

HOLISTIC STRATEGIES (1)

What are they?

- Whole systems thinking, approaches, policies, programmes
- Attempts to treat reality as it is in all its complexity rather than dealing with “manageable” parts.

Why are they attractive?

- They have the potential of providing solutions with fewer negative impacts
- Win-win solutions, e.g. poverty-environment nexus
- Solutions that are more equitable and sustainable

HOLISTIC STRATEGIES (2)

Why are they so challenging?

- 300 years of reductionist education which has been highly successful in many ways, but whose limits are becoming more evident
- Reductionist linear approaches are not wrong, they are just partial truths
- Sectoral institutions trying to solve cross-sectoral (holistic) problems
- Mono-disciplinary → multi-disciplinary → interdisciplinary
- Sectoral policies and programmes living within sectoral institutions
- Turf protection and empire building
- Must deal with higher levels of complexity
- Divide between knowledge and policy communities

HOLISTIC STRATEGIES (3)

How to make them work? (Lessons Learned)

- Use them only when necessary
- Changing the way we teach development studies and do development research
- Design institutions with porous walls and many plugs
- Reward team effort over individuals
- Use holistic concepts and analytical frameworks but be prepared to use sectoral entry points for implementation and then seek convergence
- Have a shared (common) vision
- Complexity (and chaos) theory will be helpful to bridge disciplines
- Consensus and conflict resolution skills are of prime importance
- Stories and narratives could become more important than calculus and equations (seek complementarity)



SL Approach as a Strategy for Poverty Reduction in a Sustainable Way



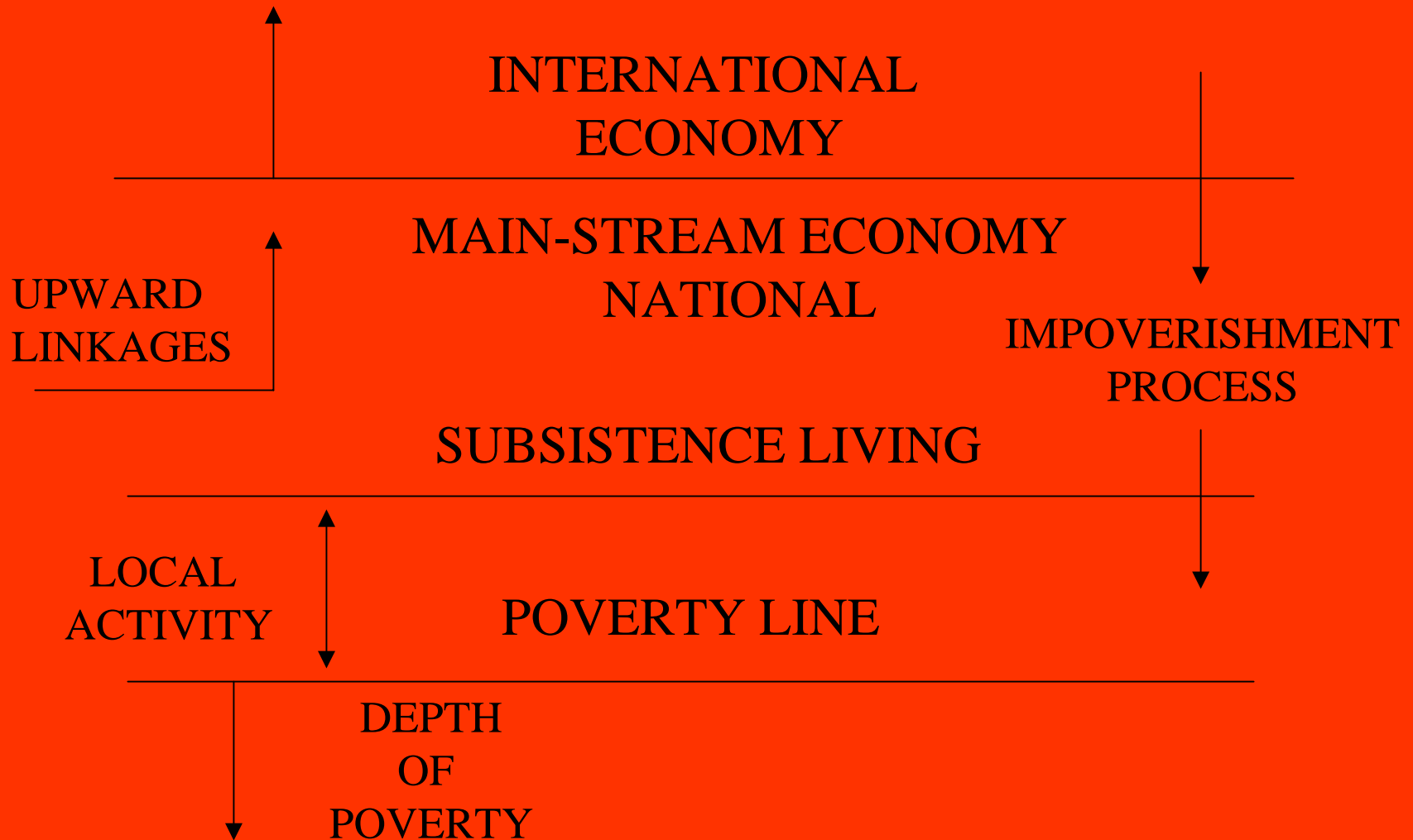
THE WORLD IN WHICH YOU WILL MAKE (ARE MAKING) YOUR LIVELIHOOD

