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CLARA: Cohort Livelihoods and Risk Analysis Guidance



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June 2016



WOMEN'S
REFUGEE
COMMISSION

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The Women's Refugee Commission improves the lives and protects the rights of women, children and youth displaced by conflict and crisis. We research their needs, identify solutions and advocate for programs and policies to strengthen their resilience and drive change in humanitarian practice.

Acknowledgments

The CLARA guidance and tools were developed by Tenzin Manell and Ann Young Lee of the Women's Refugee Commission (WRC). The WRC is grateful for partnerships with Oxfam and Mercy Corps to pilot the tools and for the key engagement of Jude Powell, Stephanie Roberson, Mohammed Bahjat and Martin Lubang at Oxfam and Ghilda Chrabieh, Hajara Mohammed and Michael Muaza at Mercy Corps. Special thanks to the data collection teams and internally displaced, returnee and host women, men, adolescent girls and boys who participated during piloting. Special thanks to WRC colleagues: Dale Buscher for guidance and input; Omar J. Robles, Jennifer Rosenberg and Anna Myers for key inputs and review; Josh Chaffin and Boram Lee for review; and Diana Quick for editing and design.

External reviewers were Kasey Ochiltree of Oxfam, Sahar Alnouri and Alexa Schmidt of Mercy Corps, Isadora Quay and Robyn Baron of CARE, Blake Stabler of CaLP, Kristi Tabaj of Save the Children, and Emily Sloane and Natalia Strigin of the International Rescue Committee.

This toolkit complements the Cohort Livelihoods and Risk Analysis (CLARA)* Tools.

For additional information on CLARA and other livelihoods resources please see www.womensrefugeecommission.org/empower/resources

Cover photo: CLARA focus group discussion with IDP women in northeast Nigeria.
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ISBN: 1-58030-160-6

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Acronyms & Abbreviations

CLARA	Cohort Livelihoods and Risk Analysis
EFSL	Emergency Food Security and Livelihoods
EMMA	Emergency Market Mapping Analysis
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus group discussion
GBV	Gender-based violence
GEM	Gendered Enterprise and Markets
HEA	Household Economy Approach
IEC	Information, education and communication
LGBTI	Lesbian, gay, bisexual, transgender and intersex
OFDA	USAID Office of Foreign Disaster Assistance
PRM	Participative Ranking Methodology
SEAGA	Socio-economic and gender analysis
WRC	Women's Refugee Commission

Background

Gender risk analysis is a critical gap in humanitarian practice. To implement safe, gender-sensitive livelihoods programming in emergencies, agencies and practitioners must conduct gender risk analysis across the program cycle.

Gender risk analysis is the identification of risks faced by cohorts with respect to gender relations and identities, which indicates specific risks and informs targeting actions.

With funding from the USAID Office of Foreign Disaster Assistance (OFDA), the Women's Refugee Commission (WRC) conducted a two-year action research project (2014-2016) on safer, gender-sensitive livelihoods programs in emergencies. Based on a literature review, key informant interviews with practitioners from more than 20 humanitarian agencies and field assessments,¹ WRC found that gender risk analysis is a critical gap in livelihoods interventions as is the lack of field-friendly tools to inform protective program design.²

Drawing upon these findings, WRC developed the Cohort Livelihoods and Risk Analysis (CLARA), an operational approach that captures risks associated with livelihoods, including gender-based violence (GBV), as well as potential risks arising from programs in response to crisis. CLARA assesses gendered livelihood needs, risks and opportunities, and highlights mitigation strategies for safer, more responsive humanitarian assistance.

During 2015-2016, WRC piloted the CLARA guidance and tool with Oxfam in South

1 Assessments were conducted in the Democratic Republic of Congo and the Philippines, which included focus group discussions and key informant interviews with affected populations.

2 See WRC's report: *A Double-Edged Sword: Livelihoods in Emergencies*, for detailed findings and recommendations. http://wrc.ms/LLH_CLARA

Sudan³ and in the Kurdistan Region of Iraq,⁴ and with Mercy Corps in northeast Nigeria. The CLARA guidance and tools presented here have been revised based on lessons learned during piloting and are intended to be further adapted to context to design safer, gender-sensitive livelihoods programs.

Audience

The primary audience of the CLARA guidance and tools are field-level livelihood practitioners engaged in emergency and early recovery interventions who can use CLARA to assess, design and monitor safer, gender-sensitive livelihoods interventions.

The secondary audience includes: (1) humanitarian staff at agency headquarters who are responsible for institutionalizing and enforcing gender risk analysis through organizational policies, procedures and practice; and (2) donors who can incentivize gender risk analysis by requiring integrated livelihoods, gender and protection analysis when supporting livelihood interventions in emergencies.

The Gender, Protection and Livelihoods Link

Women, girls, men, boys, persons with disabilities and sexual and gender minorities experience dynamics of displacement differently and their vulnerability to the risks of violence are unique. They respond to shocks differently, drawing down on their assets (human, financial, social and physical) and employing diverse livelihoods strategies to meet their basic needs.⁵ How individuals employ their assets as livelihood strategies is a decision-making process based on access, control, and the system of institutions and processes they work in—all of which are dictated by gender roles and norms.

Livelihood interventions are a double-edged sword: assets can help people overcome crises and build resilience and self-sufficiency, but despite good intentions, they can also quickly turn into liabilities, increasing vulnerability to risks. External assistance can disrupt fragile relationships within households and communities as well as attract internal and external threats, thereby transforming assets into liabilities.⁶ For example,

3 This pilot integrated the CLARA guidance and tool and WRC's *I'M HERE* Approach, an operational approach and tools that rapidly yield actionable information that can immediately inform how relief operations respond to girls' needs, vulnerabilities and capacities, as well as concurrently shape (as soon as possible) the design of targeted humanitarian programming for adolescent girls. <http://wrc.ms/Im-Here-report>

4 This pilot was supported by the NoVo Foundation.

5 World Food Program, "Food Aid and Livelihoods in Emergencies: Strategies for WFP," *Policy Issues Agenda* Item 5 (May 2003).

6 Susanne Jaspars and Dan Maxwell, "Food security and livelihoods programming in conflict: a review," *Network Papers*, Issue 65 (March 2009). <http://www.odihpn.org/hpn-resources/network-papers/food->

livestock pre-crisis is an asset for a household. Post crisis and displacement, livestock can become a target for theft and/or attack; or the livestock can draw on scarce resources at the expense of other household members.

Risks and vulnerabilities are at the core of protection-focused assessments, but are often not considered when conducting livelihoods assessments (focus on risks is generally on potential market distortions). Similarly, gender analysis of livelihoods is often omitted, or if conducted is not integrated with protection analysis.

