it is recommended that daily payment rates and the number of days worked be comparable to similar work carried out within the same country (or at least region). Experience indicates that not doing so may risk projects contributing to local tensions. Payment of daily wages is based on a contract agreement between the programme and the partner organization overseeing the community rehabilitation project. In Jordan, a partner NGO will be in charge of accurate daily attendance and submit this information to UNDP Jordan biweekly. After confirmation, UNDP Jordan will send a payment request to a partner MFI for the disbursement of the payables biweekly.

The financial institution or NGO is responsible for managing participants' savings during Phase I (Inclusiveness) through individual savings accounts. At the end of Phase I, the participants have the choice of retrieving their savings or reinvesting them in further economic activity in Phase II (Ownership).

G. Management procedures


The implementing partner carries out the management and coordination of the projects. Programme staff monitor implementation and provide technical orientation and support to the implementing partner to ensure quality.

H. Business development and skills training

It is recommended that all programme participants be offered the opportunity of attending business development and entrepreneurial training sessions. Training can be provided by, for instance, an NGO or by ILO-certified trainers.¹³ In some contexts, training support

was provided during Phase I (Burundi, Yemen); in others, it was provided during Phase II. In Jordan, for instance, basic soft skills training was provided at the beginning of Phase I and business development training was provided to all interested participants at the start of Phase II. Weekly awareness-raising sessions on different topics, such as 'green jobs' or entrepreneurship, were held as part Phase I's cash-for-work in order to prepare participants for Phase II.

In some countries, such as Yemen and Jordan, the main objective has been to support the establishment of microenterprises. In this case, business development training was provided to develop participants' business plans, basic financial literacy, budgeting etc. This was essential for helping participants plan and prepare the development of their income-generating activities under Phase II. If the focus is on business development, it is recommended that a specialized organization be contracted to help ensure economic feasibility and the sustainability of the initiatives. In other contexts (e.g. in Burundi and the DRC), the focus was more on joint economic activities. Training in these settings was mostly related to cost-benefit analysis of participants' economic activities.

 **Yemen- UNDP/ILO business skills training modules for illiterate and literate youth**

Box 14

The ILO and UNDP jointly developed tailored business skills training for the 3x6. The 'My First Business' training package was developed by ILO to support participants in planning and managing their own business. UNDP and ILO have also developed a version of the curricula for illiterate participants. The materials are available with UNDP BPPS and can also be accessed at:

<https://intranet.undp.org/unit/bpps/sdev/ler/3x6/default.aspx>



2.3 Phase II Ownership

As already explained, at the end of Phase I, participants are offered the possibility of continued support in Phase II. They are given the choice of either taking their savings and leaving the programme or taking their savings and investing in an economic activity. In addition, participants can choose to invest all their savings or just a portion of their savings. For budget purposes, a drop-out rate of participants from Phase I to Phase II should be taken into account. The experience in Burundi and Jordan showed that 70 per cent of the participants are interested in moving to Phase II, while, in Yemen, this was 80 per cent for most projects – i.e. the majority of Phase I participants continued to Phase II to start up small businesses.

Participants may invest their savings individually or in association with others in an economic activity. The total savings invested is complemented by a small grant from the programme. This represents the investment of the programme in the economic activity and in risk-sharing with the participants.

Phase II gives the participants the possibility of developing an individual or collective income-generating activity that will contribute to their well-being and ensure future income. The selection of income-generating activities or businesses is based on the interest of the participants, their skill set, the economic potential of the community and the local market, and an evaluation of the most viable business options. This ensures a well-informed choice and a better opportunity for sustainable employment.

There are two preconditions for participation in Phase II: participation in community-oriented activities during Phase I, and investment of individual savings in the proposed income-generating activity.

The programme and the participants share the risk by investing in the potentially income-generating activities. As shown in the example above, the programme will multiply the individual savings investment of a grant. Risk-sharing between participants and the programme contributes to ownership, improves choices and increases chances of commitment and success.

It is recommended that the investment itself – i.e. the 3x6 grant – not be disbursed all at one time, but that it be delivered over time and based on the performance of each start-up business. A phased grant distribution will lower the potential risk of participants leaving once they have been given the money. If larger investments are required for the start-up of a small or microbusiness, then that should nevertheless be accommodated if possible.

A. Market assessment

To better prepare for the implementation of Phase II, it is important to understand local market dynamics. An assessment of the existing market and economic opportunities is required, as is an in-depth analysis of sectors with the most potential for growth and employment creation. It is recommended that the programme conduct value chain analyses within these growth sectors to provide participants with information about opportunities. Market studies, socio-economic profiles of the area and value chain assessments should begin as soon as possible and be updated regularly. For example, in Burundi, most participants chose to implement economic activities with other project participants in joint ventures, such as rice production, and they benefited from the studies of the agriculture sector in general and the rice value chain in particular.

