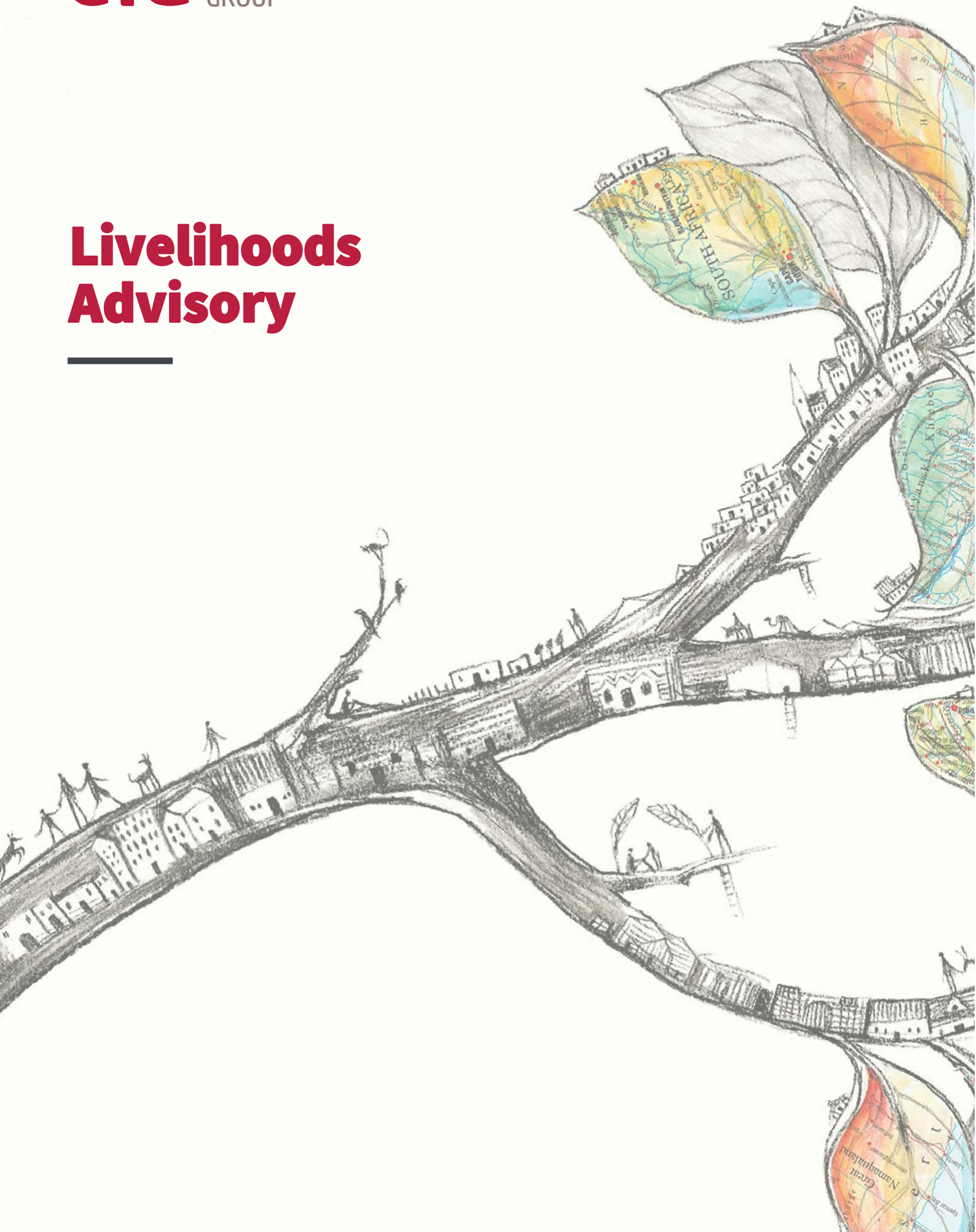


# Livelihoods Advisory



## WHO WE ARE

We are an international social impact management consultancy with decades of experience across continents and sectors. By providing comprehensive support across all social performance needs, we guide businesses towards a lasting legacy of positive change.

CiG plays a pivotal role in training, coaching and guiding businesses towards a socially and ethically responsible business landscape. Our expertise spans multiple industries, including energy, extractives, agribusiness, infrastructure, transport, and manufacturing. With an international team of social performance experts, we are your ideal partner in meeting—and surpassing—international human rights and social impact standards, building your capacity for fostering healthy stakeholder relationships, earning trust, respecting human rights, and sharing benefits with local communities.

We meet all your social performance needs—conducting social studies, facilitating community dialogue, developing management plans, and supporting implementation. We ensure your long-term success with comprehensive training and coaching for learning and professional development. With a multi-disciplinary approach and dedicated practitioners globally, we are at the forefront of innovating new methodologies, guides, and tools for managing social and human rights impacts, particularly the unique impacts on women and vulnerable groups (Refer to [SPGrow360](#), [Handbook of Social Impact Assessment and Management](#), and the [IAIA Guidance for Assessing and Managing the Social Impacts of Projects](#)).

