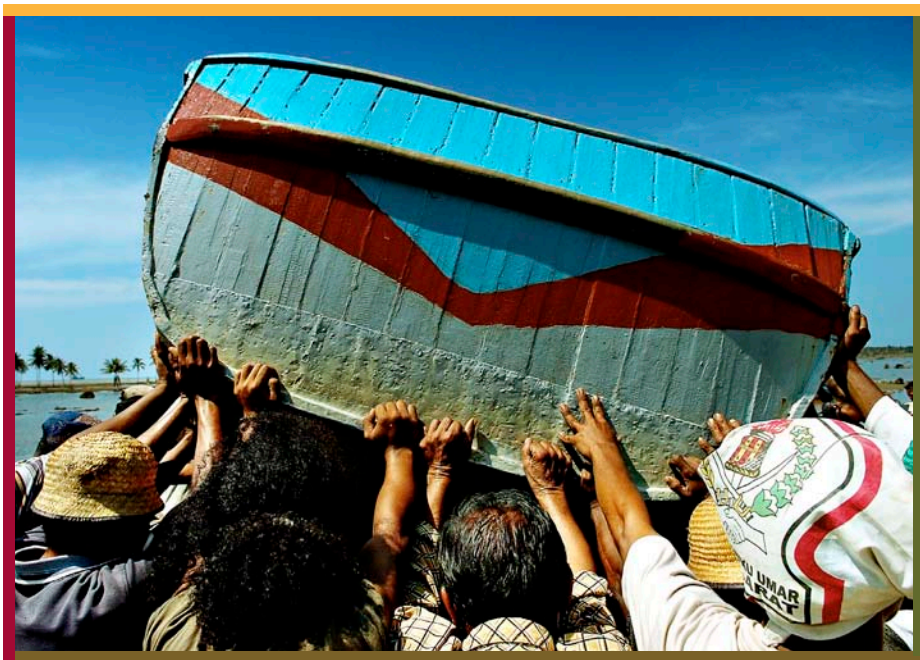
MercyCorps

Be the change

Guide to
Cash-for-Work Programming



Contents

I Introduction . . . 2

II Background on Cash-for-Work . . . 3

III Rationale for Cash-for-Work Implementation . . . 5
Benefits . . . 5
Risks . . . 5

IV Determining the Appropriateness of Cash-for-Work . . . 6
Assessment of Needs, Damages, and Available Resources . . . 6
Determining the Appropriateness of Cash-for Work . . . 6
Market Assessment . . . 8

V Implementing Cash-for-Work Programs . . . 10
1. Developing an Overall Objective . . . 11
2. Determinig Wage Levels . . . 11
3. Explaining the Purpose of the Program . . . 12
4. Selecting Communities for CfW projects . . . 12
5. Recruiting and Orienting Staff . . . 13
6. Determining Appropriatness of Local Partners . . . 14
7. Establishing Village Committees . . . 15
8. Collecting Baseline Data . . . 15
9. Designing and Implementing Community-Selected Projects . . . 17
10. Selecting a Reliable Method of Cash Distribution . . . 19
11. Establishing Monitoring and Evaluation System . . . 21

VI Transitioning and Phasing Out of and Cash-for-Work Programs . . . 22

VII Conclusion . . . 22

VIII References . . . 23

IX Annexes . . . 26
Annex 1: Mercy Corps' CfW Experience . . . 26
Annex 2: CfW Coordinator Job Description . . . 28
Annex 3: CfW Administration . . . 29
Annex 4: CfW Cashier Job Description . . . 30
Annex 5: CfW Area Logistics Officer Job Description . . . 31
Annex 6: CfW Area Supervisor Job Description . . . 32
Annex 7: Baseline Survey . . . 34
Annex 8: Proposal Review and Approval Form . . . 40
Annex 9: Assistance Agreement Form . . . 46
Annex 10: Receipt of Tools and Donation Letter . . . 48
Annex 11: Daily Attendance Sheet . . . 49
Annex 12: Payment Voucher . . . 50
Annex 13: Cash Payment Sheet . . . 51
Annex 14: Weekly Project Summary . . . 52
Annex 15: Monthly Summary Form . . . 53
Annex 16: Exit Survey . . . 54
Annex 17: Memorandum of Understanding between Mercy Corps and a local partner . . . 56
Annex 18: Estimating Material Costs . . . 58
Annex 19: Material Tracking Record . . . 59
Annex 20: District CfW Summary Sheet . . . 60
Annex 21: Weekly Payment Summary . . . 61
Annex 22: Community Mobilizer Daily Report . . . 62
Annex 23: Security Incident Report Form . . . 63

Cover Photos (clockwise from left top): © Cate Gillon; Thatcher Cook for Mercy Corps; Shirine Bakhat/Mercy Corps; Jason Sangster for Mercy Corps.