The studies and assessments provided the information needed for the programme to launch tenders in Phase III to further strengthen the capacity of the groups to produce and market their rice. Jordan's experience indicates, however, that the participants usually have their own business ideas before joining Phase I and do not change them easily. It is important to have business development training well reflected with practical and concrete ideas and the skills training that will be required.

B. Establishing partnerships with NGOs implementing partners

The overall programme may be implemented with the support of NGOs that meet the technical (and other) criteria for this phase. Experience from countries emerging from conflict shows that there is often an overwhelming presence of NGOs with experience in humanitarian response. These NGOs often do not have the technical expertise to support transitional interventions. It is therefore recommended that the programme analyse the situation before engaging with appropriate NGOs to ensure that capacity to support sustainable development will be available when needed.

 **Yemen – REACH Methodology**

In order to link microbusinesses from 3x6 participants with viable markets and allow them to grow, YEEP systematized an initial market assessment to be conducted in selected districts prior to implementation. The methodology used was ACTED's REACH, involving fast-track quantitative and qualitative tools to identify microbusinesses with the most potential, versus microbusinesses, which should be avoided due to an over-saturated market. REACH conducted souq censuses and focus-group discussions to come up with concrete microbusinesses recommendations for individual 3x6 participants or joint ventures. The outcomes of the respective market assessments were subsequently shared with the ILO business trainers to ensure linkages and strengthening of business plans.

 **Jordan**

In Jordan, market assessments were conducted in the targeted municipalities to identify viable sectors of businesses, with a gender-sensitive lens, which were included in the business development training at the beginning of Phase II. Where the environment was a thematic focus of the 3X6, a market assessment to identify potential green businesses is conducted. In particular, business plans linked to waste management were promoted based on the findings of a value chain analysis on municipal waste that UNDP Jordan had conducted to identify potential livelihoods ideas in the municipal value chains.

C. Access savings, financial literacy training, and payment modalities of wages

Micro finance institutions (MFIs) and other financial service providers (FSPs) are responsible for awareness-raising regarding savings, including the use of savings, their anticipated benefits on household economies and the use of savings to deal with unforeseen events. The programme should therefore identify the different FSPs that operate in the country and their capacities in relation to:

- o Management of savings accounts
- o Awareness-raising on savings, use of credit, etc.
- o Payment of wages to participants
- o Payment of project instalments for Phase II to implementing partners



Yemen – Financial literacy training:

Most of the 3x6 participants in Yemen were financially illiterate. UNDP Yemen therefore developed a 16-hour financial literacy training in partnership with Silatech (see <http://www.silatech.com/home/news-events/silatech-news/silatech-news-details/2014/06/22/youth-economic-empowerment-program-launched-in-yemen>), using a curriculum provided by Gesellschaft für Internationale Zusammenarbeit (GIZ) – replicable in other countries – on the importance of the savings and loan modalities of MFIs in-country.



Jordan – Pro bono agreement with MFI:

In Jordan, a pro bono agreement was arranged with an MFI to support 3x6 throughout the three phases. As part of its CSR support, the partnered MFI provided non-financial services – as well as financial services – to the participants throughout each phase. For example, dairy product production and livestock rearing were the focus in one of the targeted municipalities and the partnered MFI provided technical training on livestock rearing (in addition to financial training).

D. Promoting economic activities or business start-up in Phase II

Programme staff should encourage all participants to save money for investment in an economic activity in Phase II or to continue with the programme. Market studies and other assessments will inform participants so that they can decide how to invest their money. In Burundi, most participants invested in an economic activity in small groups with other participants. Producer associations were promoted in agriculture and livestock as well as small business start-ups in association with others. However, in Yemen, most youth programme participants opted for individually-owned and operated businesses and microbusinesses. Similarly, group businesses are not common in Jordan and the baseline survey showed that all participants were interested in individual businesses. However, Phase I strengthened the trust and bond among the participants, resulting in around 20 per cent of businesses being developed in groups. The context of each country programme influences the possibilities for Phase II.

It is important to identify a range of investment possibilities so that participants have a choice. It is therefore important for programme staff to be aware of ongoing programmes, different economic actors and other initiatives in the particular country. It is recommended that mapping of these be carried out at the very start of the programme. It is also recommended that strategic partnerships be developed with vocational training centres and the private sector for skills development, based on the mapping outcomes and the sectors identified as being in high demand.

A focus on niche markets or innovative business opportunities, such as alternative energy or agro-transformation, should be explored. In Jordan, UNDP supported vocational training programmes and linked trainees with private companies seeking to expand, supplying the companies with trainees, based on the companies' 'demand'. This demand-side approach significantly supported employment for programme participants.

E. Promoting small-scale enterprises

The programmes in Yemen and Jordan prioritize business start-ups amongst youth. In Yemen, these were mainly urban-based businesses that provided opportunities for young people to take responsibility for their own development. In Jordan, the programme targeted those rural areas hosting the largest numbers of Syrian refugees. The businesses therefore tended to be home-based or microbusinesses serving the needs of the communities.