The humanitarian protection mandate is to reduce vulnerability to risks faced by crisis-affected communities by increasing their capacities to meet their basic needs, build resilience and achieve self-reliance. Livelihoods programs that seek to reduce economic vulnerability and increase wealth may do so at the expense of the security of different types of individuals if gender norms, vulnerabilities and potential risks are not considered.⁷

Today more than two-thirds of refugees are living in cities where they face significant risks as they engage in livelihoods, including exploitation, discrimination and various forms of GBV. Intersecting factors exacerbate their vulnerability, including marginalized employment, language, ethnicity, culture, disability,⁸ and sexual or gender identity. Promoting safe livelihoods for refugees is a cornerstone of urban protection, including GBV risk mitigation, which starts with gender risk analysis.⁹

[security-and-livelihoods-programming-in-conflict-a-review](#)

- 7 Patricia Justino, *Women Working for Recovery: The Impact of Female Employment on Family and Community Welfare after Conflict*, UN Women (October 2012). <http://wrc.ms/UNWomenJustino>
- 8 See WRC's *"I See That It Is Possible" Gender-based Violence Disability Toolkit* for comprehensive tools for disability inclusion, including identifying the protection risks of women and girls with disabilities. <http://wrc.ms/i-see-that-it-is-possible>
- 9 See WRC's report *Mean Streets: Identifying and Responding to Urban Refugees' Risks of Gender-based Violence* for detailed findings and recommendations from a four-country study in Ecuador, India, Uganda and Lebanon. <http://wrc.ms/urban-gbv>. A deeper understanding of the nuances and complexities of urban risks is essential to addressing violence and bridging the protection gaps affecting marginalized groups who have been traditionally overlooked in humanitarian response. Protecting refugees with heightened risks – women, adolescent girls, LGBTI individuals, persons with disabilities, sex workers and male survivors of sexual violence – requires innovative, tailored programming and outreach. See also WRC's pilot *Tools to Assess and Mitigate GBV among Urban Refugees*, including a Service Provision Mapping Tool to identify referral pathways and leverage the wide range of services, resources and social capital that already exist in cities to ensure that refugees alongside host populations benefit from improved services. <http://wrc.ms/Urban-GBV-tools>

The Risk Equation

$$\text{Risk} = \frac{\text{Threat} \times \text{Vulnerability}^*}{\text{Capacity}}$$

* Global Protection Cluster (2014).

Effective livelihoods programs can seed longer-term recovery while saving lives.¹⁰ However, as emergencies are characterized by a spike in insecurity, sexual violence, exploitation and abuse, humanitarian practitioners may unintentionally contribute to increased exposure to these dangers due to poor response planning – the urgency to “do something” can compromise the imperative to “do no harm.”

Specific attention to how programs may expose women, men, adolescent girls, adolescent boys, persons with disabilities, sexual and gender minorities to risk is needed across the program cycle to ensure safer, gender-sensitive livelihoods interventions. Livelihood practitioners can mitigate cohort¹¹ and sub-population-specific¹² risks by understanding how programs may increase exposure to risks and ensuring protective¹³ program design.



These diagrams illustrate (left) the failure to include gender risk analysis in livelihoods interventions resulting in assistance which is neither gender-sensitive, nor protective, vs. (right) integrated livelihoods, protection and gender analysis resulting in safer, gender-sensitive livelihoods interventions.

10 Sue Lautze and Angela Raven-Roberts, “Violence and complex humanitarian emergencies: implications for livelihood models,” *Disasters* Volume 30, Overseas Development Institute (2006). <http://onlinelibrary.wiley.com/doi/10.1111/disa.2006.30.issue-4/issuetoc>

11 Demographic groups, such as women, men, adolescent girls, adolescent boys, the elderly, persons with disabilities, LGBTI individuals, family members/caregivers of persons with disabilities, members of an ethnic group or a particular livelihoods group (for example, farmers, shepherds, traders or laborers).

12 Specific sub-groups within a demographic group (e.g., adolescent girls who are heads of households, pregnant, parenting, married, out of school, unaccompanied, or who have disabilities; lesbian, gay, bisexual, transgender and intersex individuals).

13 See WRC’s Integrating Protection/GBV Mitigation into Livelihood Programs Checklist (2012). <http://wrc.ms/Integrating-GBV-checklist>

Potential Risks Associated with Livelihoods Interventions

- Gender-based violence, including sexual harassment, sexual assault, domestic violence, intimate partner violence and early marriage (e.g., affordability of bride price or dowry as livelihoods recover)
- Sexual exploitation and abuse by program staff
- Backlash from family or community members when women or girls start earning money
- Being targeted for violence due to intersecting identities (e.g., disability, sexual and gender identity as well as refugee status)
- Theft of assets and earnings (e.g., wage theft)
- Violence while traveling to and from work (e.g., checkpoints, public transport – especially in urban areas)
- Children taken out of school to work
- Exploitation by employers, clients and suppliers
- Occupational hazards
- Exacerbating tensions between displaced populations and the host community
- False expectations leading to dependence on short term surge of cash or assets
- Increasing costs drawing on limited resources (e.g., providing livestock without fodder or veterinary care)
- Exacerbating time poverty for caregivers (e.g., caregivers of children, persons with disabilities, the infirm and the elderly)
- Reinforcing inequality by continuing to limit choices for more vulnerable cohorts (e.g., only subsistence farming rather than diversification)

Gender-based Violence

In many contexts women, adolescent girls, person with disabilities, and gender and sexual minorities are least prioritized; as a result, they often bear the brunt of shortages and risky coping mechanisms.¹⁴ When assessing livelihoods, such threats are not immediately obvious and need to be identified through gender risk analysis.

Engaging women, adolescent girls, LGBTI individuals¹⁵ and persons with disabilities in economic activities can create pathways for empowerment and resilience, but it can also heighten their risk of GBV. From the very early days of an emergency, cohorts and sub-populations must be made visible, gender dynamics understood and measures taken to reduce vulnerability to threats.



Focus group discussion with IDP women, Nigeria © Tenzin Manell/WRC

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- 14 IASC, *Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action: Reducing Risk, Promoting Resilience, and Aiding Recovery* (2015). <http://gbvguidelines.org/>
- 15 The WRC uses the LGBTI acronym as shorthand for “lesbian, gay, bisexual, transgender and intersex” persons. For a Glossary of Sexual Orientation and Gender Identity-related Terms, see IASC *GBV Guidelines*, Annex 2, p. 319. <http://gbvguidelines.org/> However, as others have noted, the rising dominance of such acronyms, which presumptively pool diverse identities under the same banner, poses conceptual and practical problems. For example, it contributes to the conflation of the two analytically distinct concepts of sexual orientation and gender identity. It also fails to adequately distinguish between the different realities faced by, for example, transgender individuals compared to bisexual or intersex individuals. Moreover, in many countries throughout the world, individuals with diverse sexual orientations or gender identities do not themselves identify with the LGBTI monolith, or even as being “gay” or “queer.” They might identify with any number of locally specific terms. Caveats aside, many human rights advocates and humanitarian actors, including the WRC, use “LGBTI” as practical shorthand.