The contents are the responsibility of Mercy Corps and do not necessarily reflect the views of any of the donors who have supported our Cash-for-Work programs.

Copyright © 2007 Mercy Corps All Rights Reserved

I. Introduction

Cash-for-Work is a short-term intervention used by humanitarian assistance organizations to provide temporary employment in public projects (such as repairing roads, clearing debris or re-building infrastructure) to the most vulnerable segments of a population. The methodology is relatively new, but its use has become increasingly common in food insecure, disaster-affected or post-conflict environments.

In this document, Mercy Corps examines the process of Cash-for-Work (CfW) implementation and provides a general methodology that can be adapted to the many different countries and contexts in which we work. Based on our own experience implementing Cash-for-Work programs, funded by many different donors, as well as referencing published studies by Oxfam GB and the Overseas Development Institute, Mercy Corps' *Guide to Cash-for-Work Programming* addresses the rationale of Cash-for-Work and describes when the use of the methodology is most appropriate. The Guide provides simple, useful tools for determining the appropriateness of CfW, a general framework for implementation, and the forms and documents necessary for implementing CfW programs. This guide is meant to act only as a general guideline. Each program will vary in context, and the CfW process should be adjusted accordingly.

The *Guide to Cash-for-Work Programming* is intended for Mercy Corps' staff members who are unfamiliar with the process of CfW implementation, as well as other interested actors working within the development and humanitarian aid industries.

The manual consists of a background overview followed by:

Rationale for CfW Implementation–This section discusses the rationale for cash interventions and provides an analysis of the benefits and risks of CfW implementation, including a cumulative advantages/ disadvantages chart.

Determining the Appropriateness of CfW–Provision of essential tools used to determine the appropriateness of CfW programming in various contexts.

Implementation–This section describes the implementation of CfW activities and covers, in detail, the steps necessary to accomplish the goal.

Phasing Out and Transitioning CfW Programs–This section describes the process of wrapping up CfW programming, with a discussion of the best practices for concluding program operations in a transparent, accountable way and transitioning, as appropriate to development-oriented programming

Forms and Tools Annexes–These annexes include samples of field-tested tools and forms, (e.g. daily attendance sheets and monitoring surveys that can be adapted to future CfW programs). The materials have been assembled from Mercy Corps' CfW programs in Afghanistan, Sudan, Indonesia and Pakistan. They are available in Excel and Word format on Mercy Corps' digital library.

The editors of this Guide hope the following material will be a helpful resource for planning and implementing successful Cash-for-Work programs. Thank you to the many field contributors to the guide, whose constant openness to innovation, experimentation and reflection led to this product. Thanks also to Anastasia Brainich and Aaron Knott who spent many hours creating and compiling this document. For further information please contact Mercy Corps' organizational learning department.

II. Background on Cash-for-Work

—

"One of the strongest advantages of CfW is it enables people to determine their own priorities."

—

The use of cash as a relief, recovery and development tool has long been a response of functioning governments to situations such as natural disasters or economic shocks. Aid agencies have only recently started using cash, as a viable programming option. A cash-based approach not only encourages trade, production, and creates secondary economic benefits, it also allows people greater choice and control over how they will rebuild their lives, thus helping to restore their dignity as well as their livelihoods. It is a starting point for a series of interventions in a graduated tier of cash-based programming possibilities.

Cash-for-Work is a relatively new methodology compared to Food-for-Work (FfW) or in-kind distribution programs, but it has become an increasingly common element of humanitarian assistance in food-insecure, disaster-affected areas and/or post-conflict environments. Originally, CfW was employed in famine and food-insecure regions as an alternative to FfW programs; later, the use of CfW was expanded to include post-disaster and conflict settings.[1] Recent studies and research have shown that CfW programming, when correctly implemented, can be effective in providing necessary assistance to a disaster or emergency-affected population, and in some instances it may be more appropriate and/or effective than in-kind distribution.

CfW projects are usually managed by an NGO and while skilled labor may be paid for, CfW is not typically used for large contracted construction projects. Unskilled labor payments differ from CfW in that the actual project is the goal (i.e. construction of a school), skilled labor and materials may be contracted out to a construction company and the management of the paid labor is handled by the contractor. A mix is possible, whereby the NGO manages CfW as unskilled labor on a construction project in conjunction with a contractor or the NGO may stipulate as part of a construction contract that unskilled labor is taken from the immediate community. In this case, the unskilled labor payments are handled by the contractor.

One of the strongest advantages of CfW is that it enables people to determine their own choices and priorities. For example, monitoring studies of the use of emergency distributions have revealed that aid recipients often sell their food and non-food relief packages in order to obtain money for more urgent priorities such as health care, debt payments and education. This practice is highly inefficient, as beneficiaries are rarely able to obtain real market value for their relief packages, and sales of relief supplies can undermine local markets by encouraging commodity hoarding and causing price fluctuation.

