

2020–2025

Global Livelihoods and Food Security Strategy



Photo: Ephrem Chiraza/NRC

NRC

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Photo: Nasser Abdulkareem/NRC

1 Introduction

The Norwegian Refugee Council is an independent humanitarian organisation helping people forced to flee. We work in crises in more than 30 countries, providing life-saving and long-term assistance to millions of people every year.

The Global Livelihoods and Food Security (LFS) strategy aims to improve NRC's ability to reach and provide sufficient, appropriate and holistic food and livelihood assistance to people affected by displacement. We prioritise the most vulnerable in the rural, urban and camp-based contexts that NRC operates in.

This strategy provides an overview of how NRC can ensure a greater likelihood of success in securing people's ability to access sufficient, safe and nutritious food, achieve self-sufficiency and participate in economic activities. For NRC it is essential to include LFS in our interventions as livelihood and food security contribute a key part of a person's or household's needs for a healthy, dignified and prosperous life.

The strategy sets out three foundations to enhance quality and minimum standards across all activities. To address relevance and appropriateness, this strategy highlights four strategic response areas and four core modalities that the LFS core competency will invest in as part of improving food security and livelihood opportunities for NRC's target populations.

This strategy does not intend to cover all LFS activities implemented by country offices. Rather, it intends to focus on areas of work that require particular attention in order to achieve the LFS Programme Policy objective. The local context and country strategies will guide which of the strategic response areas and core modalities country offices engage in, while all country offices will be working on all the three foundations.

Structure of the strategy

Strategic Response Areas

- SRA 1: Immediate survival needs
- SRA 2: Food and agricultural systems
- SRA 3: Access to employment
- SRA 4: Entrepreneurship and inclusive business

Core Modalities

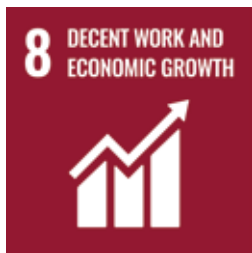
- 1 Integrated programming
- 2 Appropriate practices and technology
- 3 Market based approach
- 4 Graduation approach

Foundations

- 1 Nutrition sensitive
- 2 Environmentally sustainable
- 3 Safe programming

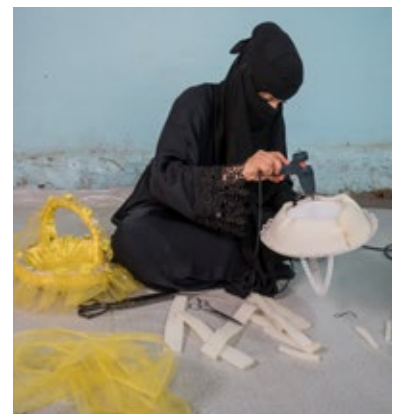
1.1 Our focus in Livelihoods and Food Security

The LFS strategy contributes to the following Sustainable Development Goals (SDGs):



And builds on the Universal Declaration of Human Rights:

- Everyone has the right to a standard of living adequate for the health and well-being of him/herself and of his/her family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his/her control.
- Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.
- Everyone, without any discrimination, has the right to equal pay for equal work.
- Everyone who works has the right to just and favourable remuneration ensuring for him/herself and his/her family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.



Alham produces handmade items for baby packages in Foqum, Yemen.
Photo: Ingrid Prestetun/NRC

To contribute to the SDGs and the human rights, NRC provides food assistance to prevent loss of life and contributes to the rehabilitation of local food and market systems. We promote livelihood strategies which protect, recover and strengthen individuals' and households' abilities to earn a living. To prevent repeat displacement, and support conditions conducive to durable solutions, we support engagement in social and economic opportunities that reinforce the adaptive capacity of systems, individuals, families and communities affected by displacement.