We continually contribute to the field of practice through research, publications, and the [SIAhub](#). We have partnerships with the University of Strathclyde’s Faculty of Engineering in Scotland, and the University of Groningen in the Netherlands.

CiG was founded in 2002. Our core team is based globally - Brazil, Canada, Denmark, Germany, the Netherlands, Portugal, South Africa, the UK and the USA. Our approach draws on local expertise, and we work closely with associates throughout the globe. We are a small business that is 100% staff-owned.

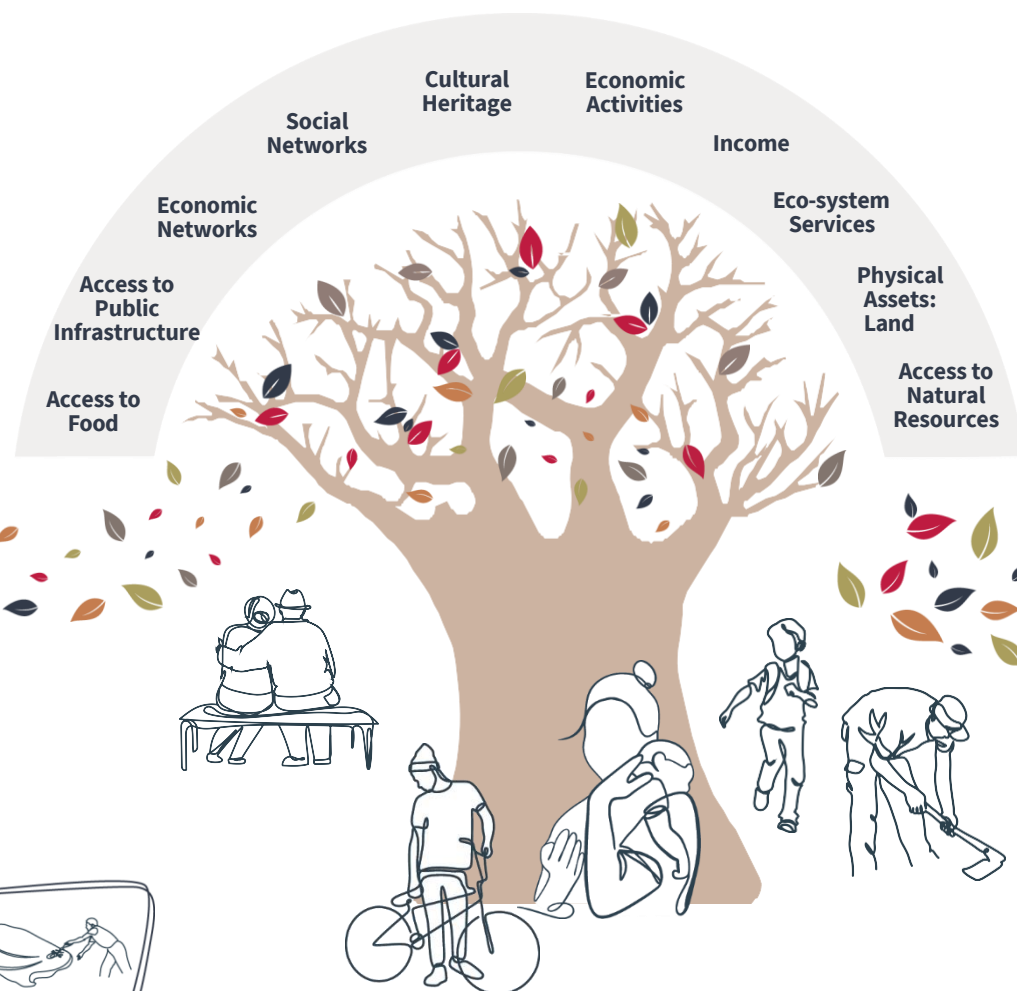
### LEARN MORE ABOUT OUR OTHER SERVICE AREAS



# CIG IS KNOWN FOR BUILDING CAPACITY OF PROJECT TEAMS TO DEAL WITH LIVELIHOODS IMPACTS WHILE RESPECTING HUMAN RIGHTS

## UNDERSTANDING PEOPLE'S LIVELIHOOD STRATEGIES

Our advisory services are designed to enhance our clients' capacity from the outset, equipping them to develop projects that prevent the displacement of people and safeguard access to vital resources essential for livelihoods.



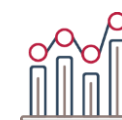
## IDENTIFYING OPPORTUNITIES THAT AVOID & MINIMIZE DISPLACEMENT

When unavoidable, we will support the planning phase to ensure no-one is left behind. We focus on building our clients' in-house capacity so that they can take ownership of the plans.

## RECOGNIZING WHAT NEEDS TO BE RE-ESTABLISHED AND HOW TO INVOLVE THOSE IMPACTED RIGHT FROM THE START

We guide our clients in formulating people-centred strategies that establish the necessary conditions for sustainable livelihoods and are delivered in full compliance of international standards.