Another advantage of CfW programming is that it can be implemented far more quickly and with fewer delays than food aid. Cash payments (as opposed to in-kind distribution or aid packets) empower the beneficiaries to buy food or other necessities for immediate use and according to the priorities of the individual. Conversely, food shipments may take up to four months to reach the country of destination, and late arrivals can have a destabilizing effect on the conflict or disaster-affected population. People in food-insecure areas may have to adopt negative coping strategies, such as incurring debt or selling off assets, in order to deal with the current crisis while waiting for food packages. A late arrival of food may also coincide with the harvest period, and subsequently produce a negative impact on producers and one local economy.[2]

1 Doocy, Shannon, et al., Mercy Corps' Cash-for-Work Program in Post-Tsunami Aceh. Research Paper (2005), 24 Aug. 2006 https://mcdl.mercycorps.org.

2 *Making the Case for Cash.* Oxfam Briefing Note, Oxfam International (2005), 29 Aug. 2006 http://www.oxfam.org.uk.

While in-kind distribution remains the most common form of assistance paid by donors, many humanitarian organizations have integrated CfW into their toolbox of assistance programming methodologies. However, concerns do exist that cash-based programming is more likely to be susceptible to corruption or increased security risks. However, beneficiary and organizational evaluations of CfW programs suggest that common fears surrounding cash transfers, such as security risks or negative impact on local markets and supply chains, are frequently overstated. CfW, when used appropriately, can offer a great deal of potential benefit over in-kind distribution.[3] The following table summarizes key indicators of whether CfW programs are an appropriate form of intervention:

Cash-for-Work programming is usually appropriate if….

- A well functioning market for essential goods and services existed prior to the emergency.
- A shock has resulted in a decline in food sources and income, resulting in people no longer able to meet their basic needs or adopting short-term coping strategies that are damaging to their long-term livelihoods, assets and/or dignity.
- Sufficient food supplies and/or essential goods are available locally to meet immediate needs.
- Markets are functioning and accessible.
- Cash can be delivered safely and effectively.

Cash-for-Work programming is usually NOT appropriate if….

- There are no accessible or functioning markets, in which case food aid or non-food items may be more suitable until markets can be restored or regular supplementary sources can be accessed.
- Beneficiaries are in non-cash based societies (such as those that utilize barter systems).
- There is a food shortage (i.e. through famine or drought); If this is the case, food relief might be required until local markets and stocks are restored.
- There is political instability and/or corruption where cash transfers could exacerbate violence and insecurity or could not be tracked closely enough to avoid corruption.
- It is an acute emergency, where in-kind life-saving relief items may be required before CfW projects can be started.

Mercy Corps' Experience with Cash-for-Work Programming

Mercy Corps' Cash-for-Work programming includes countries affected by natural disasters, such as Indonesia, Sri Lanka, Somalia, Pakistan, as well as those affected by ongoing violent conflicts, such as Iraq, Sudan, Kosovo, Lebanon and Afghanistan. Over the past five years, Mercy Corps' CfW programming has provided direct assistance to more than half a million people living in post-emergency or post-conflict environments, while indirectly benefiting countless more through the outputs of CfW activities in the form of revitalized markets and improved community assets. The projects implemented using CfW programming vary significantly in response to local needs, type of emergency, and security risks.

In the tsunami-affected countries of Sri Lanka, Indonesia and Somalia, the communities' first priorities were to clear away the debris, bury the dead, and rehabilitate major roads in order to re-establish market access and re-connect neighboring communities. In Pakistan, after a 7.6 magnitude earthquake, the first priority of CfW programming focused on building temporary winter shelters to protect the population from freezing winter conditions. In Iraq, the primary targets of CfW programming were Internally Displaced People (IDPs) and returnee families. Cash-for-Work activities were therefore designed to provide these individuals with a source of income and enable them to re-build basic infrastructure to facilitate safe returns. In Afghanistan, primary targets included IDPs, as well as rural communities suffering from drought, high debt levels and asset depletion. CfW activities provided cash for debt repayment, served as a temporary source of income for immediate needs, and funded the rehabilitation of community economic assets. Projects included building irrigation canals and culverts, improving community water and sanitation facilities, clearing fields, rehabilitating schools, reconstructing gardens and painting public buildings.

3 Vouchers provide another option for contexts where cash is deemed to be inappropriate. In these circumstances, vouchers are distributed in lieu of wages that can be redeemed at pre-identified merchants etc.

III. The Rationale for Cash-for-Work Implementation

While the financial resources provided by CfW programming are short-term in nature, the positive results can endure far beyond the end of program activities. Employment opportunities generated by CfW programming enable many individuals who would otherwise be forced into migration by emergency or conflict to remain in their homes and preserve their communities, families and neighborhoods. Cash-for-Work provides assistance not only in the form of the restoration of livelihoods through economic stimulation and opportunity, but is an impetus for affected individuals to reinvest back into the community. Cash-for-Work can be a powerful instrument for positive change–but it is not appropriate in all cases. The following table outlines the advantages and disadvantages of CfW for the beneficiaries, the implementing team, and the local population.