Four generations in Kitchanga, DR Congo. Photo: Ingrid Prestetun/NRC

We follow the definition of “**food security** exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life”¹ and the four key pillars it rests on:

- availability of diverse and nutritious foods
- physical, economic and social access to nutritious foods
- adequate utilisation of food items consumed to maintain a healthy nutritional well-being
- strengthening stability of the pillars and systems people rely on over time

We contribute to achieve **livelihood security** by securing adequate and sustainable access to income and other resources to enable households to meet basic needs. This includes adequate access to food, potable water, health facilities, educational opportunities, housing, and time for community participation and social integration.²

1.2 Links to NRC's Global Strategy

- ① **BE THE LEADING DISPLACEMENT ORGANISATION IN HARD-TO-REACH AREAS**, by providing availability and access to sufficient, safe and nutritious food, and enable the self-sufficiency of people affected by the crisis.
- ② **BE A CHAMPION FOR DURABLE SOLUTIONS**, by facilitating an inclusive environment for people affected by displacement in productive and economic activities to achieve improved self-reliance.
- ③ **BECOME A LEADER IN USING DATA AND TECHNOLOGY TO DELIVER BETTER**, through better application of digital tools and technology that can enhance our own analytical capacity, people's access to services and overall quality of response.
- ④ **BE A GREAT ORGANISATION TO WORK FOR**, by consolidating the LFS scope of work, guidance and support so that field teams are capacitated and confident in designing and delivering appropriate assistance and contributing to sustainable solutions.

The logo consists of a large orange circle. Inside the circle, the text 'NRC' is written in large, bold, white capital letters. Below 'NRC', the words 'Global Strategy' are written in a smaller, white, sans-serif font. At the bottom of the circle, the years '2018–2021' are written in the same white, sans-serif font. Four dotted lines extend from the left side of the circle towards the four numbered points in the list to the left, connecting the strategy to its implementation goals.

NRC
Global Strategy
2018–2021

1.3 How to use this strategy document

This strategy was developed based on dialogue and input from NRC LFS professionals, programme colleagues and managers. The livelihood part of this strategy has a close link to the economic inclusion portfolio. The strategy does not intend to cover all LFS areas of work but what we prioritise to develop in the next five years, based on identified strategic areas.

The NRC Programme Policy remains the framework that defines the scope of LFS. The local context and country strategies will guide which of the LFS components, strategic response areas and modalities will be applicable, while all foundations are respected. Often a mix of response areas and core modalities are applicable for interventions in each country.

The strategic response areas, core modalities and foundations are explained below. These will be accompanied by a series of technical framing papers which aim at generating understanding, direction and support on the different elements of the strategy.

1.4 Criteria for success

Evidence based decision making and learning

NRC's work in livelihoods and food security with displacement affected populations will be based on a sound understanding and situation analysis of the causes, underlying dynamics and drivers of food insecurity and livelihood constraints in each specific context. These analyses must include people's priorities, needs, preferred livelihood strategies and be used in the identification of feasible and relevant assistance options. Response analysis should be undertaken in collaboration with other core competencies in NRC to ensure a holistic approach to the needs of the people we work with.

To constantly improve our work, it is fundamental to regularly assess the contribution of LFS in securing people's basic needs, their rights and their protection needs. Adjustments of initiatives during project implementation will be key to address the changing needs and demands. For this to take place, appropriate tools and methodologies will be developed and used to help generate reliable data and learning. To achieve this, LFS will strengthen systematic relationships with Partnership and Policy, External Relations, Monitoring and Evaluation and the Integrated Programming initiative within NRC. We will also look for collaborations and partnerships with research organisations and universities that can contribute valuable information and learning.

Food preparation in Gara Amou, outside Sibut in the Central African Republic.
Photo: Tiril Skarstein/NRC





Female committee members participate in a meeting to identify community challenges, organised by NRC in Jalalabad, Afghanistan. Photo: Jim Huylebroek/NRC

Community engagement

A community consists of a diverse set of relationships and power structures that represent special roles, social constructs, relationships, functions and responsibilities. Involving the displacement-affected communities and ensuring they lead the process of identifying and prioritising the challenges that need to be tackled is required for LFS to be able to identify the real needs, establish local ownership and deliver lasting results.

LFS will seek active participation and involvement with the displacement-affected communities where we operate. We will recognise the central role of women, youth and the inclusion of the most vulnerable during identification, analysis, design, use and adaptation of the interventions they are involved in. Community-based approaches such as those used by camp management, in resilience programming and in protection analyses, will be utilised here.



Cheese-making in Luhansk city, Ukraine. Photo: Anastasiia Karpilianska/NRC

Strategic partnerships

Strategic partnerships are important means for LFS to strengthen its ability to foster collaboration, develop its response areas, promote durable solutions and make sustainable change possible. By entering into strategic partnerships with relevant actors (eg. local NGOs/CSOs, local government, private sector, academia, UN agencies, etc) we aim at adding expertise available locally and globally that rests outside NRC's areas of expertise.