Business start-up and survival for growth are a challenge even in the most sophisticated and developed economies and these can be significantly more challenging in countries emerging from crisis or in transition, especially if the private sector is weak. The programme thus needs a strong analysis of the micro- and small enterprise sector and the financial sector, especially regarding the different initiatives aimed at promoting enterprise development and expanding or developing enterprise financial services. The programme should seek out specialized NGOs and FSPs as strategic partners for Phase II.

F. Associations and cooperatives

Encouraging participants to associate with others and to pool their savings is an important option for those living in rural areas. Pooling savings creates a greater amount of start-up capital for the income-generating activity, increasing the chances of success and lowering the burden of risk for all members. It also allows for the varied skills and experiences of each member to be brought together to support the overall effort. In Jordan, the options of cooperatives or associations have not been successful as the youth tended to prefer individual business ideas. It is important to strengthen trust amongst the participants during Phase I and to build business training to promote group businesses that can be further supported as cooperatives based on commodities.

G. The development of business plans or income-generating activity

Once participants have identified an income-generating activity or business idea based on their interests, the demands of the local market and a feasibility study, implementing partners will support them in developing a proposal.

H. Income-generating activity or approval of business plan

Participants work on proposals with support from the NGO or CBO (or both) until they are considered suitable for submission to the project approval committee. Project proposals are reviewed by a committee composed of three main stakeholders:

- a. The Phase II implementing partner(s)
- b. Local authorities
- c. The programme technical team implementing the 3x6 approach.

In Jordan, for instance, the committee is composed of a partnered micro-venture fund and MFI, local entrepreneur mentors and a representative of the 3x6 programme technical team.

I. Grant disbursement modalities

Signing of the grant agreement letter

Once all the steps have been completed and documented in accordance with procedures, a letter of agreement is signed with the implementing partner.

Payment modalities

The implementing partner pays the grant in instalments to the participants managing the income-generating activity.



2.4 Phase III Sustainability

Phase III differs from the two previous phases in three important ways: firstly it is not time-bound; secondly, activities associated with Phase III should, in general, start as soon as the programme begins, i.e. be initiated, if possible, in Phase I. Lastly, Phase III interventions primarily play a facilitative or brokering role in supporting market access and the expansion of businesses or economic activities. In this phase, information is needed concerning the support provided by the different stakeholders and actors, so that it can be made available to participants and updated periodically. There should also be a market and/or value chain assessment. The assessment outcomes and referral services are critical in supporting the choices of participants who are deciding on their business or income-generating activity. An important objective of Phase III is thus to support the overall economic sustainability of the income-generating activities and small businesses in the programme.

A. Capacity-building for organizational development and self-management of income-generating activities

The specialized partners will support the organizational development of participants' economic activities as well as their formalization through legal registration as a cooperative business or producer association; or as a small or micro- enterprise (SME); or as a small or micro industry (SMI). The nature of the economic activity will influence which organizational form or business model is most appropriate.

After legal recognition, organizational development becomes a priority, building on the organizational structure formed during Phase II. Again, the nature of the economic activity will influence what type of development is most needed. For example, for a cooperative business model, some of the organizational functions that must be strengthened include building the capacity of the leadership committees to fulfil their functions, record keeping, accounting and budgeting capacity, and mechanisms of accountability and communication to members. Marketing of the products of the cooperative, searching for new markets, and building networks with other economic actors are also important for the sustainability of the organization. To ensure continuity, the programme must facilitate linkages between the initiatives in Phase II and specialized partnerships in this phase.

B. Capacity-building for economic viability

Specialized partnerships with NGOs help ensure the economic viability and sustainability of the initiatives implemented in Phase II. These partnerships can assist with the essential tasks of assessing the economic viability of the initiatives and analysing the rationale behind them, identifying their managerial, technical and organizational capacity and needs and producing a plan to further develop capacity. This involves building on the market assessment and on results from implementation so far. Support is also required in reviewing the business plan produced in Phase II and adapting it as needed. Also needed is a multi-year business plan (i.e. of two to three years) that takes into account market realities and emerging opportunities, and incorporates regional and global good practices for the respective local business sector.



**Yemen – Value Chain Development in Cooperation with SPARK**

In the Maqbanah district in Taiz, Yemen, youth participants started businesses in beekeeping and honey production. SPARK provided tailored technical training in apiculture as well as tools and equipment such as modern beehives and beekeeping suits that allowed them to apply more efficient and competitive elements to their businesses. On a follow-up visit, honey production had clearly increased, thereby activating market dynamics and increasing healthy competition among the youth led-businesses.