Cohort Livelihoods and Risk Analysis Guidance

Cohort Livelihoods and Risk Analysis (CLARA) is an operational approach that captures risks associated with livelihoods, including GBV, as well as potential risks arising from programs in response to crises. CLARA informs programming decisions that prevent and mitigate risks and strengthen sustainable livelihoods.

Key components of the CLARA approach:

- Consulting cohorts in crisis-affected communities on risks related to livelihoods and community-based protection strategies using focus group discussions (FGDs) and interviews;
- Preventing and mitigating risks through protective program design;
- Conducting ongoing gender risk analysis via monitoring and community mobilization and adapting program design as needed to ensure safety and inclusion.

CLARA guidance outlines step-by-step instructions to promote safer, gender-sensitive livelihoods:



CLARA modules for primary data collection generate insights related to livelihoods, livelihood-related risks and protection strategies. The question modules may be used as is, and are also available in editable format. There are versions for adults and adolescents, including:

- Focus group discussion (FGD) guide¹⁶
- Key informant interview (Interview) guide¹⁷
- FGD guide for Participative Ranking Methodology (PRM)

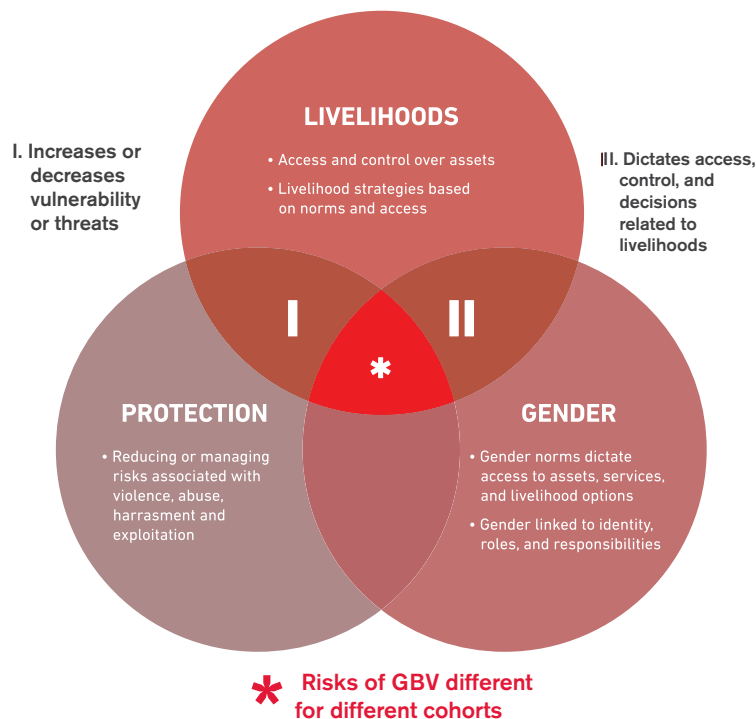
¹⁶ This tool is linked to WRC's *Urban Gender-Based Violence Risk Assessment Guidance*, currently being piloted and containing risk assessment questions for refugees engaged in sex work to identify key GBV risks and potential mitigation strategies, including specialized referrals or participation in certain programs or activities. <http://wrc.ms/Integrating-GBV-checklist>

¹⁷ Ibid.

Modules may also be adapted for and included in questionnaires, including mobile-based tools.

A logic tool is also available for training facilitators.

By capturing the perspectives of cohorts and sub-populations, program teams can best understand the contextual nuances of risks, including GBV, community attitudes, dynamics, awareness and behavior/influencing factors which cannot be preconceived. Tools are qualitative in order to best capture the nuances of risks, in particular GBV, within a specific context.



Livelihood practitioners are encouraged to adapt the tools to individual contexts and programs, and integrate modules into standard livelihood tools and resources. CLARA tools can be used alongside quantitative and/or qualitative livelihood assessment and monitoring tools already in use, or stand-alone for course-correction. CLARA is designed to complement existing livelihoods, gender and protection guidelines,¹⁸ protocols and tools.

¹⁸ Including but not limited to SEEP's *Minimum Economic Recovery Standards*, IASC's *Women, Girls, Boys & Men. Different Needs – Equal Opportunities*. IASC *Gender Handbook for Humanitarian Action* and the revised *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing Risks, Promoting Resilience, and Aiding Recovery* and the *Guide on Protection in Cash-based Interventions*.

CLARA may be paired in concert with the following tools to bridge gaps for integrated livelihoods, gender and protection analysis (this is not an exhaustive list):

- Oxfam's Emergency Market Mapping Analysis (EMMA)¹⁹
- Save the Children's Household Economy Approach (HEA)²⁰
- Oxfam's Emergency Food Security and Livelihoods (EFSL) 48-hour Assessment Tool²¹
- Oxfam's Rapid Care Analysis Tool²²
- CARE's Rapid Gender Analysis Tools²³
- Oxfam's Gendered Enterprise and Markets (GEM) Toolkit²⁴

CLARA should be used across emergency settings and across phases of the emergency. See Tips (page 20).

Potential Risk Prevention and Mitigation Measures in Livelihoods Interventions

- GBV prevention and response awareness-raising among displaced and host populations
- Developing cohort and sub-group specific interventions, e.g., adolescent girl-specific components or training within safe space programming
- Individual protection case management for IDPs and refugees responsive to risks associated with livelihoods – modify business plans to improve safety (e.g., female traders selling wares for female customers)
- Training program and partner staff in prevention of sexual exploitation and abuse
- Monitoring occupational safety during regular visits to employers
- Cohort-specific support groups and supporting projects that bridge protection gaps identified and prioritized by members
- Training program and partner staff in mainstreaming persons with disabilities, as well as sexual and gender minority competence

19 See WRC's report, *A Double-Edged Sword: Livelihoods in Emergencies*, Annex E: Expanding Emma to Include Risk Analysis, p. 28. http://wrc.ms/LLH_CLARA

20 https://www.savethechildren.org.uk/sites/default/files/images/HEA_Guide.pdf

21 <http://www.ecbproject.org/ecb/efsl-48-hour-assessment-tool>

22 <http://policy-practice.oxfam.org.uk/publications/participatory-methodology-rapid-care-analysis-302415>

23 Forthcoming. Will be accessible at: <http://gender.care2share.wikispaces.net/Gender+in+Emergencies>

24 <http://growsellthrive.org/group/gem-toolkit>

Potential Risk Prevention and Mitigation Measures in Livelihoods Interventions (continued)