In order to provide holistic packages of support, LFS will engage in partnerships that complement and add value to its humanitarian scope. Partnerships should align with the strategic priorities described in this strategy, build capacity, accountability and contribute to better quality and sustainability of responses. Attention will be given to strengthening the nexus and linkages between humanitarian and development-oriented stakeholders including the private sector at field and global level. This can enable people we work with to transition from requiring humanitarian assistance to being self-reliant and having greater opportunities to find a durable solution to their displacement, thereby facilitating NRC's exit strategy.



Market in Kipese, North Kivu province, DR Congo. Photo: Martin Lukongo/NRC

Security of tenure

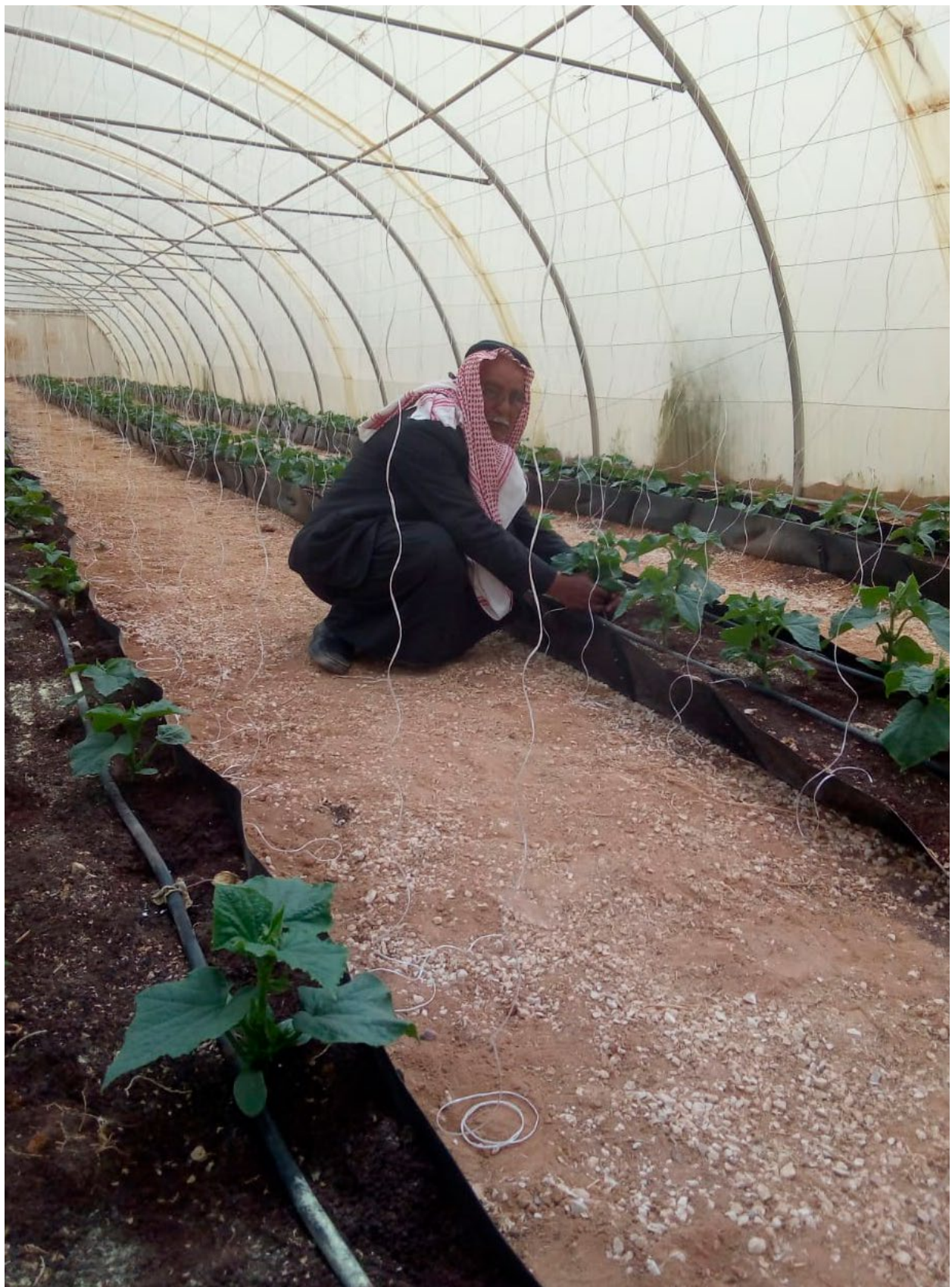
Tenure systems define and regulate how people and communities gain access to and manage property, productive assets, land and resources, whether through formal law or informal arrangements. The relationship of tenure between people (men, women, youth, people with disabilities), institutions and the resources determine who can use which assets, for how long, and under what conditions. Security of tenure provides certainty that user rights will be protected against forced eviction, dispossession, harassment and other threats. It allows people to practice their livelihoods, produce food, generate income and enable more responsible use of the natural resources by creating stability and predictability.