Table 1: Advantages and Disadvantages of Cash-for-Work

KEY ADVANTAGES
• **Empowerment of Individuals:** Direct cash transfers provide a flexible resource to affected households and empower individuals to spend money according to their needs and priorities.
• **Stimulation of the Local Economy:** CfW stimulates recovery of the local economy by creating short-term work, reintroducing income flow, supporting local businesses through the purchase of construction materials, and encouraging households to purchase food and non-food items locally.
• **Rehabilitation of Community Assets:** CfW programs fund the rehabilitation of damaged community assets while maintaining the dignity of the affected population through meaningful community engagement in the selection and implementation of projects.
• **Ease of Administration:** Distribution costs are usually lower than distributions of food or non-food items. CfW can be implemented quickly and is not reliant on delay-prone shipping.
• **Short-Term Employment Generation:** CfW provides short-term employment opportunities for large segments of the affected population and helps provide economically vulnerable groups with a means to sustain themselves. These programs help prevent the sell-off of assets and accumulation of debt that can frequently result from the short-term economic pressures caused by conflict or disaster.
• **Debt Reduction:** Cash earned through CfW activities can help break debt cycles, which may be exacerbated by the need for immediate cash in a post-disaster/post-conflict environment.
• **Participation:** CfW activities can involve large numbers of the population, be designed to encourage the integration and participation of women and other marginalized groups in the area, and benefits the community, not only the individual.

KEY DISADVANTAGES
• **Market Economy Concerns:** CfW can only be implemented in cash economies and can lead to inflation and price distortion in local markets if not monitored appropriately.
• **Financial Mismanagement and Corruption:** There is potential for exploitation and diversion of funds. Cash can be diverted to illegal activities more easily than non-food items can be converted to cash.
• **Negative Influence On Local Culture:** CfW can influence local cultural norms by changing traditional responses to community needs or volunteerism.
• **Limited Target Population:** Projects may not always be appropriate for the vulnerable, including elderly, sick or disabled.
• **Creating Dependency:** Activities may divert people from their traditional livelihoods or other productive activities if wages are poorly calculated. Participants may come to view CfW as a source of long-term employment and rely on CfW positions as a primary source of income.
• **Security Risks:** CfW programming can create security issues for both the implementing agency and the beneficiaries (e.g. risks of attack, extortion).

Gender as a key consideration: The capability of CfW programs to empower women is highly contextual. On one hand, the ability to earn income can increase the status of women both within their household and the community, and can provide greater decision-making authority over household spending decisions. On the other hand, in societies where gender roles are strictly defined and enforced, women may not retain control over their incomes so that providing cash directly to women may lead to disputes or even violence. Therefore, while encouraging female participation in CfW programs should be a priority, it is essential to understand the relevant cultural context. Women are usually participants in the local market economy and can readily participate in CfW in ways that are consistent with cultural tradition. For example, women may work in exclusive female work crews, or be given lighter, socially acceptable tasks such as cooking lunches for laborers, babysitting, carrying water, guarding supplies. Tensions surrounding the role of women as recipients of aid are not unique to CfW. Sensitivity to gender dynamics must be a central component of all relief programs.

IV. Determining the Appropriateness of Cash-for-Work

In acute emergencies, rapid assessment tools are critical to humanitarian agencies as they determine the most appropriate form of intervention. The following tool allows humanitarian staff to identify the most critical needs, available resources and appropriate interventions. If, after the initial assessment, CfW appears to be a viable intervention, a more detailed assessment should occur.

Table 2: Determining the Appropriateness of Cash-for-Work [4]

ISSUE	KEY QUESTIONS	IMPLICATIONS	METHODS
1. Needs	• What was the impact of the emergency on food and income sources, or other assets essential to community livelihoods?	• Determines the degree of damages and needs of the people in the affected area.	• Interviews with a wide range of stakeholders (private, government, NGO, etc.), surveys of existing literature from government agencies and other organizations operating in the field.
	• Are people able to meet their basic needs with the food and income available after the shock? Are people able to recover their livelihoods with the assets and income available after the shock?	• If yes, people may not require additional assistance through CfW. CfW may also risk pulling people away from their traditional livelihoods.	
	• What strategies are people using to cope with food insecurity or income insecurity? What impact do the strategies have on livelihoods and dignity?	• Shows what mechanisms of dealing with emergencies already exist and helps gauge their effectiveness.	
	• What are people likely to spend cash on? Do emergency-affected populations have a preference for cash or in-kind approaches?	• Helps decide whether cash distribution would be appropriate and desired by the targeted segments of the population.	
2. Social relations and power within the household and community	• Do men and women have different priorities? How is control over resources managed within households? What are the differences within the community in terms of control over resources?	• Helps to understand the gender division within traditional families; to determine whether or not women will be able to retain their income; and to assess if there is a need to establish separate CfW activities for women.	• Separate interviews with men and women. • Ensure that the different social, ethnic, political, and socio-economic groups are interviewed.