- **KNOWLEDGE BASED ECONOMIES**
- **URBAN vs. RURAL vs. LINKED**
- **MORE WEALTH THAN EVER**
- **NETWORKED - MORE CONNECTED**
- **GLOBALIZED**
 - **FREER TRADE**
 - **FAST MOVEMENT OF CAPITAL**
 - **FASTER, CHEAPER COMMUNICATIONS**
 - **EASY ACCESS TO INFORMATION**

BUT ALSO A WORLD WITH:

- **GREATER INEQUALITIES WITHIN AND BETWEEN COUNTRIES**
- **MORE PEOPLE LIVING IN POVERTY**
- **LESS WORRY ABOUT OVER POPULATION**
- **CONTINUING ENVIRONMENTAL CONCERNS**
- **LESS PREDICTABILITY - MORE UNCERTAINTY ABOUT THE FUTURE**
- **PLURIACTIVITY RATHER THAN SINGLE JOB**
- **MORE “AND” THAN “OR”**

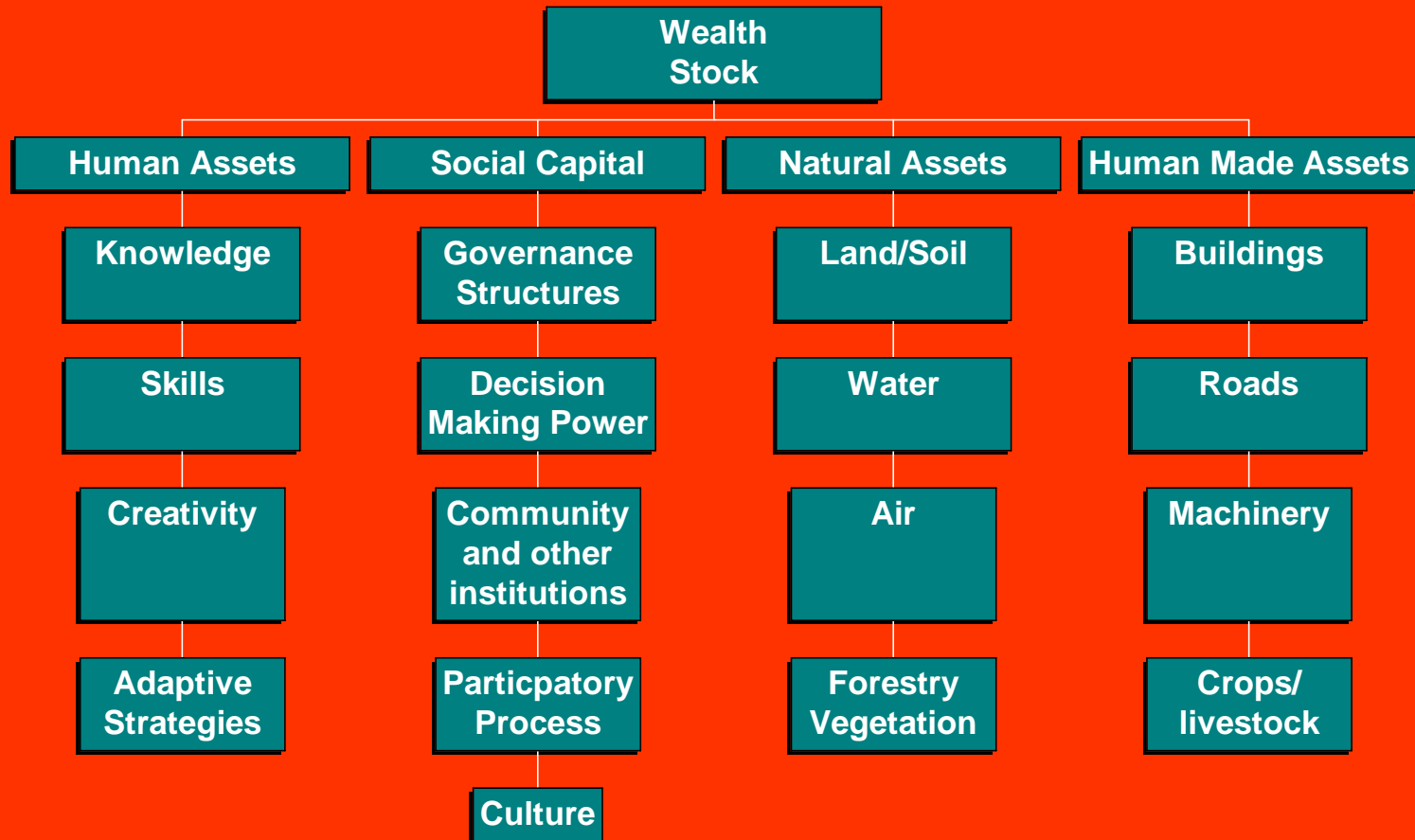
FROM POVERTY TO LIVELIHOODS TO SUSTAINABLE LIVELIHOODS