Furthermore, SPARK and UNDP worked together with the Yemeni Business Club (YBC) and launched the first Business Support Centre in Yemen. The Centre aims to generate an environment conducive to the creation of start-ups and the development of existing businesses through business support, consulting, funding, networking, encouraging participation in wealth- and job-creation and retaining graduates and high-level skills in Yemen. This approach is very relevant to the social and economic situations in Yemen with regard to the challenges facing youth; it acknowledges youth, men and women as vital economic actors in the country's overall development and stability.

SPARK and UNDP also jointly reached out to women in north-east Taiz to increase self-reliance opportunities through emergency employment and value chain development for dairy and horticulture. The initiative supported women in expanding their livelihoods by receiving tailored training on financial literacy, business skills, technical skills for cultivating strawberries and vegetables and for milk processing, quality assurance and hygiene, handling and packaging as well as marketing and sales strategies.

Within the dairy value chain, the women formed joint partnerships and received grants to support the running their microbusinesses, promoting the production and sale of cheese, milk and laban, with a focus on a business-oriented approach. This approach is particularly suitable to Yemen in encouraging the diversification of the women's agricultural practices, yielding higher returns in niche specialization and high-visibility products, and offering local opportunities for local populations. Through this, home-based businesses for women and women-only production facilities can link to further development of the honey, horticulture and dairy value chains.

**Jordan – Customized Support Package to Entrepreneurs Under Phase III**

In Jordan, UNDP's previous experience in implementing microbusiness development indicated that it is crucial to have one-to-one mentoring for at least one year, to ensure the sustainability of businesses. UNDP developed a customized support package to ensure the sustainability of supported entrepreneurs. The project starts by reviewing the already-developed business plans of the microbusinesses, to identify their strengths and weaknesses, and to assesses their capacity, in order to recommend individual improvements for each of them. The support is provided in two forms: clustered support, and individual support. Under the first pillar, the microbusinesses are clustered into groups, based on the type of sectors or industries involved, and participants receive industry-specific business and soft-skills training by expert practitioners in the field. All the participant entrepreneurs work on their 'projects' to improve their businesses. Under the second pillar, all microbusinesses receive access to mentors, so that each entrepreneur can improve his or her microbusiness and ensure its sustainability. This happens in three ways: through hotlines and weekly calls, through mentors' biweekly visits to each microbusiness, and through monthly group mentoring sessions. The contact includes financial and branding support. Each microbusiness is supported with a monthly income statement, showing the revenues, expenditures and income (profit or loss) in order to best develop action plans as the business develops.

C. Enhanced access to financial services

Business plans should provide technical orientation to participants, for them to access financial services as needed in order to ensure the economic growth and viability of their initiatives. In most crisis or post-crisis situations, financial services are not available for programme participants – i.e. the most vulnerable or excluded, including youth – as they often lack guarantors for loans.

Solutions may nevertheless be found in consultation with local banks, including possible guarantee schemes provided by the programme. Training in financial literacy is also recommended as a critical component of the support provided under the programme, in particular during Phases I and II. For example, in Yemen two financial institutions realized that financial support accessible to youth was needed. They developed ‘youth-centred’ financial products with lower interest rates, longer grace periods for loan payback, and higher maximum loan levels. In general, linking participants to financial services can provide the sound financial analysis and planning needed to consolidate or expand economic activities. This will contribute to financial sustainability and ensure greater opportunities for sustainable job creation and access to markets.

D. Value chain development approach

A value chain development approach can facilitate equitable growth, as well as greater collaboration and coordination among market actors, and can provide more in-depth analysis of those sectors with the greatest opportunity for growth and employment generation. Value chain analysis can reveal the different economic actors involved with a particular commodity. This is useful in developing diversified partnerships and in identifying actions that can increase market services (financial services, transport, inputs, etc.) and can improve the policy environment (e.g. modification of regulations, rules governing trade, reduction of tariffs). This can then lead to improved access to markets and increased income. This approach should be prioritized in Phase III and should build on market studies and the implementation of economic activities in Phase II.¹⁴

E. Promotion of public-private platforms

The 3x6 technical team can promote the establishment of commodity platforms, public-private platforms¹⁵ and/or other mechanisms to ensure that government, public sector actors and civil society (cooperatives, trade-unions, civil society associations and others) discuss and debate measures aimed at ensuring equitable socio-economic development. Such consultative forums can support the creation of the enabling environment needed

¹⁴ For an example of UNDP tools on market assessments, please see the Africa Facility for Inclusive Markets, <http://www.undp.org/africa/privatesector>

¹⁵ <http://www.cipe.org/blog/2014/12/11/an-historic-agreement-public-private-partnership-to-safeguard-yemens-future/#.VPPENWaLlSM>

for greater access to markets and resulting increased income. It is important to include policy analysis studies in Phase III (or earlier) to begin this process. UNDP has supported the creation of national commodity platforms in many different contexts, often integrating environment concerns with market access (see www.greencommodities.org). For more information, please see Annex C.