4 *Adapted from Cash-Transfer Programming in Emergencies, ed. Pantaleo Creti and Susanne Jaspars (London: Oxfam GB 2006) 16.*

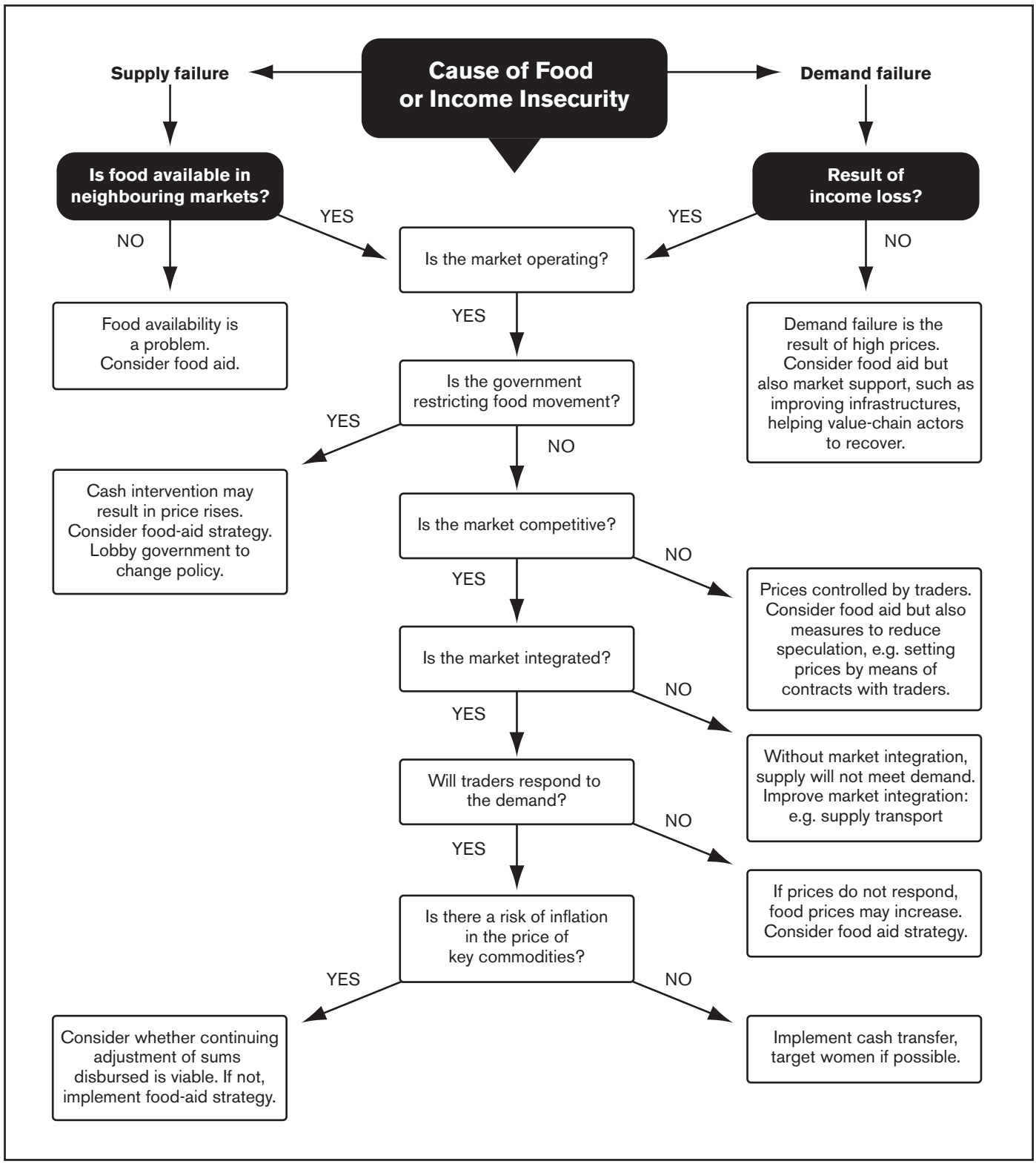
	• What impact will cash distributions have on existing social and political divisions?	• If there are existing tribal conflicts, CfW could unintentionally exacerbate hostilities and compromise the local perception of programmatic neutrality if the bulk of the programs are implemented in areas controlled by one group while neglecting the other.	
3. Food availability	• Is food available nationally and locally in sufficient quantity and quality?	• If food is not available in sufficient quantity, CfW will probably not address the needs of the affected population. Either Food-for-Work or in-kind distribution may be more appropriate until this is resolved.	• Interviews and focus-group discussions with producers. • National and local statistics. • Agricultural calendars. • Government subsidies and policies.
	• Will normal seasonal fluctuations and harvest cycles impact food availability?	• Helps to determine if/when the population will be most vulnerable in terms of food security.	
	• Do government policies or other factors affect food availability?	• Helps to identify obstacles that may prevent people from accessing food.	
4. Markets	• Are markets in the affected area operating and accessible? • Are essential basic items available in sufficient quantities and at reasonable prices? • Are there any restrictions on the movement of goods?	• If markets are not accessible, are not well stocked, or if the movement of goods is restricted, CfW may not be appropriate. Instead, in-kind distribution may be more suitable until the markets become more functional.	• Interviews and focus-group discussions with traders. • Price monitoring in key markets. • Interviews with moneylenders, debtors and creditors. • Assess the volume of cash being provided by the project, compared with other inflows such as remittances. • Ensure that remote areas are covered when analyzing how markets work.
	• Is the market competitive? Is the number of suppliers large enough in relation to the number of buyers to keep prices balanced?	• If the market is not competitive, sellers can manipulate prices and cash distribution is inappropriate.	
	• Is the market integrated? (i.e. are market services functioning and enabling goods to move from areas of surplus to areas of deficit?) Are traders able and willing to respond to an increase in demand?	• Without market integration, supply will not meet demand and cash distribution is inappropriate.	
	• What are the risks that an injection of cash flow into the economy will cause inflation in prices of key products?	• If the risks are too high, then CfW may not be appropriate, as it runs the risk of creating price instability in the local market and exacerbating economic insecurity.	