- Programming for social cohesion – building linkages between displaced and host populations, supporting the most vulnerable across populations and building the capacity of host services to integrate refugees
- Reducing time burden for women, adolescent girls and caregivers of persons with disabilities, e.g., identify opportunities and invest in appropriate technology
- Vetting employers, advocating for written wage schedules, facilitating information sharing about dangerous employers and identifying alternative venues for similar work
- Building relationships between displaced populations and authorities, e.g., police, local labor ministries, and occupational safety boards
- Managing expectations and ensuring a comprehensive exit strategy, including linking interventions to existing social safety nets wherever possible
- Identifying opportunities for working in groups, e.g., dairy cooperatives or job placement
- Educating program participants on recourse in event of abuse by program or partner staff, by employers or other livelihoods actors
- Facilitating access to savings and low interest loans, e.g., opening bank accounts or establishing Village Saving and Loan Associations
- Facilitating access to identification to reduce risk when traveling to and from work, e.g., through checkpoints
- Establishing commuter cooperatives to minimize risk on public transportation, especially in urban areas

CLARA Guidance Step by Step

Follow these steps to inform safer, gender-sensitive livelihoods programming.



Step 1: Secondary Data Review

- Where resources and time allow, a formal secondary data review is highly recommended. **A review can be informal yet comprehensive.**²⁵
 - Review pre-existing information to inform livelihoods, situation/conflict, gender and gender risk analysis. Investigate the drivers of GBV²⁶ to complement a broader secondary data review.²⁷
 - Focus on gathering information to answer these questions:

Pre-crisis & post-crisis/emergency

- Who in the household controlled/controls assets and livelihood resources?
- How were/are livelihood decisions made and who made/makes them?
- What were/are the roles of women, men, girls and boys in earning incomes for the household?
- What were/are the predominant livelihood strategies by cohort?
- What were/are existing vulnerabilities by cohort?
- What were/are livelihoods-associated risks by cohort (e.g., male herdsmen used to watch out for cattle raiders and are now navigating grazing lands for mines, or female traders accustomed to intimidation by police in known markets are now traveling on unfamiliar roads to markets farther away)?

²⁵ Refer to articles, case studies, assessments and a mix of qualitative and quantitative information.

²⁶ See *Ecological Framework for GBV*. http://www.igwg.org/igwg_media/gbv/ecological-model.pdf

²⁷ See FEWSNET Livelihood Zone Maps, <https://www.fews.net/sectors/livelihoods>; the World Bank's Gender Data Portal, <http://datatopics.worldbank.org/gender/>; IFPRI resources including the Women's Empowerment in Agriculture Index, <https://www.ifpri.org/publication/womens-empowerment-agriculture-index> and the DHS Program data, <http://dhsprogram.com/data/>, among others.

- What data existed/exists that specifically addresses GBV in the context?
- Are there potential overlaps of GBV and livelihoods predominantly practiced by different cohorts?
- What were/are the sources of violence and threats by cohort?
- What were/are the major types of coping strategies that increase exposure to risk (e.g., engaging in illegal activities, selling assets or depleting savings) by cohort?
- What were/are the major types of coping strategies that decrease exposure to risk (e.g., diversifying livelihoods, adjusting livelihoods practices) by cohort?

Post crisis/emergency

- What are different cohorts doing to recover economically from the emergency?

Step 2: Primary Data Collection Using CLARA Modules

Access CLARA tools here: <http://wrc.ms/CLARA-0116>

- Decide which CLARA tools to use to bridge gaps in livelihoods, gender and protection analysis. Review any livelihoods, gender or protection analysis conducted by your agency or other actors since the start of the emergency. Whenever possible, do so in collaboration with gender and protection colleagues.
- Decide whether to use CLARA tools as stand-alone tools or modules alongside other quantitative and/or qualitative tools.
- Adapt the CLARA tools – including question phrasing and probes – to the specific program/context for improved understanding by respondents. See Tips (page 20).
- Translate CLARA tools into local language(s). See Tips.
- Train the data collection team on use of the CLARA tools. See Tips and refer to the *CLARA Logic tool for training facilitators*. Ensure that facilitators understand the rationale for questions asked in order to better probe during focus group discussions (FGDs) and interviews.
- Determine sampling methodology (frame, size and recruitment). Use an age, gender and diversity approach.²⁸ See Tips.

28 See UNHCR's Age, Gender and Diversity Policy. <http://www.unhcr.org/543b922a6.html>

- **Conduct FGDs and interviews using the CLARA tools. *Meet with cohorts, sub-populations, host and refugees/IDPs separately.*** See Tips.
 - Pilot the tools and adjust as needed for improved understanding by respondents.
- At the end of data collection, hold community validation meetings to ensure accountability, verify initial findings and seek clarification as needed. See Tips.

Best Practice Box – Remember to:

- Share tools with the Protection Cluster and GBV working group for feedback, if applicable.
- Identify opportunities for joint data collection with other humanitarian actors, if applicable.
- Establish appropriate consent measures for adults and adolescents and ensure use.
- Establish data protection measures and ensure use.

Step 3: Data Analysis and Program Design

Data Analysis

- Conduct daily debriefs with the data collection team. See tips.
- Translate primary data for analysis as needed and compile secondary and primary data.
- Analyze compiled data to develop the fullest picture of livelihood strategies, gender dynamics, associated risks, mitigation strategies, needs and opportunities ***by cohort and sub-population***, for displaced and host communities. Focus on:
 - What are the predominant livelihood strategies?
 - How have livelihood strategies been impacted?
 - How have livelihood assets been affected?
 - What are the major risks related to livelihood and potential interventions?
 - What are the sources of violence and threats?
 - What are the major types of coping strategies that increase exposure to risk?
 - What are the major types of coping strategies that decrease exposure to risk?

- What support is needed – is the market functioning?
- What is the community capacity to mitigate risks?
- Which livelihood opportunities did communities highlight – and what are associated risks and attitudes?
- Which community needs and risks fall outside organizational mandate/expertise – which partnerships and referrals can be built?

Program Design

- Use CLARA analysis to inform programming choices. ***Incorporate mitigation strategies into program design to mitigate risks identified across cohorts.***
- Consider the different and overlapping needs, risks, protection strategies and opportunities by cohort. Focus on the following key analysis questions to incorporate these considerations:
 - What are the community and household economic strategies and proposed solutions?
 - Which kinds of livelihood interventions are needed by cohort and sub-population – do they overlap or differ?
 - What are related risks by cohort and sub-population – do they overlap or differ?
 - What kinds of community-based protection strategies are used by cohort and sub-population – do they overlap or differ?
 - How can implementation be as safe as possible for cohorts and sub-populations given their unique risks?
 - What risk prevention and mitigation measures can be incorporated into program design for safety across cohorts and sub-populations?
 - » How can community-based protection strategies be strengthened?
 - » Which actors should be engaged – other humanitarian agencies, national/local organizations, duty bearers (government) – to strengthen community-based mitigation strategies and create an enabling environment?