Annexes

Annex A: Resource Kit

This toolkit is complemented by a database of specific 3x6 tools and resource materials that can be used as a basis adjustable to specific contexts, such as ToRs, partner agreements, monitoring and implementation tools and sample communication materials.¹⁶ All resources are available at: <https://intranet.undp.org/unit/bpps/sdev/ler/3x6/default.aspx>.

The toolkit can also be used in combination with the UNDP Crisis Response Packages, in particular the package on Debris Management, Community Infrastructure Rehabilitation and Municipal Solid Waste Management; and that on Emergency Employment, Enterprise Recovery and Cash-Based Interventions.

NGO Rosters

- o Step-by-step overview of how to work with local NGOs in UNDP programmes and setting up an NGO roster
- o Templates and assessment tools for NGO engagement, including:
 - √ RFI (request for information) template
 - √ CACHE (Capacity Assessment Checklist)
 - √ Risk assessment template
 - √ ToR (Terms of Reference) template
 - √ Call for proposals template
 - √ NGO Comparative Advantage Analysis Template/NGO selection decision tree
 - √ CSO responsible party agreement

Sample Contracts

- o Terms of Reference for an implementing partner of cash for work
- o Service Contracts – local (MFI) bank and local NGO for payment modalities (available in English and Arabic)
- o Responsible Party Agreement – between NGO/CSO and UNDP

¹⁶ We would like to thank UNDP Yemen in particular for sharing such a comprehensive selection of documentation, some of which was developed to support other COs with the roll-out of 3x6 programmes.

'My First Business' (Arabic)

- o Business plan template
- o Trainee's guide
- o Trainer's guide

UNP-ILO business skills training modules

- o Full training modules for illiterate and literate participants. Available in Arabic and English.

Other

- o Example of a product for financing the start-up of youth enterprises (Silatech, example from Yemen YEEP).

3x6 Videos and Other Examples of Communication Materials



Burundi

Reintegration- 3x6 (English)

<https://youtu.be/QWmVrWeTkXk>

Reintegration- 3x6 (French)

https://youtu.be/APF2_PQcA9U

UN Volunteers information brief (Spanish)

https://issuu.com/unvolunteers/docs/unv-ra2012es_spreads_bd/16



Yemen

Animation video (Arabic voiceover with English text, 2 min)

<https://youtu.be/n1bnyd88iQs>

Video (English, with Arab sub titles, 6 min)

<https://youtu.be/-zolRsD-L-Y>

3X6 Approach for YEEP Brochure (English and Arabic)

<http://www.ye.undp.org/content/yemen/en/home/library/poverty/3x6-approach-for-youth-economic-empowerment-project.html>

Reliefweb news item on the 3x6 launch in Taiz (English)

<http://reliefweb.int/report/yemen/3x6-approach-undp-provides-sustainable-income-vulnerable-youth-taiz>

SPARK IGNITE background information "Entrepreneurship is blind"

<http://www.spark-online.org/entrepreneurship-blind/>

(continued over page)

 **Jordan**

Jordan community rehabilitation initiative video

<https://youtu.be/jPgh3Hfb0IU>

Jordan Phase I video

<https://youtu.be/rFmN5V87Rmc>

Jordan Phase II video

<https://youtu.be/z5PpiCgJ6qQ>

Jordan youth emergency employment video

<https://youtu.be/4KcUwJXHb9Q>

Jordan animation video

https://youtu.be/joc8_Uh4-ZY

Annex B: UNDP's Three-Track Approach

Track	Types of Intervention
<p>Track A: Livelihoods stabilization</p>	<p>1. Emergency employment creation: Cash-for-work, food-for-work and community contracting for local employment in short-term activities prioritized by crisis-affected communities.</p> <p>2. Targeted self-employment support: Livelihood start-up grants and packages to re-establish or jumpstart micro- or small enterprises.</p> <p>3. Infrastructure rehabilitation: Building or rebuilding infrastructure, especially community infrastructure such as roads, bridges, water and sanitation systems, shelter, telecommunications, health facilities, schools, community centres, and irrigation and drainage systems.</p>
<p>Track B: Local economic recovery for medium- to long-term employment, income generation, and reintegration</p>	<p>1. Vocational and skills training and placement: Technical and vocational training, apprenticeships, job placement services and self-employment support.</p> <p>2. Inclusive private sector development: Support for inclusive market development, inclusive financial sector development and business development services.</p> <p>3. Conditional cash transfers: Support for national programmes of cash transfers to targeted households (on condition that household members take measures to advance their own development, such as sending children to school and accessing maternal and child health care services).</p>
<p>Track C: Long-term employment creation and inclusive economic growth</p>	<p>1. Capacity development: Initiatives to promote staff retention in the public sector, professionalize the judiciary, strengthen the effectiveness and accountability of the police and security forces, develop the recovery-planning capacities of communities and local governments, etc.</p> <p>2. Good governance: Strengthening policies, institutions (of state, civil society, the media and the private sector) and processes (e.g. participatory assessment, participatory forums and national-local interactions).</p>

Annex C: UNDP's Green Commodity Programme

UNDP established the Green Commodities Programme (GCP) in 2009 with the aim of transforming agricultural production and trade around the world through multi-stakeholder collaboration and the establishment of effective national enabling environments in producer countries. The GCP focuses on agricultural commodities, as these are drivers of development and sustainable employment creation or engines of economic growth in rural areas of emerging markets. UNDP has generated significant useful experience working with national governments in the palm oil, pineapple, cocoa, coffee, soy, beef and dairy sectors.