In the context of conflict and displacement, security of tenure often gets compromised, increasing risk of forced eviction and secondary displacement, contraction in agricultural production and halting business operations. This can result in loss of jobs and income, and increased risk of exploitation and degradation of natural resources.

In order to promote and protect the rights of people affected by displacement and stimulate appropriate use of property, land and natural resources, LFS will work closely with information, counselling and legal assistance (ICLA) on developing due diligence, procedures and guidance to generate necessary understandings of security of tenure appropriate to our area of work.



Grinding mill in Somalia. Photo: Amun Osman/NRC



Vegetable production using greenhouses and drip irrigation in Jordan. Photo: NRC



2 Strategic Response Areas

The four strategic response areas will be accompanied by a series of technical framing papers and guidelines to make them easier to implement at country level.

Strategic Response Area 1: Immediate survival needs

Strategic outcome: Vulnerable people affected by conflict and crisis have immediate and increased access to sufficient, safe and nutritious food that meets basic needs and improves well-being.

The number of people affected by food crises continues to grow. Conflict, poor governance, inequality, climate change, environmental degradation and competition for resources, and combinations of these, are main drivers of food crises and displacement. In addition, demographic changes drive and generate further conflicts and displacement which can result in famine and hunger. The situation with acute food insecurity on the rise due to conflict and climate change, requires finding better ways of securing availability, access to and consumption of sufficient, safe and nutritious food. This is critical to prevent loss of life and to enable pathways for recovery, dignity and child development.

Particularly for the rapid response stage, NRC needs to look into methods and modalities that can improve ways of working in meeting immediate survival needs through household level food assistance and school feeding. LFS will enhance, through collaboration and its own ability, methodologies and modalities to:

- predict, advocate, act early and mitigate acute food insecurity, reaching those most at risk by developing preventative intervention capabilities
- provide access to sufficient, safe, nutritious and easy to use food, based on local preferences, availability and market functionality. This will be done in close coordination with other food assistance actors such as WFP
- reach those in hard-to-reach areas, applying contextually adapted approaches to meet food needs and enable livelihood support
- provide education on nutrition and child feeding/care practices

LFS will work closely with relevant NRC core competencies, thematic programme areas and organisational support functions to ensure that immediate survival needs can be met. This can include safe water for drinking and cooking, safe energy and space for food preparation in homes, community centres, camps and school facilities.



School feeding in Venezuela.
Photo: Ingebjørg Kårstad/NRC

Strategic Response Area 2: Food and agricultural systems

Strategic outcome: People we work with are actively involved in sustainable practices building more resilient food and agricultural systems, improving food security, nutritional health, livelihood opportunities, income and well-being.

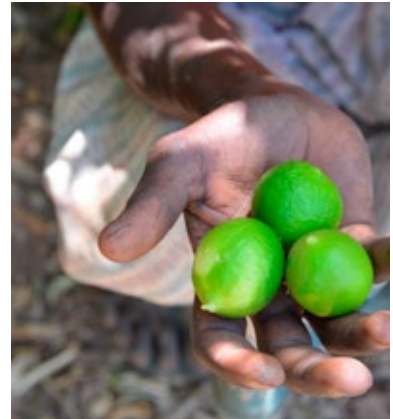
Food security is increasingly under pressure in fragile contexts due to conflict, instability and climatic factors that continue to reinforce each other. Consequently, the food, agricultural and associated market systems are put under repetitive and escalating stress. This volatility and disruption are impacting critical production and supply systems that people rely on impacting household food access, mobility and income. By applying a food and agricultural system approach in crisis, conflict and displacement contexts, LFS aims to enhance and organise integrated solutions, benefitting smallholder farmers, schools and small and medium sized enterprises in support of sustainable food systems.

