

The UNDP 3x6 Approach:

Enhancing resilience through livelihoods recovery programmes in post-crisis and transition settings



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The 3x6 is an innovative UNDP programme approach promoting sustainable livelihoods for vulnerable and crisis-affected groups, such as those affected by disasters or conflict. The 3x6 approach uses skills, resources and local expertise to support crises affected people to become financially independent and thus able to contribute to local economic recovery and the transition from an emergency response to a sustainable development path. The 3x6 has been identified as a good-practice model to operationalize the three-track approach of the [UNDP Guide on Livelihoods and Economic Recovery in crisis and post crisis contexts](#). It is also a tool to support UNDP's delivery on early recovery, in line with the UNDP Strategic Plan 2014–2017.¹

The 3x6 approach is based on traditional components of employment generation and livelihoods promotion, including:

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

At the same time, the 3x6 is introducing innovative new components, such as:

- Encouraging individual savings that can be invested in the development of economic activities or the start-up of a small business, with additional small grants from UNDP multiplying those savings;
- Promoting social cohesion by encouraging members of the community to work together with specific target groups (such as displaced or youth at risk) to rehabilitate socio-economic community infrastructure or other community driven projects and organize themselves into collective economic activities; and
- Creating ownership at individual and community levels by sharing risks through joint investments and supporting participants' own investment in economic activities or business establishment.

1. UNDP Strategic Plan 2014-2017, Outcome 6. The approach supports a transition from Outcome 6 to Outcome 1.



Phase I

GUIDING PRINCIPLES



- » Voluntary participation
- » Community driven
- » Rapid income generation
- » Stimulating local economy
- » Strengthening social cohesion

Stabilization

Inclusion



Engaging



Generating
Income

Engaging: Focuses on voluntary participation in temporary employment schemes (i.e., cash for work) to develop community-oriented initiatives aimed at stabilizing livelihoods and reinforcing social cohesion and peaceful coexistence while preventing further escalation of conflict by working together.

Generating Income: Short-term employment generation provides immediate individual income, injects money into local economies and helps revive the production and service sectors, which are potential sources of sustainable livelihoods opportunities. In addition to temporary employment, participants often receive life and business skills training.

- » Investing own savings
- » Analyzing opportunities
- » Making choices
- » Joint venturing and risk sharing
- » Participants as actors in development

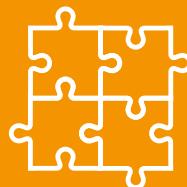
Recovery

Ownership



Saving

Saving: Participants in temporary employment schemes will save a portion of their income (i.e., 1/2, 1/3, 1/4, depending on the context). If they chose to continue under **Phase II²**, participants will be supported to develop a business plan and invest these savings in a small-business project individually or as part of a group.



Joint Venturing

Joint Venturing: Investments of individual or collective savings are multiplied by UNDP (i.e., doubled, tripled, etc., depending on the context) on the basis of feasible business plans to provide more start-up capital for economic activities. These activities are selected on the basis of whether they can be self-managed and are deemed economically viable in market assessments.

2. Participants who prefer not to continue with Phase II can use their savings for other purposes.

Phase III

GUIDING PRINCIPLES



- » Making informed investment choices
- » Developing market systems
- » Creating sustainable employment

Sustainable Development

Sustainability



Investing

Investing: This step focuses on reinforcing investments made under Phase II, identifying best practices to attract partnerships and accessing finance to expand. UNDP may support access to loans and/or promote the development of investment plans for expanding, specializing and/or diversifying the economic activities or businesses.