Best Practice Box – Remember to:

- Ensure that programming is market based and reflects best practice,^a including mainstreaming protection within cash-based interventions.^b
- Discuss program design with livelihoods, gender and protection colleagues. Engage international and national staff to leverage technical and contextual knowledge to supplement primary and secondary data.
- Determine where a case management approach is needed to address specific risks (e.g., GBV, child protection). Establish referral pathways.
- Identify a livelihoods counselling approach (e.g., to strengthen business plans). A safety mapping tool can assist with individual risk identification.^c
- Determine complementary programming to decrease risky coping strategies (e.g., establishing savings groups where savings have been depleted).
- Engage men and boys in the protection of women and girls and of other men and boys, promoting safe participation in livelihoods.^d
- Map stakeholders and build partnerships to address needs and risks that fall outside of organizational mandate/expertise.
- Ensure the program budget is flexible enough to respond to protection-related adaptations as needed (e.g., adjusting cash transfer modality or mechanism mid-program for persons with specific needs).
- Define a clear and sustainable exit-strategy (if possible, link interventions to existing social protection delivery systems).

a. See WRC's Building Livelihoods: A Field Manual for Practitioners in Humanitarian Settings (2009). <http://wrc.ms/LLH-manual>

b. See Guide for Protection in Cash-based Interventions and the accompanying training (2015) for field-level program managers and technical experts. <http://wrc.ms/CBI-guide>

c. See WRC's Preventing Gender-Based Violence, Building Livelihoods: Guidance and Tools for Improved Programming (2012). http://wrc.ms/prevent_gbv_LLH

d. See CARE's, Journeys of Transformation: A Training Manual for Engaging Men as Allies in Women's Economic Empowerment (2012) <http://www.care.org/sites/default/files/documents/Rwanda%20Journey%27s%20of%20Transformation.pdf>; Sonke Gender Justice Network, Study on Involving Men and Boys in Preventing and Responding to Gender-Based Violence in Conflict, Post-Conflict and Humanitarian Settings (2012), <http://www.genderjustice.org.za/publication/study-on-involving-men-and-boys-in-preventing-and-responding-to-gender-based-violence-in-conflict-post-conflict-and-humanitarian-settings/>

Step 4: Program Implementation and Monitoring

Community Mobilization

- Include risks identified by communities in accountability frameworks.
- Establish two-way feedback mechanisms where participants can anonymously and safely share information on program results and processes. Educate communities on how to use feedback mechanisms. Conduct regular safety audits.
- Establish community livelihood and protection committees that assess progress towards program objectives, gauge changing violence and threats, levels of related risks and the efficacy of risk mitigation strategies.
 - Ensure the participation of women, adolescent girls, adolescent boys, persons with disabilities²⁹ and sexual and gender minorities. Where culturally appropriate or due to safety concerns, establish separate committees.
- Conduct FGDs and interviews that include CLARA questions as a regularized activity to capture key attitudes and perceptions about risk and the efficacy of mitigation strategies.

Implementation

- Include the status of risks and the effectiveness of mitigation strategies in regular/monthly reports based on discussions with committees and program participants.
- Use feedback, complaints and monitoring results to adapt/redesign the program design and operations as needed to ensure safety and inclusion. Pause the program if necessary.

Monitoring and Evaluation

- Ensure that monitoring frameworks include risks identified by communities and are flexible to account for changing risks.
- Include indicators linked to risks identified and measures taken to manage these risks. Include indicators for reduction of protection risks as well as results and impact indicators. *See suggested resources below.*
- Include CLARA questions in monitoring tools to capture key attitudes and percep-

²⁹ See WRC's "*I See That It Is Possible*" Gender-based Violence Disability Toolkit for guidance on communicating with persons with disabilities (tool #6) and accessible information, education and communication (IEC) materials (Tool #7).

tions about risks and the efficacy of mitigation measures.

- Ensure that monitoring work plans incorporate ongoing gender risk analysis.

Suggested Resources

IASC's *Livelihoods Thematic Area Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action*³⁰

USAID's *Toolkit for Monitoring and Evaluating GBV Interventions Along the Relief to Development Continuum*³¹

Best Practice Box – Remember to:

- Ensure that individuals with different and specific needs and protection risks (e.g., linked to age, sexual and gender identity, social status, disability, ethnicity, and displacement status etc.) are included and considered throughout the program cycle.
- Train staff on the Prevention of Sexual Abuse and Exploitation, to identify protection cases and utilize referral pathways.



Interview with IDP woman, Iraq.

© Tenzin Manell/WRC

30 http://gbvguidelines.org/wp-content/uploads/2015/09/TAG-livelihood-08_26_2015.pdf

31 <https://www.usaid.gov/sites/default/files/documents/2151/Toolkit%20Master%20%28FINAL%20MAY%2009%29.pdf>

Suggested Work Plans

Each CLARA work plan for **Step 2: Primary data collection**, should be tailored and scaled according to:

- ✓ *The context*
- ✓ *Phase of the emergency*
- ✓ *Intended sample size*
- ✓ *Human resources (#, gender parity, facilitation and note-taking capacity)*
- ✓ *Financial resources*
- ✓ *Whether CLARA tools are stand-alone or modules used alongside other livelihoods, gender and protection assessment tools*

Whenever possible, use the complete CLARA FGD and Interview guides in order to capture the ideal depth and breadth of data. However, individual CLARA question modules can be selected in order to bridge gaps in existing livelihoods, gender and protection analysis and avoid duplication.

The following is a suggested work plan when using only **complete CLARA FGDs and interviews guides**.

Timeframe: 10 days³²

Staffing: 16 people

FGDs: 32

Interviews: 150

Sample size: 460

Activities	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
Training*	X	X								
Data collection			X	X	X	X	X			
Data entry				X	X	X	X	X		
Data analysis			X	X	X	X	X	X	X	
Community validation**								X		
Program design								X	X	X

* Day 1 of training should focus on theory (livelihoods, gender, protection, etc.) and day 2 should focus on practicing using the CLARA tools.

** Ensure that interventions being considered which were not mentioned by communities are discussed to capture potential associated risks and mitigation strategies to inform final program design.

³² This work plan does not include CLARA Step 1: Secondary Data Review, which should precede Step 2: Primary Data collection using CLARA modules.

If conducting CLARA in the first days of a rapid-onset emergency or in a protracted crisis setting with limited human resources, consider using the CLARA PRM FGD tools.

The following is a suggested work plan for using *only CLARA PRM FGD tools and including CLARA modules in existing mobile-based tools*.