Taking a system approach offers a holistic and inclusive way of achieving long-term food security. It enables us to work with the drivers and dynamics influencing food production, associated markets and supply chain systems, land tenure systems, environment and consumer behaviour. This can enhance the way support is provided for people meeting their needs, access inputs, improve diets, reduces food loss and waste. The aim is to contribute to the adaptation of and transition into solutions that are social, economic and environmentally inclusive and sustainable.

In order to create more inclusive and robust food and agricultural systems, LFS will strengthen or develop local level system-based approaches appropriate for:

- dealing with the underlying causes of food insecurity and mitigate risk of new crises, famine and further displacement
- promoting healthy and diversified food choices that leads to improved diets
- supporting the reactivation and protection of affected agricultural-, seed-, food-, livestock- and market systems
- develop contextual adapted food and market system approach for hard-to-reach areas
- promoting climate smart agriculture production practices to reduce the risk of production loss due to the adverse effects of climate
- promoting innovative methods that enable people to access food using limited land and water resources
- small and medium enterprises and market linkages engagement, focusing on the inclusion of local market actors and small businesses

To succeed LFS will apply an integrated approach, aiming at collaborating with all NRC core competencies and thematic programme areas plus external partners to learn and develop NRCs approach to food systems support.



Growing lemons in the Somali region of Ethiopia. Photo: Tinbit Amare/NRC

Strategic Response Area 3: Access to employment

Strategic outcome: People we work with are appropriately equipped to secure decent employment and income opportunities that strengthen self-reliance, well-being and household food security.

Loss of employment due to conflict and displacement with the consequence of income loss exacerbates negative impacts. Common humanitarian assistance often does little to address these issues by looking beyond the immediate humanitarian response. People we work with regularly face obstacles that prevent them from working on the same basis as host populations. NRC's work on access to employment therefore represents a critical element in unlocking durable solutions for the people we work with.

Market based approaches, with a focus on bridging labour supply and demand, employment accessibility, skills for employability, decent work, and the local economy itself can provide vital services needed to facilitate the people we work with to be included and (re-)integrated in the market economy.

To increase household income and the inclusion of economically vulnerable and displaced people such as women and youth into the local labour market, necessitates the facilitation of access to employment, employability and labour intermediation services³.

LFS will focus on developing five areas of competence and associated procedures:

- **identification** – labour market assessment and analysis
- **sourcing** – outreach, screening, profiling and matching of employers and job seekers'
- actively work with employers (local businesses) to create opportunities for lasting jobs for youth and women
- **life skills development** – job preparation, apprenticeship, workplace readiness and teamwork
- **on the job support** – follow up support (mentoring and coaching) during trial periods, and monitoring of employer and employee satisfaction, retention/inclusion, safety and well-being

To succeed in this, NRC will rely on strategic partnerships and close collaboration with employers, businesses, employee associations and relevant line ministries. LFS will work closely with ICLA and education (youth) and cash and markets, utilising respective areas of competence and building organisational capacity, relevant knowledge, learning, procedures and intervention practices. There will be close linkages with relevant initiatives such as the economic inclusion portfolio and through integrated programming.



Men in a food processing course in Jalalabad, Herat, Afghanistan.
Photo: Enayatullah Azad/NRC



Bakery in Zaatari refugee camp, Jordan. Photo: Alissa Reznick/NRC

Strategic Response Area 4: Entrepreneurship and inclusive business

Strategic outcome: People we work with are engaged in business practices that produce demand driven, marketable and affordable goods and services, add value to the local economy and promote sustainability.

Economic activity and businesses face contraction and disruption in fragile and conflict-affected contexts. Secondly, most refugee and IDP hosting locations are hesitant or unable to absorb a growing labour force. Especially people who have lost their means of living and those who lack experience and/or relevant skills, find it difficult to engage in economic activity and achieve self-reliance, in particular youth and women.

To respond to this challenge and to generate economic opportunities benefitting displacement affected people and the local economies, LFS will concentrate on finding ways to support and create opportunities for the development of small and medium sized enterprises (SME's), thereby driving economic activity, entrepreneurship and market-based recovery. Four activity areas are identified to facilitate this:

- promote entrepreneurship and business rehabilitation by securing housing, land and property (HLP) rights, access to capacity building and financial services, income opportunities and strengthening the local market economy
- support to access relevant, marketable and appropriate life skills and business development skills training
- provide mentoring and coaching to new / growing businesses
- support business innovation practices that are profitable and socially inclusive

This strategic response area cuts across a wide set of NRC competences and will rely on an integrated approach, learning and systematic collaboration. ICLA will have a critical role related to employment law and procedures, while education (youth) can assist on barriers to inclusion, scalability and transition into durable solutions. Particular interest groups to be supported are youth and women.