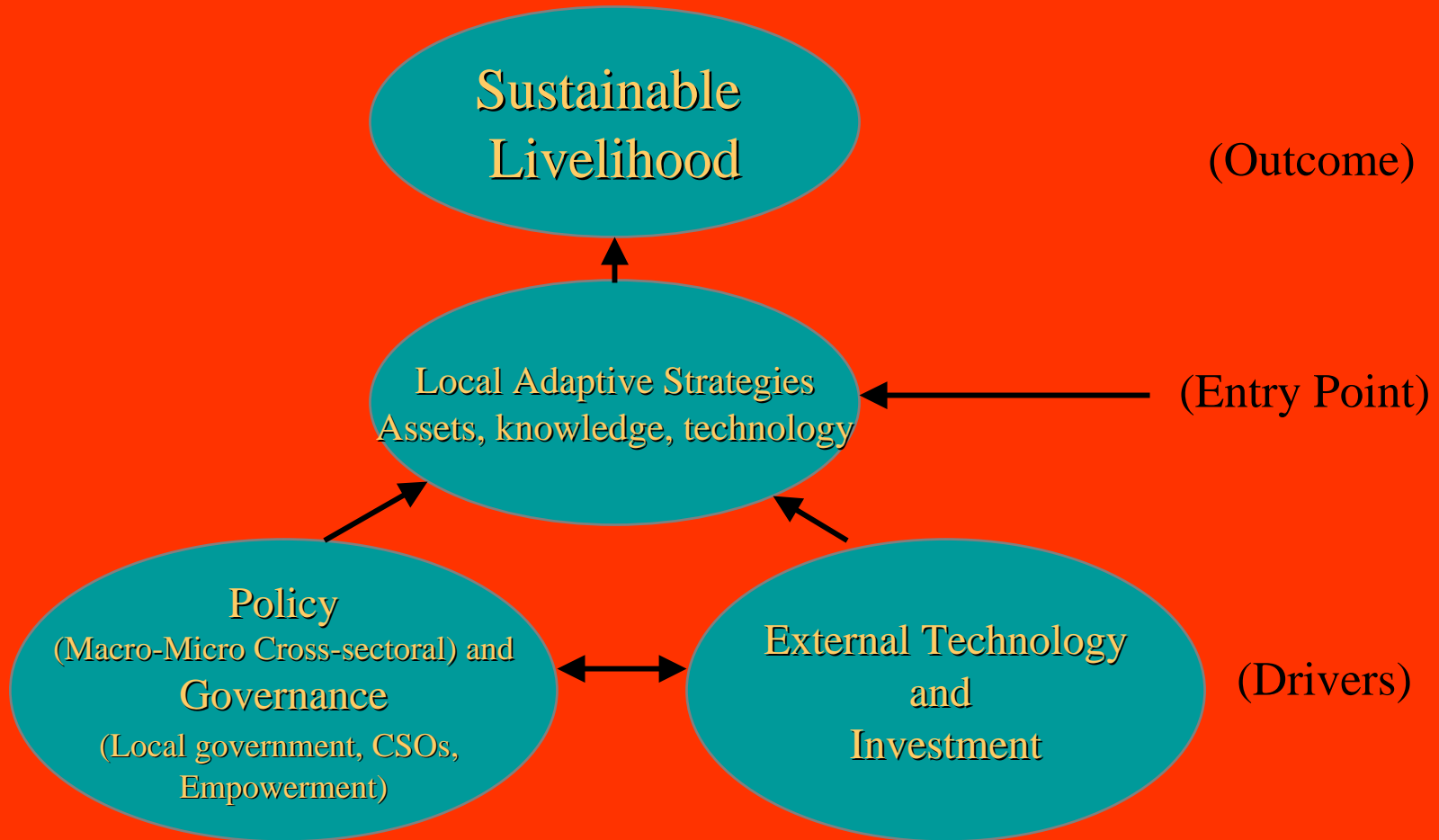
Sustainable Livelihoods Concept

- **Livelihoods**
 - Activities
 - Entitlements
 - Assets
- **Sustainability**
 - Capacity to cope with shocks and stresses
 - Economic efficiency
 - Social equity
 - Ecological integrity

Livelihoods and their Sustainability: Towards an Analytical Construct



Promoting Sustainable Livelihoods



Operational Steps of Sustainable Livelihoods: Livelihoods Methodology

1. **Participatory** - assessment of assets, adaptive strategies, livelihood activities, entitlements, knowledge (Note: focus is on community assets rather than needs)
2. **Policy** - analysis of the macro, micro and sectoral policies and governance arrangements which impinge on people's livelihood strategies
3. **Technology** - Assess potential contributions of science and technology that complement indigenous knowledge systems
4. **Investments** - identification of social and economic investments mechanisms which help or hinder existing livelihood strategies
5. 1,2,3, and 4 are interactive not sequential and are gender desegregated

Tools for Sustainable Livelihoods programme design and management

- PAPSL field manual
- Policy analysis, Formulation, Management Guidelines
- Indicators and M&E Guidelines
- Technology and Investment strategies
- Case material (leading practices)

What Sustainable Livelihoods is to be distinguished from:

- Integrated Rural Development
- Community Development
- Participatory Development (PRA based)
- Community based natural resource management
- Income generating activities
- Employment/job creation schemes
- Sector wide approaches
- SIPs