Our evidence-based approach to LRP implementation begins with a robust Monitoring and Evaluation Framework.



Data is evidence that commitments to affected people have been met.

Our data management experts work alongside the teams to ensure the right information is captured at the right time. We use the latest apps, we upskill your team and monitor the quality of the data collected.

Physical Assets: Land  
Social Networks  
Access to Food



### PROJECT DESIGN PHASE

- Social Risk Scoping
- Displacement analysis
- Strategic planning to inform project design
- RAP/LRP framework
- Internal capacity building on land acquisition and displacement impacts management

### PLANNING PHASE FOR LIVELIHOOD RE-ESTABLISHMENT

- Continuous Community Involvement
- Grievance Redress Mechanism
- Socio- Economic Survey
- Social Impact Assessment
- Livelihood Restoration Planning

### PREPARATION PHASE FOR LR IMPLEMENTATION

- Identification of indicators of success
- Household-level Agreements
- Partner selection support
- Resource and upskilling LRP team
- Monitoring and Evaluation Framework

### LR IMPLEMENTATION PHASE

- Monitoring progress
- Consolidating mid-term pulse check surveys
- Conflict management
- Upskilling LRP team

### CLOSE OUT PHASE

- Third-Party Audit Readiness
- Close out audit

## OUR LATEST EXPERIENCE IN A FEW WORDS

- **Livelihood Restoration Plan Co-Design, Implementation guidance and advisory work Tanzania 2024-ongoing**  
Gap analysis on LRP against international standards for a mining project. Capacity Building to support in-house co-design and implementation. LRP Schedule and costing for financial close, identification of implementing partners and preparation for implementation
- **Livelihood Restoration Plan Co-Design, Implementation guidance and advisory work Mozambique 2024-ongoing**  
Gap analysis on RAP/LRP against international standards for a wind power project. Capacity Building to support in-house co-design and implementation, identification of implementing partners and preparation for implementation.
- **Enumeration of assets, Mozambique 2024-ongoing**  
Leading a team of enumerators to collect asset enumeration prior to compensation for a Wind Power project in Mozambique.
- **M&E and Data Management Support, Tanzania, 2023-2024**  
Provided guidance and support to an agricultural livelihood development company to meet Monitoring & Evaluations requirements of a major energy infrastructure project. Assisted compilation of data sets and advised to ensure the completeness, accuracy, and readiness of data sets for analysis and reporting.
- **Resettlement Interim Audit, Mozambique, 2022-2023**  
Audited the implementation of an action plan to mitigate resettlement and livelihood impacts of a major energy project in Mozambique. Assessed the status of Resettlement Plan commitments and conformance with the IFC PS5 and GIIP requirements.
- **Livelihood Restoration Plan M&E, Co-Design, Implementation guidance and advisory work Malawi 2022-ongoing**  
Base on the LRP M&E Audit performed, we provided specialist guidance, technical support, and capacity building to support the upgrade of Livelihood Restoration Plan (LRP) documents and planning for effective implementation of the LRPs for two projects in Malawi for a solar development company.
- **Land acquisition due diligence for lenders, Angola, Malawi, Sierra Leone (2021 – ongoing)**  
Compliance assessment of action plans to mitigate resettlement and livelihood impacts at several project stages. Assessed the status of RAP/LRP commitments and conformance with the IFC PS5 and GIIP requirements.
- **Research on better approaches to Livelihood Restoration. Guatemala, Mozambique, 2021-2024**  
Conducted a research study exploring alternative and innovative approaches to address project-induced livelihoods impacts in the energy sector (livelihood restoration) for a global energy company.
- **Livelihood Restoration Framework, Mozambique, 2020-2021**  
Developed a Livelihood Restoration Framework conforming to international standards for a solar project in Mozambique for a renewable energy company.
- **Independent Biodiversity & Livelihoods Advisory Committee a major oil pipeline. Uganda, Tanzania, 2017-ongoing**  
Providing expert advisory services to the Independent Biodiversity & Livelihoods Advisory Committee for a major oil pipeline in East Africa.

This is our global footprint encompassing: training; SPGrow360 and coaching; and advisory services in human rights, international standards, livelihoods, and benefit-sharing.



### Alexandra Maurtua

#### Livelihoods Practise Lead

Alexandra is a social scientist driven by solving the challenges brought about by climate and social change. She has 17 years of experience in designing and implementing socioeconomic development plans, with expertise in land acquisition and livelihood restoration planning.

She started her career in the extractives sector in South America and since 2013 she has undertaken consulting assignments in the Southern Africa region to design, implement and monitor livelihood restoration plans and involuntary resettlement plans following international best practise and standards. At CIG, Alexandra has contributed to projects all over the world spanning different industries and clients.

As a livelihood restoration specialist, Alexandra champions a community-centered approach with a strong emphasis on human rights. She actively strives to improve the development and monitoring of World Bank/IFC-compliant livelihood restoration plans.