5. Security and delivery mechanisms	• What are the options for distributing cash? Are banking systems or informal financial transfer mechanisms functioning?	• Allows for the identification of alternative methods of transferring cash in order to minimize security risks.	• Mapping of financial transfer mechanisms. • Interviews with banks, post offices, remittance companies. • Interviews with potential beneficiaries about local perceptions of security and ways of transporting, storing, and spending money safely. • Analysis of the risks of moving or distributing cash. • Analysis of the political/economic context.
	• What are the risks of cash benefits being taxed or seized by elites or warring parties? • How do these risks compare with the risks posed by in kind alternatives to cash?	• Helps to asses the level of security/insecurity in the area and determine whether CfW can be implemented in the planned area. Insecurity at the project sites themselves can make implementation and monitoring of the project unfeasible.	
6. Corruption	• What are the risks of cash being diverted by local elites or project staff? What accountability safeguards are available to minimize these risks?	• Helps to determine the feasibility of implementing successful CfW projects that will benefit the entire community and not be diverted.	• Assessment of existing levels of corruption and diversion through interviews and analysis of tracking mechanisms.

Market Assessment

Conducting a rapid market assessment is a critical component of the initial evaluation of the affected area. It is important to evaluate how the population's physical access to markets is influenced by their location, the time and expense involved in accessing them, the frequency and reliability of transport to and from the market areas, and the number of months in a year when access may be limited because of adverse weather conditions. It is equally necessary to determine whether an increase in demand for basic goods can be met by local markets. If the affected population does not have access to markets, or if it has been estimated that the market will be unable to support an increase in demand, CfW programming is inappropriate. The following market tool helps assess when CfW is an appropriate strategy.

Table 3: A Framework for Deciding Whether to Distribute Cash[5]