Accessing Markets

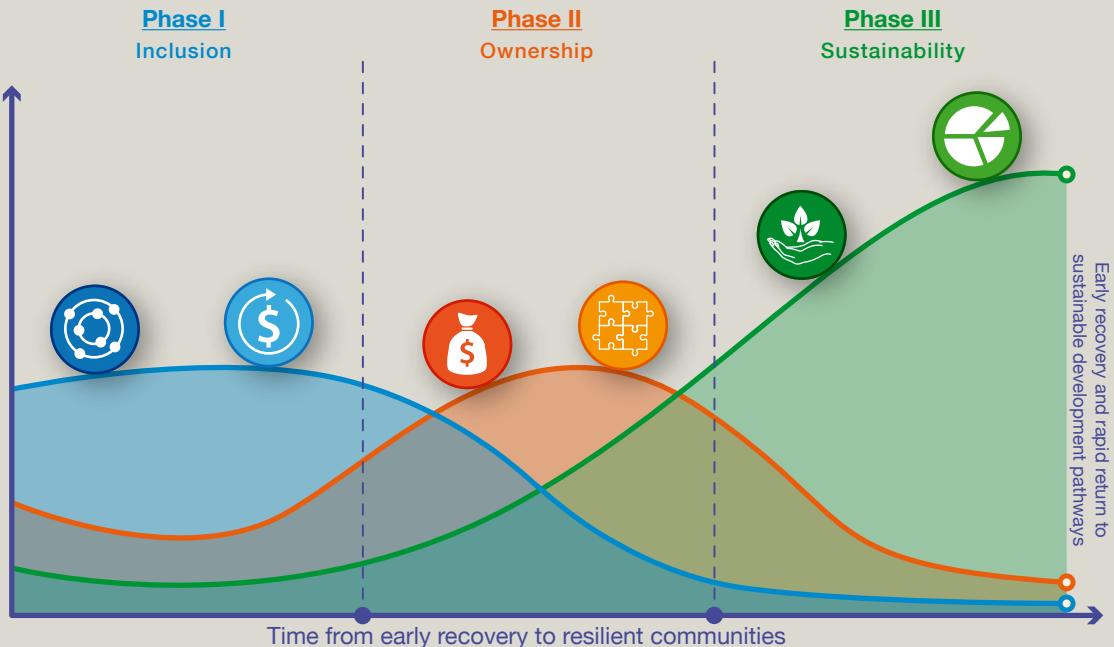
Accessing markets: As a last step, UNDP provides support to participants to connect their businesses to local markets through value chain and market assessments as well as the development of a few selected, viable value chains. Where possible, assessments should start as early as possible to help ensure informed choices are made under Phase II. This step could also include support to policy development and strengthening of capacities of national partners.

How does the 3x6 approach relate to UNDP's three-track approach?



3x6 Phase I INCLUSION	3x6 Phase II OWNERSHIP	3x6 Phase III SUSTAINABILITY
Aligned with TRACK A: Livelihoods stabilization through emergency employment and/or enterprise recovery	Aligned with TRACK B: Enterprise development and support in enterprise recovery	Aligned with TRACK C: Policy-level support and development
Rapid employment creation to respond to urgent needs of crisis-affected groups through voluntary engagement in community projects. Targeting conflict-affected groups and community members enhances social cohesion and reconciliation.	Initiatives to support diversification of livelihoods opportunities and more sustainable (self-) employment, like starting up a small business or another economic activity. Creating ownership is critical here and is supported by encouraging participants to invest their own savings into economic ventures of choice.	Sustainable-employment creation and inclusive economic growth through strengthening of national government capacities, policies, institutions and productive capacities. This includes market and value- chain assessments.

Linking the 3x6 to UNDP's Three Track Approach



The 3x6 approach is a good-practice model to operationalize the three-track approach, which is the basis of the *UNDP Guide on Livelihoods and Economic Recovery in (post) crisis contexts* (2013)³. The three-track approach promotes the delivery of short-, medium- and long-term programme interventions, starting at the same time and as early as possible in a post-crisis setting, but with varying intensities over time.