Timeframe: 7 days³³

Staffing: 8 people

FGDs: 24

Interviews: 32

Sample size: 240

Activities	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
Training*	X	X					
Data collection			X	X	X		
Data entry				X	X	X	
Data analysis				X	X	X	
Community validation							X
Program design					X	X	X
* Day 1 of training should focus on theory (livelihoods, gender, protection, etc.) and day 2 should focus on practicing using the CLARA tools.							

33 This work plan does not include CLARA Step 1: Secondary Data Review, which should precede Step 2: Primary Data collection using CLARA modules.

Tips for Primary Data Collection

The following tips are for Step 2: Primary Data collection using CLARA modules.

Human Resources

- Recruit a representational data collection team.
 - o Ensure language facility and representation across ethnic group(s) of respondents.
 - o Ensure gender parity.
 - o Ideally, include persons with disabilities.
 - o Ideally, include sexual and gender minorities. If possible, train LGBTI individuals to conduct FGDs and interviews with LGBTI respondents.

Training

- Strengthen data collectors' knowledge of livelihoods, gender, protection, GBV, gender risk analysis, disability inclusion,³⁴ LGBTI competency,³⁵ ethical data collection, facilitation (of focus groups and interviews) and note-taking.
- Educate data collectors on referral pathways (GBV, child protection, etc.).
- Discuss the logic of the assessment, the tools and each question (see CLARA Logic Tool) to improve data collectors' abilities to probe for and capture key information.
- Brainstorm useful probes for the context (in particular to address GBV). Build consensus among data collectors on the best translation for questions and probes.³⁶ Adapt the tools accordingly for best use in the field.

34 See WRC and Child Fund's *Gender-based Violence Against Children and Youth with Disabilities: A Toolkit for Child Protection and Disability Actors* (2016) for guidance on conducting information sessions and raising awareness in the community, running participatory assessments and identifying risks and consultations with caregivers. <http://wrc.ms/GBV-disab-youth-children-toolkit>

35 See the International Organization for Migration and UNHCR's comprehensive five-module training package for all staff who work with refugees, migrants, displaced persons, stateless persons and other emergency-affected individuals. Available in two versions free of charge (*Working with LGBTI Persons in Forced Displacement* and *Working with LGBTI Persons in the Humanitarian Context*), the package includes a wide range of training materials and webinars for both participants and facilitators. The materials can be downloaded at www.usrap.iom.int/training or www.unhcrexchange.org/topics/15810

36 Where written translation is not feasible (due to oral language or otherwise), translate tools during the training with the data collection team.

- Ensure sufficient time for data collectors to practice (i.e., role-play) facilitating FGDs/interviews and note-taking to ensure their comfort with the tools, ability to probe effectively and to record quality data.

Sampling

- Engage cohorts with different and specific needs and protection risks across IDP or refugee and host communities, including:
 - ✓ Women
 - ✓ Men
 - ✓ Adolescent girls
 - ✓ Adolescent boys
 - ✓ Persons with disabilities and their caregivers
 - ✓ LGBTI individuals
 - ✓ Elderly persons
 - ✓ Ethnic and religious minorities
 - Mainstream persons with disabilities and their caregivers within cohort groups (e.g., women with disabilities or women caregivers of persons with disabilities should be included in FGDs with women, rather than met with separately).
 - Meet separately with other cohorts to disaggregate needs, risks, mitigation strategies and opportunities.
 - Meet separately with displaced and host populations.
- To the extent that resources allow, conduct separate FGDs and interviews with sub-populations to saturation (e.g., with married and unmarried adolescent girls, with lesbian, gay, bisexual, transgender and intersex individuals³⁷ or male and female farmers of different wealth groups).
- Use CLARA interviews to target harder-to-reach sub-populations underrepresented in the FGDs (which might include home-bound persons with disabilities, the elderly, married adolescent girls, LGBTI, etc.) in order to address gaps in representation.

³⁷ If possible, consult sexual and gender minorities as to whether FGDs should be conducted separately. Default to separate consultations with lesbian, gay, bisexual, transgender and intersex individuals.

Facilitation of FGDs and Interviews

Be aware of local power dynamics to garner the highest level of participation.

FGDs

- Ensure that participants are of the same cohort or sub-population (e.g., avoid men wandering into the women's group, or parents/in-laws wandering into adolescents' groups or community leaders/authorities participating or observing). *Extend invitations to "heavy weights" to either participate in their cohort/sub-population FGD or in an interview instead.*
- Discourage self- or group-appointed representatives in order to hear everyone's voice, build discussion and understand different perspectives.

Interviews

- Discourage multiple interviewees or tag-along observers.

Suggested Methods for Data Analysis

Analysis should be led by the CLARA focal point. The following methods are suggested for analysis:

CLARA FGD and interview guides

The following method is suggested in order to:

- ✓ Build a deep understanding of the findings in an incremental and participatory fashion, enabling identification of gaps for further investigation.
 - ✓ Identify any situations requiring urgent referrals.
 - ✓ “Download” any information that note-takers did not record.
 - ✓ Engage in preliminary analysis while waiting for notes to be translated and digitized.
 - ✓ Adapt phrasing and probes for the next day to improve understanding by respondents.
- Meet with the data collection team each day after their time in the field. Schedule a minimum of 1 hour.
 - Create findings “spreadsheets” on flipchart paper, white-boards or chalk-boards to compare/contrast findings across cohorts and sub-populations by assessment location.
 - Ask data collectors to revisit their notes from that day and to reflect on preliminary findings.
 - Establish a color coding system, for example, using sticky notes to represent time-bound responses (e.g., pink sticky notes represents PRESENT, i.e., post-crisis/displacement, and yellow sticky notes represent PAST, i.e., pre-crisis/displacement). Alternately, use different colored markers.
 - Build “spreadsheets” using sticky notes to plot respondents’ answers to CLARA questions. Plot findings by cohort and sub-group, separating displaced and host populations. Consolidate answers into tables for easy analysis according to programmers’ preference. *See suggested tables below.*
 - Depending on team capacity, facilitate “data entry” or lead the team through 1-2 examples before asking facilitator/note-taker teams to complete their tables and report back.
 - As a group, analyze the differences and similarities between assessment sites.
 - Triangulate and cross-check table findings with digitalized findings by data entry staff.