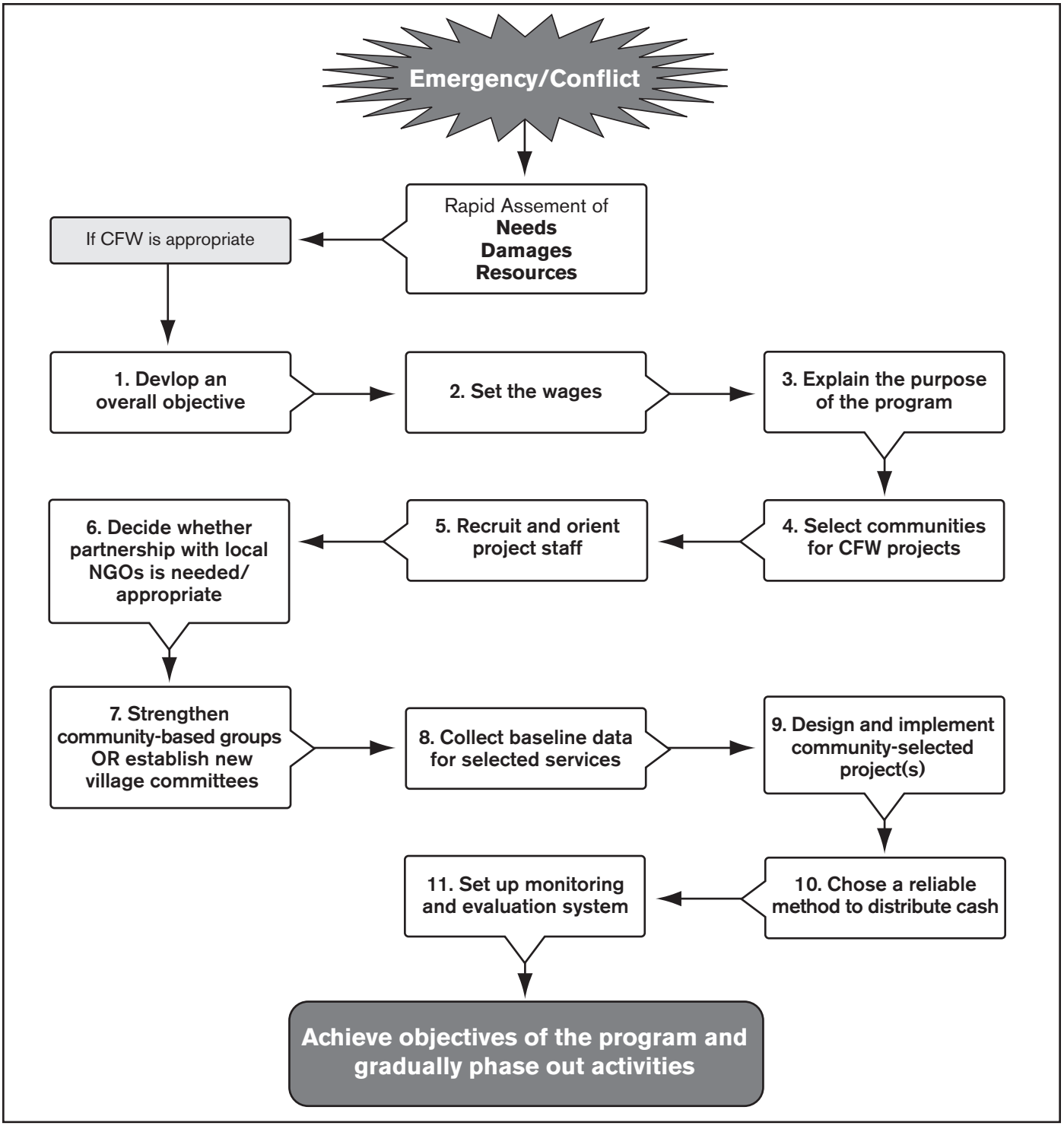


5 Figure 1 in Cash-Transfer *Programming in Emergencies, ed. Pantaleo Creti and Susanne Jaspars (London: Oxfam GB 2006) 22.*

V. Implementing Cash-for-Work Programs

This section outlines the necessary steps for implementing CfW programming. The steps are arranged chronologically, and while the approach to the program may differ according to the individual context, the general process of CfW implementation follows the pattern outlined below:

Table 4: Steps to Implementing Cash-for-Work



(1) Develop an Overall Objective

Once an assessment has ascertained that CfW is an appropriate intervention, the first step is to develop an overall programmatic objective. This will define and prioritize the purpose of CfW, while facilitating monitoring, clarifying results and developing effect and impact indicators. There are four general objectives underpinning CfW programs, and any or all may apply:

- **Food Security/Basic Needs** – The goal is to supply people with cash when food and necessary household goods are readily available in the markets but communities do not have the necessary assets to obtain them.
- **Improvement of Assets or Community Projects** – The goal is to improve basic assets or to accomplish a community-defined project. Unlike the activities that may be implemented under the previous objective, projects in this category are chosen according to their usefulness and sustainability. Possible projects include digging/clearing irrigation canals, repairing schools, fixing water and sanitation systems, planting greenbelts, or repairing roads.
- **Jumpstarting Economic Development** – The goal is to reintroduce cash flows into beneficiary communities, revitalize local markets, and restore basic economic functions. The availability of short-term employment helps to prevent the selling off of fundamental assets, such as livestock, equipment or land.
- **Stability** – After a large-scale emergency, CfW programming may be desired by host governments as a way of producing employment and keeping an impacted population from migrating or abandoning their communities in search of new livelihoods. An employed population is also less likely to experience higher levels of crime.

(2) Determine Wage Levels

The eventual success or failure of a CfW program is often a function of the care taken in setting the wage rate. It must be sufficient to inject needed cash flow into the local economy without causing unwanted economic ramifications such as price fluctuation, dependency, or competition with local producers. In order to minimize market distortion, the agency needs to ascertain wage rates for skilled and unskilled labor before and after the disaster through cooperation with government, local leaders, and/or local business people. The wage should usually be fixed at an amount lower than the market rate to ensure that CfW projects attract the most economically disadvantaged individuals. A general target is 10%-20% lower than the regular market rate. If wages are too high, CfW projects may entice people away from their regular livelihood activities. However, in the immediate aftermath of a large-scale disaster, the majority of employment activities may be interrupted. In this case, it may be appropriate to adopt wage rates comparable or even superior to those previously in existence to rapidly reintroduce economic activity.