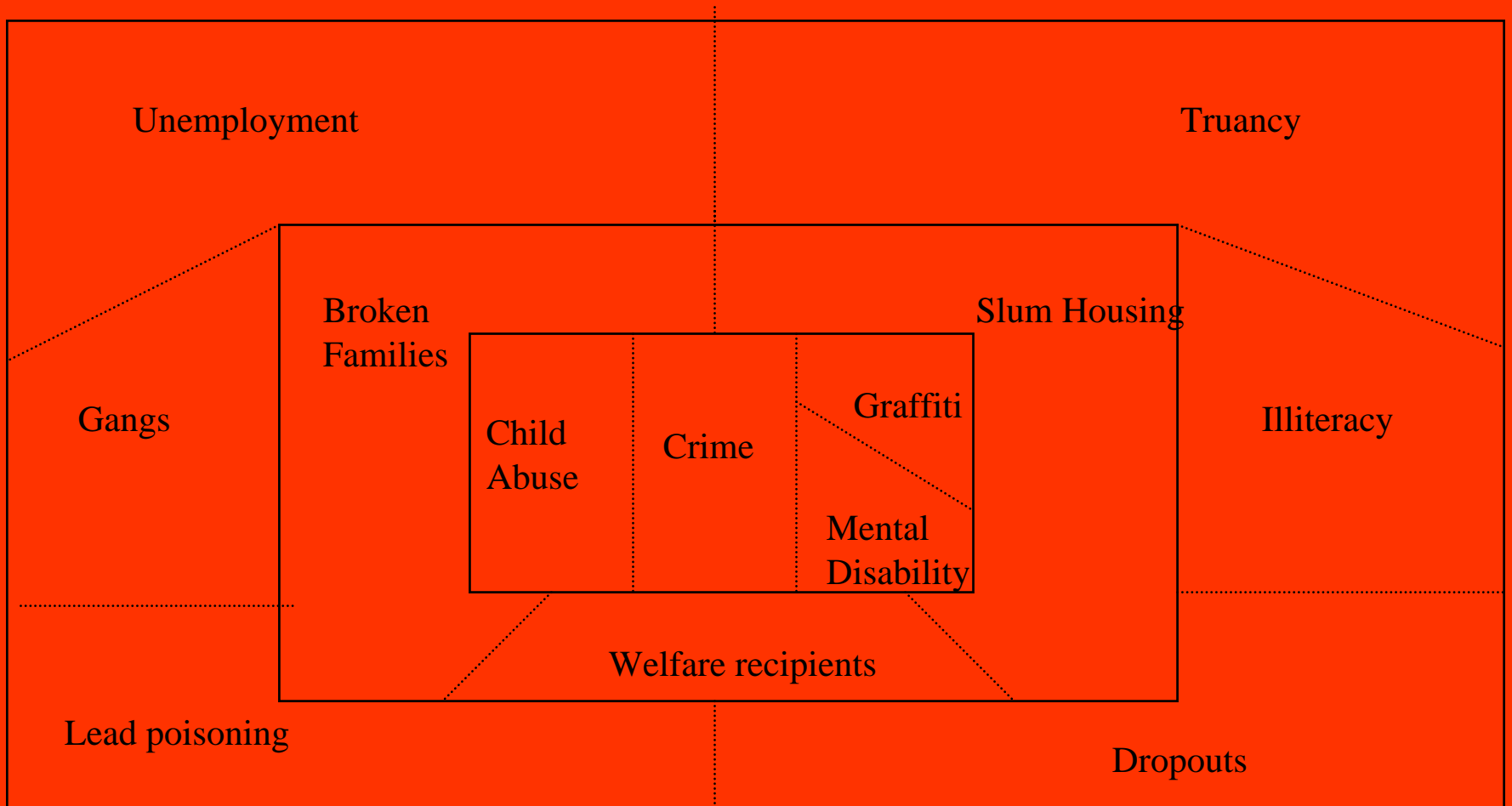
Relationship between Traditional Employment and SL

	<i>Traditional Employment</i>	<i>SL</i>
Unit	Individual	Household or community
Sector	Formal	Informal
Number	One activity/occupation	Multiple activities
Level	National policies	Decentralized and local
Strategy	Usually non-participatory	Participatory
Starting Point	Labor markets	Communities/Local knowledge
Information Base	Usually employer/employee data, wages, etc.	Often no statistical base or partial household surveys
Environmental concerns	Little to none – considered as an externality at best	Recognized as basic