Photo: Nasser Abdulkareem/NRC



3 Core Modalities

In conjunction with response specific modalities of programme delivery, these modalities will be developed, documented and refined during the strategy period.

3.1 Integrated programming

Strategic outcome: Livelihoods and food security collaborates with relevant core competencies and thematic programme areas to establish coherent and inclusive responses that deliver holistic solutions to meet the vulnerability, food insecurity and livelihood needs of people we work with.

NRC's Programme Policy promotes an integrated approach involving all core competencies. This is required to effectively ensure that individuals, households and displaced affected communities are protected, that they receive appropriate assistance, and that they enjoy their social and economic rights. Consequently, integrated programming is defined as intentionally combining one or more sectoral interventions to improve humanitarian outcomes.

All the four strategic response areas are holistic and not achievable through single sector-based interventions. LFS works across a wide spectrum of interventions, from providing direct lifesaving assistance to the promotion of sustainable livelihood strategies.

For LFS, key areas of integrated programming include, but are not limited to:

- **information, counselling and legal assistance (ICLA)** – address legal requirements, civil documentation requirements and barriers that prevent people from having access to land, production, business development and employment
- **education** – a collaborative approach to safe and appropriate school gardening approaches, school feeding and strengthening youth education pathways towards enhanced livelihoods opportunities for example on youth-led entrepreneurship, employability skills and livelihood opportunities (including Agripreneurship and economic inclusion)
- **water, sanitation and hygiene (WASH)** – joint practices linked to water access, waste management and recycling, safe drinking water, irrigation and food safety and preparation
- **shelter and settlements** – adoption and promotion of safe and sustainable energy sources, energy security, food storage, preparation sites and inclusive community-based settlement design and infrastructure management critical for livelihood activities
- **camp management** – use community-based approaches in resilience programming and in protection analyses
- **cash and markets** – use market-based approaches to ensure cash & voucher assistance used wherever feasible and appropriate
- **innovation** – generation, adoption and promotion of new ideas and technologies, including but not limited to digital, that enhance the relevance of our programs in relation to a changing world
- **durable solutions** – unlocking protracted displacement through placing livelihoods and food security interventions at the centre of collaborative approaches that enhance the social, economic and integration of displaced populations

NRC's definition of integrated programming:

"Integrated programming is addressing the holistic needs and risks of displaced and vulnerable populations through intentional multi-sectoral and interdisciplinary approaches. This requires being people-centred to conduct routine analysis and develop common objectives to inform collaboration across NRC and with other relevant actors as appropriate."



Wheat crops in Shakar Dara, Kabul province, Afghanistan.
Photo: Enayatullah Azad/ NRC

3.2 Appropriate practices and technology

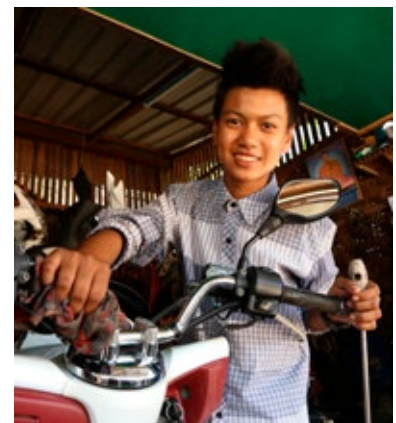
Strategic outcome: Livelihoods and food security promotes innovative solutions that are appropriate to the needs and priorities of people we work with, and that are inclusive and suitable to the context.

Livelihood prosperity, food security and stability rely on the choice and appliance of appropriate practices and technology to suit personal needs and preferences. In conflict and displacement settings it is critical that we support people to shape and strengthen their own appropriate methodologies and pathways.