3. UNDP has adapted this three-track approach from the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009)

Adjusting the 3x6 to different contexts, needs and opportunities

Burundi UNDP Community Recovery Programme

The 3x6 supporting reintegration of displaced population groups

The 3x6 approach was developed by UNDP Burundi in 2010, working closely with national counterparts to support the community-based reintegration of returnees, IDPs and ex-combatants. In 2012-2013, UNDP Burundi supported the creation of more than 600,000 working days for over 9,000 participants.⁴ Eighty-eight per cent of the cash-for-work participants chose to invest their individual savings into joint economic initiatives, secured a sustainable income and became financially self-reliant; and 2,191 beneficiaries⁵ set up their own SMEs. Most cash-for-work projects focused on the environment, like reforestation and rehabilitation of community infrastructure to reduce risks of flooding and erosion. UNDP and ILO supported the Burundi Government with six value-chain assessments that were used as a basis for the National Employment Policy, which was formally adopted in 2013. For more information, please see:

<http://www.youtube.com/watch?v=QWmVrWeTkXk>

4. 43% women

5. 60% women

Yemen UNDP Youth Economic Empowerment Project

The 3x6 approach for conflict prevention and youth employment & empowerment

In 2012-2014, UNDP supported the Yemen Government by addressing youth unemployment as a root cause of conflict. Cash-for-work activities helped stimulate the local economy and improved access to basic services such as water. Youth participating in the programme also received life and business skills training. UNDP tripled savings for feasible business plans and supported the beneficiaries to establish their microbusinesses (individual or joint ventures). Youth were linked with microfinance institutions and the private sector to ensure expansion and sustainability of their businesses. The approach also contributed to the first-ever financial identity for youth by opening individual bank accounts, helping to create hope and empowerment. The 3x6 approach was adopted by the Government for the Youth Employment Action Plan and scaled up to other governorates. For more information please see:

<http://www.youtube.com/watch?v=gKhwqqVfEKg&feature=youtu.be>

Jordan Host Community Support Programme

Supporting communities hosting Syrian refugees

In November 2014, UNDP Jordan launched the 3x6 approach for communities in Jordan that are hosting Syrian refugees.⁶ The overall objective is to: i) mitigate tensions over access to employment and other livelihoods opportunities between host community members and displaced groups and enhance social cohesion; ii) support local economic development through rehabilitating socio-economic infrastructure and enhance basic service delivery; and iii) diversify livelihoods opportunities and enterprise recovery and skills for vulnerable groups, particularly women and youth. Each month, beneficiaries will save 50 per cent of their wages, to be used as start-up capital for microbusinesses. About 70 per cent of beneficiaries will receive intensive business-skills training. Based on their business plans, the best applicants will have their savings multiplied to establish their own microbusiness. Green jobs will be promoted based on market assessments.

6. Funded by Japan and DANIDA

Eastern Democratic Republic of Congo

The 3x6 for community recovery and peace consolidation in North and South Kivu

The 3x6 *plus* approach⁷ has been piloted in four communities in eastern DRC with seed funding from Japan to support the return and reintegration of IDPs, returning refugees and host community members. The aim is to create a conducive environment for reintegration by improving overall livelihoods opportunities and to support social cohesion. Under the first pilot in 2014, 420 men and women benefitted from temporary employment opportunities (45 per cent were women). Participants also benefitted from awareness-raising on conflict mitigation, nonviolent communication and inter-community dialogue. More than 105,000 people have improved access to basic social services through rehabilitated community infrastructure. Most participants plan to invest their savings in an economic activity in Phase II, which will be tripled by the project. The 3x6 plus approach will be scaled up to support the community-based reintegration of ex-combatants under the third national DDR process.

7. In DRC, an additional phase has been added, i.e. Phase 0, focused on community dialogue and reconciliation. This is referred to as the 3x6 plus approach.



More information:

For more information on the 3x6, please contact leontine.specker@undp.org, Livelihoods and Economic Recovery Group in the UNDP Bureau for Programme and Policy Support. BPPS has also developed a UNDP Global Toolkit on the 3x6 approach, with operational guidance and examples on how the approach can be adjusted to different contexts and needs.