Relationship between Traditional Employment and SL

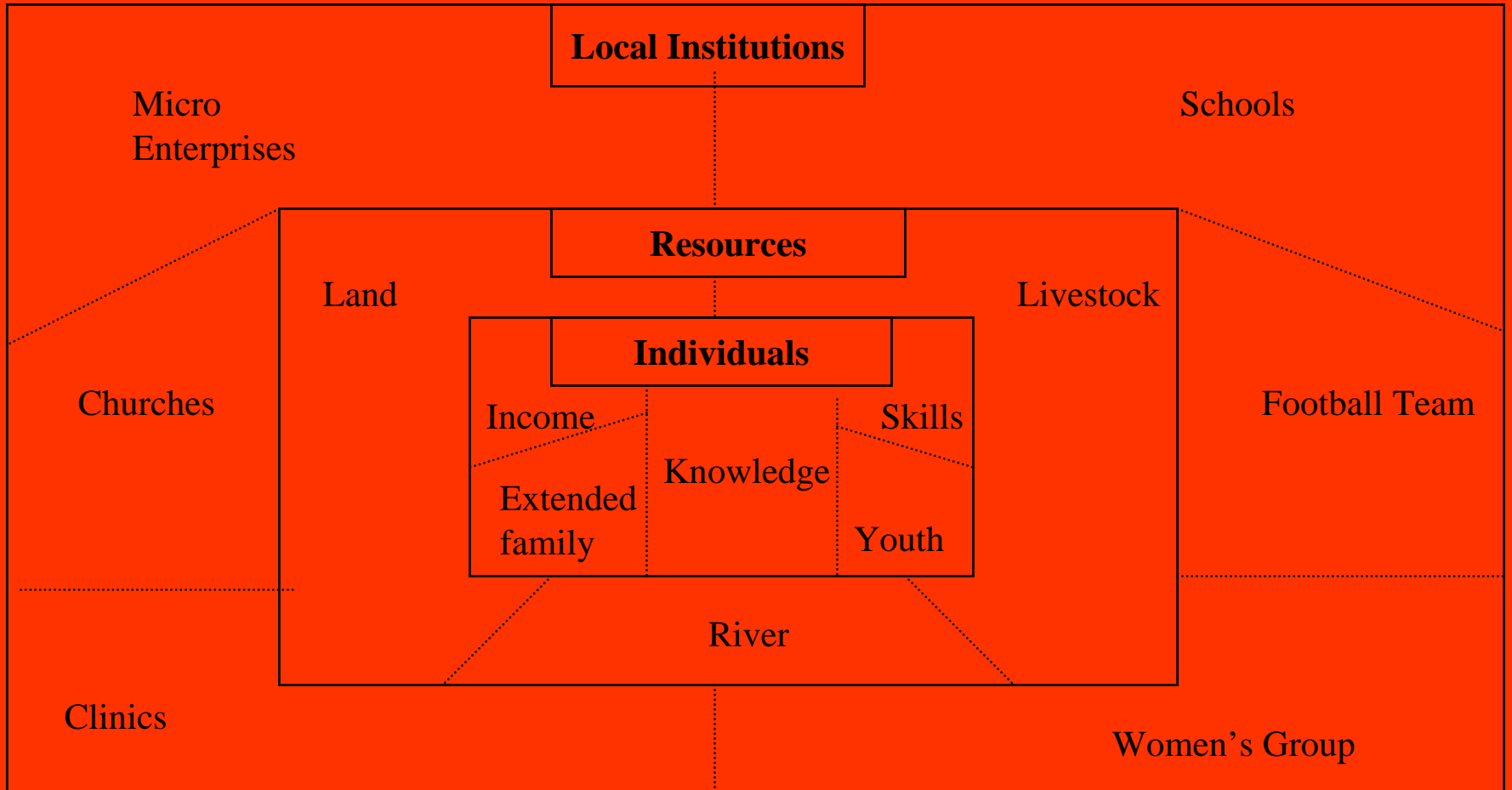
	<i>Traditional Employment</i>	<i>SL</i>
Social Concerns	Little to none – an externality at best	Integrally related
Economic Efficiency	Per capita GNP, unemployment, etc/	Resource use efficiency and well-being
Reward System	Monetary/material	Material + Human values + Social Caring
Role of Government	Role of policies, laws	Partner in new alliance
Private Sector	For profit. Labor as commodity	Partnerships. Views labor as people
Civil Society	Peripheral	Central
Role of People	To support the economy	Supported by the economy

Community Needs Map



Sustainable Livelihoods

Community Assets Map



Sustainable Livelihoods

IISD's Integrated Framework for Sustainable Livelihoods