In general, a national commodity platform is a mechanism through which government, supported in this case by UNDP, can convene and coordinate the public and private sectors to promote sustainable production at a country level, and define the country's sustainability priorities and policies for a selected commodity. A platform also creates a long-term space where public and private sectors can align, take ownership and develop joint concrete actions to mitigate the negative impacts of commodity production. Hence, a platform strengthens a country's enabling environment for sustainable commodity production through facilitating multi-stakeholder dialogues and by providing expertise and analysis that can be used to scale up action in the priority areas for a selected commodity.

Based on their respective responsibilities and expertise, a correct set of stakeholders can identify the challenges and 'co-create' solutions, resulting in broader ownership, greater trust and understanding between actors, which should ultimately lead to the overall adoption of sustainable production and trade of the targeted commodity.

Scaling up sustainable commodity production and trade

Targeted and innovative approaches are needed to implement better agricultural practices, increase supply chain efficiency, combat poverty, maintain ecosystem services and biodiversity and ensure long-term supply of commodities to global markets. Supply chain initiatives, certification programmes (organic, fair trade, RA, UTZ, GAP) and commodity roundtables (palm oil, sugar, soy) have made considerable progress in implementing voluntary environmental and social standards for better management practices in commodity production and have been increasingly adopted by many leading brands, traders and retailers. Working with these standards has been key for getting trade and industry involved and creating supportive market dynamics. Today scale-up of existing sustainable commodity programmes and initiatives to mainstream levels are necessary, which requires looking beyond voluntary standards and certification. Best practice needs to become embedded within country activity in a regulated and planned manner.

To bring about transformational change at scale, a structural approach is needed, ensuring that capacity building, regulation, local governance, rule of law, incentive schemes, infrastructure and basic services enable the commodity sector to thrive sustainably. National governments and private sector partners need to join forces to establish national

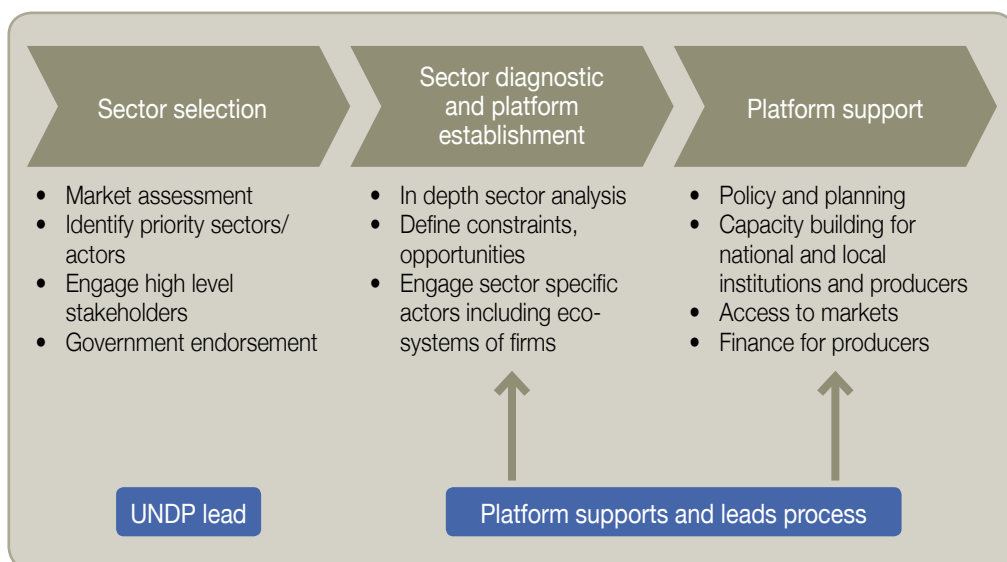
programmes that benefit business, farmers and supply chain actors. UNDP and its approach to national commodity platforms build on and complement the roundtables to systematize, institutionalize and scale up certification and best practices to achieve transformation of production at a national level.

A platform approach – The UNDP experience

A 'national commodity platform' is a mechanism for government, supported by UNDP, to convene and coordinate the public and private sector to promote sustainable production at a country level and to define the country's sustainability priorities and policies for the selected commodity. A platform creates a long-term space where the public and private sectors can align, take ownership and develop joint concrete actions to mitigate the negative impacts of commodity production. A platform therefore strengthens a country's enabling environment for sustainable commodity production through facilitating multi-stakeholder dialogue and providing expertise and analysis to scale up action in priority areas for the selected commodity.