Suggested Tables for Analysis

Table	Question #		Purpose of questions (s) to be used to guide analysis. Analysis to be done by cohort and sub-population.
	Adult Tool	Adolescent Tool	
A	1	1	Livelihoods activities, associated risks and protection strategies before and since displacement/crisis.
	2	2	
	3A	3A	
	3B	3B	
	4A	4A	
	4B	4B	
	5	5	
	6	6	
B	7	7A & 7B	The impact of displacement/the crisis on livelihoods.
C	8A	8A	Inputs and supports needed, market constraints and opportunities, ^a what information IDPs or refugees need about new market environments, potential risks linked to support and potential mitigation strategies.
	8B	8B	
	9A	9	
	9B	9B	
	9C ^b		
	10	10	
	11	11	
D	12	21	Attitudes on permissible livelihoods opportunities for women, support needed, potential risks and mitigation strategies. ^c
	13	22	
	14	23	
E	15A	12A	Children's participation in livelihoods and the impact on their education and access to education since displacement/the crisis. ^d
	15B	12B	
	16A	13A	
	16B	13B	
	17A	14A	
	17B	14B	
F	18A	15A	Attitudes on permissible livelihoods opportunities for adolescent girls, support needed, potential risks and mitigation strategies. ^e
	18B	15B	
	19	16	
	20	17	

Table	Question #		Purpose of questions (s) to be used to guide analysis. Analysis to be done by cohort and sub-population.
	Adult Tool	Adolescent Tool	
G	21A	18A	Attitudes on permissible livelihoods opportunities for adolescent boys, support needed, potential risks and mitigation strategies. ^f
	21B	18B	
	22	19	
	23	20	

^a This analysis enables a general snapshot of markets and should be complemented with EMMA or other market analysis data and findings.

^b Adult version only.

^c Attitudes on what is permissible are important to capture as a starting point for gender-transformative programming that prevents and mitigates risk for participants, their families and community members.

^d This analysis enables a general snapshot of child protection concerns related to livelihoods and should be analyzed in combination with detailed child protection assessments and findings.

^e Attitudes on what is permissible are important to capture as a starting point for gender-transformative programming that prevents and mitigates risk for participants, their families and community members.

^f Ibid.

Make sure to:

- ✓ Create separate tables for each assessment location.
- ✓ Create separate tables for refugees or IDPs and host community members.
- ✓ Add columns to reflect sampling (e.g., 1 column for each cohort or sub-population during primary data collection).

In the following examples, pink sticky notes represent NOW (since the crisis/displacement), yellow sticky notes represent BEFORE (pre-crisis/displacement) and orange sticky notes represent FUTURE.

Table A

	Women	Adolescent Girls	Men	Adolescent Boys	LGBTI Individuals
Livelihood activities					
Risks					
Protection strategies					

Table B

	Women	Adolescent Girls	Men	Adolescent Boys	LGBTI Individuals
Positive impacts					
Negative impacts					

Table C































	Women	Adolescent Girls	Men	Adolescent Boys	LGBTI Individuals
Inputs					
Support needed					
Markets					
Market information needed					
Potential risks of support					
Potential mitigation strategies					

Table D

Men's Perspectives	Women's Perspectives
Adolescent Boys' Perspectives	Adolescent Girls' Perspectives

LLH's for Women

MEN	Sewing Nothing Beauty Salon Selling clothes	WOMEN
BOYS	Sell women's clothes Sewing Salon Farmer/Weeding Nothing	GIRLS
	Salon Sewing Childcare/teaching Shop/Trader Farming Animals (Cows/Chicken) Cheese/Yogurt making	

Table E





	Adolescent Girls	Adolescent Boys
Impact of Livelihoods on Schooling		
Access to Education		

Table F

Men's Perspectives	Women's Perspectives
Adolescent Boys' Perspectives	Adolescent Girls' Perspectives

Table G

Men's Perspectives	Women's Perspectives
Adolescent Boys' Perspectives	Adolescent Girls' Perspectives

CLARA PRM FGD Tools

For collating and analyzing findings, refer to *Rapid Appraisal in Humanitarian Emergencies Using Participatory Ranking Methodology (PRM)*³⁸ pages 8-10.

IDPs & Refugees Engaged in Sex Work³⁹

(from WRC's Urban Gender-based Violence Risk Assessment Guidance: Identifying Risk Factors for Urban Refugees (2016)).

Based on the information collected, consider the following guiding questions for analysis by cohort and sub-population:

- What are the largest GBV risks for refugees or IDPs?
- What options for risk mitigation can be explored?
- What recommendations do IDPs and refugees have for how program activities/services should be designed or adapted for refugees and IDPs engaged in sex work?
- What strategies could be implemented to make refugees and IDPs engaged in sex work safer in the community?

38 <http://violence-wash.lboro.ac.uk/vgw/Supporting-documents/VGW-3-Good-practice-Participatory-general/Ager-Rapid-participatory-ranking-emergencies-Feb-2011.pdf>

39 It is critical that humanitarian actors take a rights-based approach to sex work. In referring hosts and IDPs engaged in sex work to service providers, use a rights-based framework that is responsive to individuals' needs and concerns, whether they are looking to exit sex work or obtain information and resources that will enable them to do it more safely. A primary consideration must be respecting the choices of individuals and providing them with information on the full range of services, supports, and referral options that are available. Humanitarian actors should map and engage sex worker organizations that have expertise on issues ranging from GBV risk mitigation strategies to friendly and sensitive sexual health providers. They should also map sex worker-friendly health service providers, especially those who provide free services or services through mobile clinics, and distribute condoms and other safe sex resources. See WRC's *Service Provision Mapping Tool: Urban Refugee Response*, currently being piloted, <http://wrc.ms/urban-service-mapping-tool>.

IMMEDIATELY AFTER CRISIS

Immediate Response

Step 1: Secondary data review

- In preparing a response approach, secondary data review includes a conflict or situational analysis, and other available data collected to develop an understanding of the overall context of the crisis. Focus should be on livelihood-related risks, including GBV, to complement the broader secondary data review.

Step 2: Primary data collection using CLARA modules

- Conduct focus group discussions and key informant interviews using CLARA modules with affected populations.
- Critical questions to keep in mind are (1) who are the different cohorts and sub-populations of people that are affected? (2) who are the most vulnerable and why? (3) what are the most likely risks related to the prevalent livelihoods? (4) what are common community protection strategies to mitigate risks?

Step 3: Data analysis & program design (articulation or correction)

- Use the data to assess assets and capacities of affected households and which program interventions have the most potential to mitigate risks, including GBV, for participants.
- Identify those that are most at risk related to livelihood strategies, including primary income earners and those who indirectly support livelihoods.
- Identify ways in which cohorts and sub-populations are coping and how individual and community protection strategies can be strengthened.
- Incorporate mitigation strategies for risks identified across cohorts and sub-populations.

WEEKS AFTER

Response and Recovery

Step 4: Implementation and monitoring

Community Mobilization

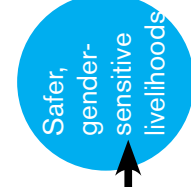
- Establish livelihood committees with communities to assess the progress of the program objectives, as well as gauge changing threats of violence, levels of risks related and effectiveness of mitigation measures.
 - Ensure inclusion of women, adolescent girls, men, adolescent boys, persons with disabilities and sexual and gender minorities. Create separate committees if necessary.
- Establish a feedback mechanism where community members can anonymously and safely share information on program results and processes.
- Include CLARA questions in focus group discussions or key informant interviews as a regularized activity.