To overcome the barriers to application, adaptation and shift in practices, LFS will invest in:

- **User centred design process:** This requires putting users at the centre and including them in design processes. This enables us to consider user requirements, preferences, habits, special needs and choices.
- **Food and agricultural systems:** Interact with relevant stakeholders; FAO, research and universities, NGOs, etc, in developing and improving systems that will increase food production, value chains and market systems. Test out new interventions based on context specific opportunities and needs.
- **Innovation:** Constant development of new methods and ways of working will enable NRC to understand the trends that affect our work, embed sustainability and scale to new approaches, and look at new solutions to recurring food security and livelihoods challenges (including cash).
- **Digital transformation:** The use of digital technology will enable us to reach the people we work with in new ways by better communication, monitoring trends and hazards and delivering aid quickly and more efficiently.

Appropriateness is, when something evolves and/or is developed in response to a particular set of user needs within a given set of circumstances. Any advances in appropriate practices and technology stimulates development and ownership.



Ei Ei Moe is a female mechanic in Dawei city, Myanmar. Photo: Ingrid Prestetun/NRC

3.3 Market based approach

Strategic outcome: Livelihoods and food security incorporates and designs appropriate responses based on market system analysis to meet the immediate and medium-term needs of people we work with, while at the same time creating an enabling environment for the recovery and strengthening of market systems.

Market systems play a central role in people's life as a means to cover part of their basic needs and income, access to and provision of goods and services. During crisis and economic disruption, the local economy and market systems become fragile and malfunctioning causing an alteration and/or disruption in the availability of goods, services, labour and income. People who are affected by displacement face hard impacts as they lose access to markets, inputs, resources for profitable production and employment opportunities to practice self-sufficiency and self-reliance. In addition, young people, women, vulnerable or excluded groups including people with disabilities, face their own set of unique challenges to fully participate and engage in access to markets and food systems.

A market-based approach (MBA) refers to activities that use, support, develop or change local markets. It includes all types of interventions that work with and within market systems. These range from actions that use markets to deliver immediate relief to those that proactively strengthen, change and develop local market systems. This will enable and strengthen the population's access to and utilisation of a market to achieve livelihood outcomes. MBA should be applied from the onset of a crises and for all contexts and response types where appropriate.

LFS aims to strengthen the integration of MBA as part of its work, with a focus on:

- market based programme analysis, resources and capacity building tailored to the scope and purpose of intervention
- market based labour and business support and capacity building interventions that are inclusive of the most vulnerable, youth and women
- rehabilitate and strengthen market systems as part of food and agricultural systems functionality in fragile and hard-to-reach areas

To succeed LFS will rely on a close collaboration with the cash and markets technical capacity and coordination with relevant core competencies and thematic programme areas.



Honey fair-festival in the Luhansk region of Ukraine. Photo: Anastasiia Karpilianska/NRC



Selling fruits and vegetables in Maiduguri, Nigeria. Photo: Beate Simarud/NRC

3.4 Graduation approach

Strategic outcome: To achieve durable solutions, livelihoods and food security works both directly and in partnership to assist people we work with to graduate out of poverty, enhance their employment and self-employment opportunities in the local economy.

With the number of forcibly displaced people living in protracted displacement situations on the rise, it is increasingly evident that responses need to promote self-reliance and resilience of both displaced and host populations.

Since 2019 NRC has been a member of the UNHCR-led Poverty Alleviation Coalition which promotes the graduation approach. The approach aims to help extremely poor refugees, IDPs and host communities to become more self-reliant.⁴ Efforts will be made to ensure inclusion of the most vulnerable refugees, IDPs, youth and women.

The graduation approach is a sequenced, time-bound combination of interventions including consumption support, savings, enterprise training, asset transfers and hands-on coaching and mentoring that aims to help people living in extreme poverty build resilience and engage in sustainable livelihoods. The aim is to achieve a set of locally identified objectives, including food security, building self-confidence, stable income and savings and access to networks.

As part of the economic inclusion work LFS will:

- pilot and assess its relevance, contribution and progress towards building the self-reliance of refugees, IDPs and returnees, and creating conditions conducive to the achievement of durable solutions
- identify and adapt the graduation model to the target populations and contexts that NRC works with/in
- secure the inclusion of the most vulnerable, people with disability, youth and women in graduation and self-reliance focussed programmes

The graduation approach requires wide collaboration between all core competencies and thematic areas of work in NRC to succeed.



Maryan in her kitchen in Kakuma refugee camp, Kenya. Photo: Nashon Tado/NRC



Photo: Leen Qasbi/NRC

4 Foundations

These foundations set out how NRC defines common quality standards across projects and programmes.