Platform identification

The identification and selection of value chains is based on a detailed mapping and market assessment of commodities, including quantitative analytics, to compare performance in the target country relative to benchmark countries. The initial focus is on agriculture, but platforms can be developed for other sectors such as marine commodities or mining. A main requirement for selection of the focus commodity would be strong participation and commitment from the private sector, including large 'lead firms'. The duration of a platform is intended to be 24 to 36 months, after which the local lead institution is expected to manage it.



Platform Goal and Objectives

Specific areas for intervention will be determined by the actors participating in the platform and depending on the country or commodity needs. The overarching goal and objectives are as follows:

Goal:

To secure sustainable supply and enhance a country's competitiveness based on improved environmental and social performance within an agricultural supply chain.

Overall objective:

To institutionalize best practices within a country's governance and supply chains

Specific objectives:

Stakeholder Level

Build trust and strengthen relationships to reduce conflicts and gain consensus across sectors and commodity supply chains;

Foster **participation** that facilitates the contributions of all stakeholders into responsible models of production and trade;

Increase awareness of existing agricultural regulations and good practices;

Create ownership

Country Level

Identify joint priorities

Improve policies, planning administration and decision making by both public and private sector;

Coordinate fragmented efforts to promote sustainability to scale and enhance existing initiatives;

Connect producers, particularly small producers, to decision makers and markets and credit;

Mobilize additional resources for the institutionalization of a responsible production and trade strategy for the selected commodity.

The Deliverables of a National Commodity Platform can Include:

1. National strategy for responsible production and trade of the targeted commodity (including actions of government, private sector, producers and buyers)
2. Case studies of how leading businesses can play an important role in the transformation of commodity value chains
3. Capacity-building programme (on cooperative and government levels)
4. Policy reform recommendations (e.g. review legislation for land use planning, ecosystem maintenance, vocational training systems, fiscal policy instruments and purchasing policies of buyers)

Structure and operation of a national platform

National platforms are hosted and led by the national government. For example, in Costa Rica the National Platform for the Responsible Production and Trade of Pineapple is hosted by the vice-president of the Republic and co-directed by the Minister of Agriculture and the Minister of Environment; in Indonesia, the Vice Minister of Agriculture launched a National Palm Oil Platform in collaboration with industry partners. State or provincial level platforms can also be established according to a country's circumstances.

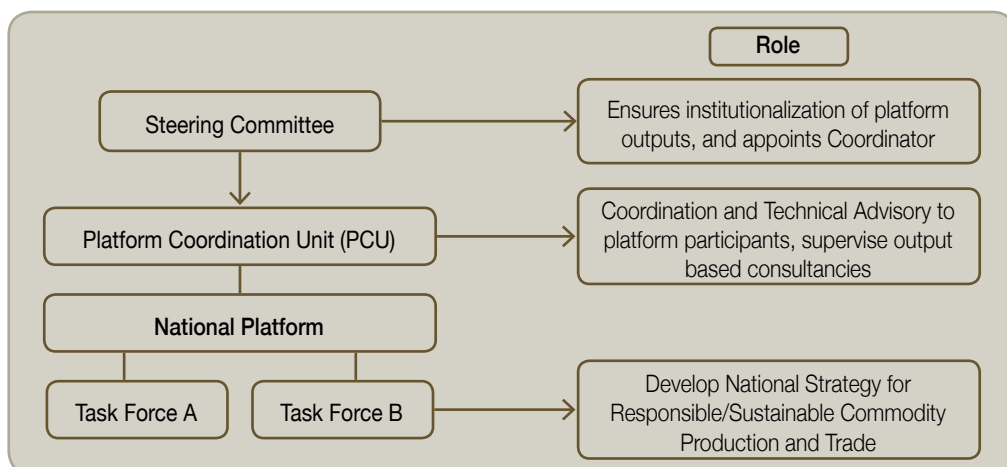
All cooperatives, organizations, institutions and companies with a stake in a particular commodity supply chain are invited to participate. In order to be inclusive, particularly of small producers, no fees are applied. Core funding (public and private) is expected for the duration of the first three years of the platform, after which the government is expected to take over leadership of the platform and continue the multi-stakeholder dialogue.

Decisions are made in a manner that optimizes and balances democratic means with the ability to move forward and are based on rules decided by platform members. While there is no formal obligation for members to implement any recommendations, the expectation is that the ownership, trust and alignment created among members throughout the platform process will generate a commitment from the participants to follow through with implementation.

Platforms offer an opportunity for increased participation, but they are not a substitute for law-making; decisions pertaining to policy and legislation can be made as recommendations by the platform members to government.