Implementation

- Include the status of risks and the effectiveness of mitigation strategies in monthly or other regular reports, based on discussions with committees, focus groups and key informant interviews.
 - Adapt/re-design the program as needed to ensure safety and inclusion.

Monitoring & Evaluation

- Include CLARA questions in monitoring tools to capture key attitudes and perceptions about risks.
- Include indicators that show that risks are being identified, and measures taken to manage identified risks.



Annex A: CLARA: Cohort Livelihoods and Risk Analysis

Annex B: Lessons Learned from Piloting CLARA

The CLARA guidance and tool were piloted in three emergency settings: Kurdistan Region of Iraq, Nigeria and South Sudan. In each location learning workshops were held with implementing teams, including technical staff and enumerators, to capture adaptation and lessons learned.

1st pilot: Kurdistan Region of Iraq
See WRC and Oxfam's report, CLARA: Designing safer livelihoods programs in Iraq (http://wrc.ms/CLARA-Iraq)
<ul style="list-style-type: none"> • An adolescent version of the CLARA tools was developed for improved understanding by adolescent respondents. • Findings differed between assessment sites within a small geographic area – both in terms of predominant livelihood activities and cohort attitudes about culturally “permissible” livelihood opportunities for women. <i>Context is everything when assessing gendered risks and designing safe livelihoods interventions.</i> • Questions were added on women’s livelihood opportunities, risk and mitigation strategies – women and girls discussed their husbands’/brothers’ livelihoods rather than their direct contributions to livelihoods and care work. More targeted questions assisted in: (1) eliciting responses, (2) triangulating attitudes of women, men, girls and boys related to “permissible” activities for women and identify entry points for gender transformative programming. • Community validation meetings were a key opportunity to clarify findings, in particular with women and adolescent girls.
2nd pilot: Nigeria
See Mercy Corps' report <i>Gender in Livelihood Interventions. Piloting the CLARA Tool</i> (forthcoming)
<ul style="list-style-type: none"> • Recruitment of data collectors from targeted communities strengthened discussions on sensitive topics, including GBV. • A question was added on sex in exchange for cash, goods and services to assess this risky coping strategy. Where previous NGO-led assessments in this context gleaned no responses, CLARA tools resulted in findings for women and adolescent girls. • Facilitators reported challenges facilitating FGDs and interviews despite prior experience given the sensitivity of discussing GBV. Ensuring sufficient training time, including practice time with the tools, is essential. • The <i>CLARA Logic Tool for Training Facilitators</i> was developed to improve facilitators’ understanding of the rationale of questions and ability to probe for sought information. • The sequence of the questions was adjusted in order to improve “flow” of discussion in FGDs and interviews.

3rd pilot: South Sudan

See WRC's case study, *Adolescent Girls and Safer Livelihoods: Getting it right from the start* (<http://wrc.ms/girls-safe-livelihoods-case-study>)

- Participative Ranking Methodology (PRM) was utilized in CLARA FGDs to reduce subjectivity bias in response to low team capacity in facilitation and note-taking.
- ODK Collect, an Android application, was utilized via mobile-phones to conduct CLARA interviews to reduce subjectivity bias in response to low team capacity in facilitation and note-taking.
- Questions were added on specific livelihood opportunities, risks and mitigation strategies, as well as support needed for adolescent girls and boys. These questions enabled triangulation of attitudes re: what are culturally “permissible” activities for adolescent girls and boys and how livelihoods programming can be inclusive of economic strengthening for adolescents.
- Learning mentioned: Sex- and age-disaggregated data (SADD) – previously collected and always part of the CLARA – was further disaggregated to capture the vulnerability-capacity profiles among adolescent girls and boys.*
- The *Logic Tool* was expanded to include rationale for CLARA FGD PRM questions.
- The question on sex in exchange for cash, goods and services was modified and linked to WRC's *Urban Gender-Based Violence Risk Assessment Guidance*** for more detailed findings to inform program design.

* These additions infuse concepts from WRC's *I'm Here* Approach, specifically its three adolescent mapping tools: the Girl Roster (developed by the Population Council), and the Boy Matrix and Inclusion Now modules (developed by the WRC).

** <https://www.womensrefugeecommission.org/gbv/resources/1355-urban-gbv-tools-assessment>

Annex C: Expanding EMMA to Include Gender Risk Analysis

Emergency Market Mapping Analysis (EMMA) is a 10-step process to map a market post crisis.⁴⁰ The steps are copied below with comments on how gender risk analysis can be included in each step. WRC aims to pilot this integration.

Ten steps in EMMA		
1. Essential Preparation	Do background research and in-country briefings; consult on the agency mandate, terms of reference and practicalities; identify target population and their priority needs	
2. Market Selection	Select the most critical market systems for EMMA to study using various specific criteria; and then identify the key analytical questions that will guide the investigation of each system	Identify groups of individuals that may dominate the different sectors of the market. Do ethnic, sex, or age groups matter in the different chains of the market?
3. Preliminary Analysis	Draft initial provisional household profiles, seasonal calendar, baseline and emergency-affected maps of the market system and then identify key informants and useful leads for field work	Include GBV risks of different cohorts in livelihood activities using secondary data.
4. Fieldwork Preparation	Agree and set the fieldwork agenda; devise the questionnaires, interview plans and information-recording formats needed for EMMA interviews and other fieldwork	
5. Fieldwork Activities	Conduct fieldwork activities: interviews and other information gathering, this section includes guidance on interview methods and tips relating to different categories of informant	Include risk analysis related to initial household profiles.
6. Mapping the Market	Produce final versions of baseline and emergency market maps, as well as seasonal calendars and household profiles that describe the situation, and will inform the three 'analytical' steps that follow	
7. Gap Analysis	Finalize the gap analysis strand: use household profiles, information on priority needs, shortfalls and access constraints in order to finally estimate the total gap which needs to be addressed	Include findings from the risk analysis in addressing gaps.
8. Market Analysis	Complete the market analysis strand: use market maps and data to analyze availability, conduct, performance and thus estimate the capacity of the market system to meet the gap	
9. Response Analysis	Finish the response analysis strand: make reasoned recommendations, based on the market system logic, feasibility, timing, and risks of different options, including cash, in-kind relief or other market support	
10. Communicate Results	Consult with colleagues, and communicate EMMA's results to wider audiences (donors, agencies); using concise briefings and eye-catching map based presentations and reports	

40 Mike Albu. *The Emergency Market Mapping and Analysis Toolkit*, Oxfam GB, 2010. <http://policy-practice.oxfam.org.uk/publications/emergency-market-mapping-and-analysis-toolkit-115385>



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