4.1 Nutrition sensitive

Strategic outcome: LFS strategies and responses are designed to address the underlying causes of undernutrition and actively collaborate with other core competencies and external actors to promote good nutrition practices amongst people we work with.

Increased wealth does not automatically improve nutrition status, while conflict, displacement and dysfunctional food and agricultural systems fuel and reinforce malnutrition. Consumption of a healthy, balanced diet is fundamental to achieve good nutrition. It is central to the definition of food security as provided above, which stipulates that people must have “access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life”.

Children, youth and adults who are malnourished cannot grow, learn or work to their full potential. This negatively affects their chances of achieving prosperity, productivity and well-being, and perpetuates the cycle of vulnerability. LFS will integrate nutrition sensitivity as part of its own work and internal and external collaboration.

Key focus areas to ensure a nutrition sensitive approach will include:

- inclusion of balanced, micronutrient rich (including fortified) foods in food assistance, school feeding and commodity voucher projects
- providing nutrition education together with LFS activities and cash transfers
- collaboration with WASH to ensure that messages on food hygiene, safe water, food handling and handwashing are appropriately communicated to all project participants
- ensuring NRC field staff are aware of the referral pathways to professional nutrition agencies for acutely malnourished children or women identified in the communities

WASH and cash and markets will be especially important to work closely with under this foundation.



Angela Deng is a vegetable farmer in Tit Chok, South Sudan. Photo: David Belluz/NRC

4.2 Environmentally sustainable

Strategic outcome: Strategies and responses integrate environmental and climatic vulnerabilities in design, prevent negative impact, and promote natural resource management practices that are environmentally sustainable.

Food security and all types of livelihood strategies and practices are determined by the vulnerability context, of which the environment is a core part. In conflict and displacement settings the natural resource base often comes under increased pressure with consequences such as environmental degradation, loss of biodiversity and pollution. This can be due to the dynamic relationship between crisis, environment and climatic drivers, breakdown in governance systems as well as the direct impact by the humanitarian response. This can push the ecosystem beyond its threshold and the environment is therefore particularly prone to increased and persistent negative consequences due to both rapid and prolonged disturbance.

People's ability to meet needs and achieve protection against risks and hazards is determined by the ecosystem they are part of. Our support to how people survives and make a living can therefore not be detached from the environment and how natural resources are used and managed by people. To minimise the environmental impact of our responses, it is important to include practices and methodologies that are more sustainable, linked to waste management, energy, input sourcing, production diversification and intensification. Procedures need to be in place to prevent land use change and to protect the environment from further harm.

To mitigate negative environmental impacts that can be caused by the support and assistance provided and to enhance the adaptive capabilities of the people we work with, LFS will:

- integrate key environmental analysis parameters into response planning, design and monitoring, including use of The Nexus Environmental Assessment Tool (NEAT+)
- link critical climate and natural resource base factors to vulnerability analysis
- support a shift that involves the adoption of practices and technology that enable increased application of clean and sustainable energy use in the supply chain
- develop and integrate circular economy principles and practices that enable the sustainable use of natural resources and climate smart practices to protect the environment



Camels at a livestock watering station in Somalia. Photo: Ingrid Prestetun/NRC

4.3 Safe programming

Strategic outcome: Livelihoods and food security activities and programmes are designed and implemented in line with safe programming principles and do no harm to project participants or their environment.

Every person has the right to a standard of living adequate for his or her health and well-being. This includes the right to food and livelihood protection. All staff have the duty to uphold the protection principles and comply with the NRC safe programming minimum standards.

Key areas of attention for development and integration of safe programming, establishing minimum standards that:

- generate understanding of safe programming relationships associated to LFS areas of work
- develop procedures, practices and standards for safe programming
- help implementers and users make informed decisions that are participatory, prevent causing further harm and protect people's rights



Business development project in Herat, Afghanistan. Photo: Enayatullah Azad/NRC

End notes

- 1 FAO, adopted at the World Food Summit 1996.
- 2 Livelihood Security, Frankenberger, 1996.
- 3 An organisation that exists to connect workers seeking work with employers who are offering employment. Public agencies, such as the Employment Service, can fulfil this role, though it is increasingly undertaken by a range of specialist firms that include employment agencies, recruitment consultants, and executive search consultants. Trade unions may also act as labour market intermediaries when they operate a hiring hall (Oxford reference).
- 4 <https://alleviate-poverty.org/>.
- 5 See LFS nutrition sensitive guidance note.



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