National platform staff, supported by UNDP, coordinate, facilitate and provide technical advice. They are responsible for informing participants and relevant stakeholders about decisions and how the dialogue process is advancing in relation to the platform's objectives.

National platforms are based on the following principles: neutrality, empowerment, social inclusion, multi-stakeholder, strong facilitation and conflict resolution.



Members

Based on the objectives of a platform, a wide range of strategic partners will be invited to participate.

Public Sector	<ul style="list-style-type: none">• Public sector institutions (e.g. ministries of health, infrastructure, employment, education, environment, etc.)• Local government from mayor to village chief
Private Sector	<ul style="list-style-type: none">• Buyers, manufacturers, traders, retailers• Private organizations that represent the producers' interests, such as industry associations, chambers of commerce, labour unions, cooperatives, international commodity organizations• Banking or financial entities that finance production of the selected commodity
NGOs/CBOs	<ul style="list-style-type: none">• NGOs (international and domestic) involved in the sector in either support or watchdog roles• Certification schemes and commodity roundtables• Research institutions and organizations that have studied the impacts of the selected commodity production• Community organizations from the production landscapes
Donors	<ul style="list-style-type: none">• Donor governments

The success of a platform relies heavily on key partner participation, building on existing initiatives (e.g. trade and industry associations, roundtables, certification programmes and international commodity organizations) and their continuing work towards building sustainable commodity supply chains and markets.

Meetings – Plenary and task forces

Plenary meetings of representatives of each of the involved sectors are held every quarter. All members are invited to plenary and, for consistency, are expected to attend. The plenary sessions consist of presentations, given by different stakeholders and institutions, that are related to issues discussed during task force meetings and that have a direct relation to defining a model (or models) for responsible production and trade. They allow stakeholders to voice opinions and reach consensus on key issues.

Task forces are smaller committees formed by platform members who have expertise or a specific mandate regarding a particular issue, e.g. water management. They are convened regularly and report to the plenary. Task forces are set up to address issues raised in the plenary. In order to aid efficiency, membership is solely for experts in the given area.

UNDP – A neutral broker and technical assistance provider

As companies increase dialogue with UNDP to discuss problems facing their supply chains, it has become clear that UNDP can provide much-needed expertise regarding sustainable development. With offices in 166 countries, UNDP is recognized as a neutral broker, with the capacity to coordinate activity among UN agencies and among ministries. UNDP's Green Commodities Facility further extends this role, acting as the interface between public and private sectors. UNDP has solid experience in building national capacity and has an extensive team of in-house experts on all aspects of rural development, poverty reduction, gender, governance, natural resource management and low-carbon development.

UNDP works with all partners interested in the establishment and operation of these Platforms.

For more details on UNDP's approach to National Commodity Platforms and examples of such Platforms please see www.greencommodities.org or contact Andrew Bovarnick at andrew.bovarnick@undp.org

Annex D:

UNDP Livelihoods Assessments in Crisis and Post-Crisis Situations

UNDP is developing a global Guide for livelihoods assessments in crisis and post-crisis situations. The aim of such livelihoods assessments is to highlight information on the impact of conflict or disaster on the various livelihoods assets (natural, financial, human, social and human), at community and individual levels, as well as the mechanisms to cope with the crisis. The outcomes of such livelihoods assessments can form an important basis for, amongst others, baseline development for projects using the 3x6 approach, as was the case with Yemen.

In Yemen, UNDP led a Multi-dimensional Livelihoods Assessment¹⁷ on behalf of the government and the UN Country Team's Working Group on Sustainable Livelihoods and Employment Creation. The assessment was carried out in close collaboration with the Central Statistical Organization (CSO) in four governorates (Abyan, Amran, Hajjah and Taiz). Along with the outcome of the National Dialogue Conference (NDC), the output of this assessment is now used to articulate national planning frameworks, programmes and projects in order to strengthen communities' resilience in overcoming the impact of human-made and natural disasters. The results of the assessment were used to reposition UNDP's YEEP Programme in its second phase. The outcomes also generated significant donor interest and led to the development of a comprehensive joint resilience project with ILO, WFP and FAO¹⁸, has received 45 million USD from the European Union. Both projects are flagship initiatives under UNDP Yemen's Early Recovery Strategy. The assessment was finally launched in February 2014, in Sana'a, by the Prime Minister's office. The Government of Yemen has requested that the assessment be extended throughout the entire country.

17 http://www.ye.undp.org/content/yemen/en/home/operations/projects/crisis_prevention_and_recovery/multi-dimensional-livelihoods-assessment-in-conflict-affected-ar/

18 The Food and Agriculture Organization of the United Nations.



*Empowered lives
Resilient Nations*

UNITED NATIONS DEVELOPMENT PROGRAMME
Bureau for Policy and Programme Support (BPPS)
304 45th St.
New York, NY 10017, USA

Tel: +1 (212) 906-6499
www.undp.org