Surveys of the local economy, including an overview of market prices and the availability of employment, should be performed on a regular basis throughout the project to ensure that CfW wages stay at the appropriate level. In instances where local businesses continue to have difficulties hiring sufficient laborers because of competition with CfW programs, aid agencies should either restrict the number of participants, decrease the number of days worked or reduce wages. An inquiry into the condition of the local market and wage rate appropriateness should include the following steps:

- **Establish market prices for basic commodities.** Determining the prices for basic commodities helps ensure that the wages set by the agency are not too low to meet the basic needs of participating households. In disasters and emergencies, the cost of living often rises.
- **Compare the wages other agencies are providing for similar projects and ensure coordination.** It is important to consult other agencies implementing CfW in the same areas about their CfW wage structure. Differences in wage levels may create disputes between communities.

- **Determine how the pay rates will be measured** – There are three main options for determining how payment is made. The choice will depend on the context:

  a) Payment per unit:
  - Advantage: Pay per unit (e.g. number of acres cleared, houses built or kilometers cleaned) establishes a clear pay unit.
  - Disadvantage: It requires more oversight, and requires a reliable supervisory staff who ensures all workers are being compensated appropriately.

  b) Payment per specified timeframe: This formula estimates the amount of time it should take to complete a certain job and make payments only for that number of days.
  - Advantage: This sets a clear timeframe for each activity and lessens the risks of laborers deliberately prolonging the project.
  - Disadvantage: Because this type of pay rate rests on an output-based system, more oversight is needed to ensure that the program is on schedule.

  c) Payment as daily wage:
  - Advantage: This rate allows for flexibility and is often utilized with projects of undefined duration.
  - Disadvantage: Because it is not output-oriented or tied to deadlines, this form of payment can stretch out for a considerable amount of time and does not necessarily achieve infrastructure aims.

(3) Explain the Purpose of the Program

It is essential to inform officials and community members from the outset of the purpose of CfW programming and its general methodology. In many areas, CfW is a relatively new form of programming, and a lack of knowledge about the principles of the program can create suspicion on the part of some community or government stakeholders. The following issues should be considered:

- The community should be made fully aware that CfW is being provided during a limited timeframe for a specific and limited purpose. There should be no expectations from the community members that the program will run indefinitely, nor should CfW be regarded as a long-term source of employment.
- Aid agencies should underscore the importance of broad community participation (not only community leaders and government officials) in the processes of selecting development projects and programmatic activities.
- Agencies should establish with relevant government officials, prior to the onset of programmatic activities, that CfW is a temporary form of disaster relief and is not meant to serve as "employment" in the traditional sense. Apart from the obvious utility of maintaining clear lines of communication with the host government, it is important to note that an accidental classification as an "employer" can have significant legal and tax ramifications.
- It is important to educate beneficiaries regarding the more common forms of fraud (i.e. bribes, dishonest traders). In order to avoid unjust extortion of money in form of "taxes" and "fee services," try to ensure that the community members know about existing taxes by inviting local authorities/leaders to discuss this issue within the community.

(4) Select Communities for CfW Projects

The process of choosing communities for CfW activities relies largely on the initial assessment, the agency's target area and existing activities in the region. The initial appraisal may involve discussions with existing local government and community structures, religious or tribal leaders and elders and NGOs. If underlying tension between various regional ethnic, tribal or religious groups is noted, aid agencies should attempt to balance the number and the type of CfW activities as part of a "Do No Harm" strategy. Other issues to consider when selecting communities include:

- **Interest and receptivity** – The community must be supportive of the program activities.
- **Level of infrastructure damage** – This level must be within the agency's capacity to address.
- **Commitment of local government officials** – The support of local leadership is crucial to the success of the program.

- **Labor availability** – There should enough laborers, both skilled and unskilled, to engage in the projects.
- **Commitment** – Local community structures should pledge to be inclusive and allow for input and decision making by women, men and marginalized groups in the community.
- **Accessibility** – The site must be accessible to permit start-up and continued monitoring.
- **Other actors** – Avoid working in areas where other NGOs are running similar or contradictory programs.
- **Potential for longer term engagement**–Determine if the program fits with other areas of operation and if there is potential for long-term recovery and development activities.

Community Responsibilities. The responsibilities of community representatives can include:

- Defining selection criteria for beneficiaries.
- Disseminating information on objectives and the size of cash payments.
- Selecting beneficiaries.
- Selecting appropriate Cash-for-Work activities.
- Maintaining order on payment days.
- Providing feedback on activities.
- Liaison for the provision of government permissions if needed (i.e. licenses).

(5) Recruit and Orient Project Staff

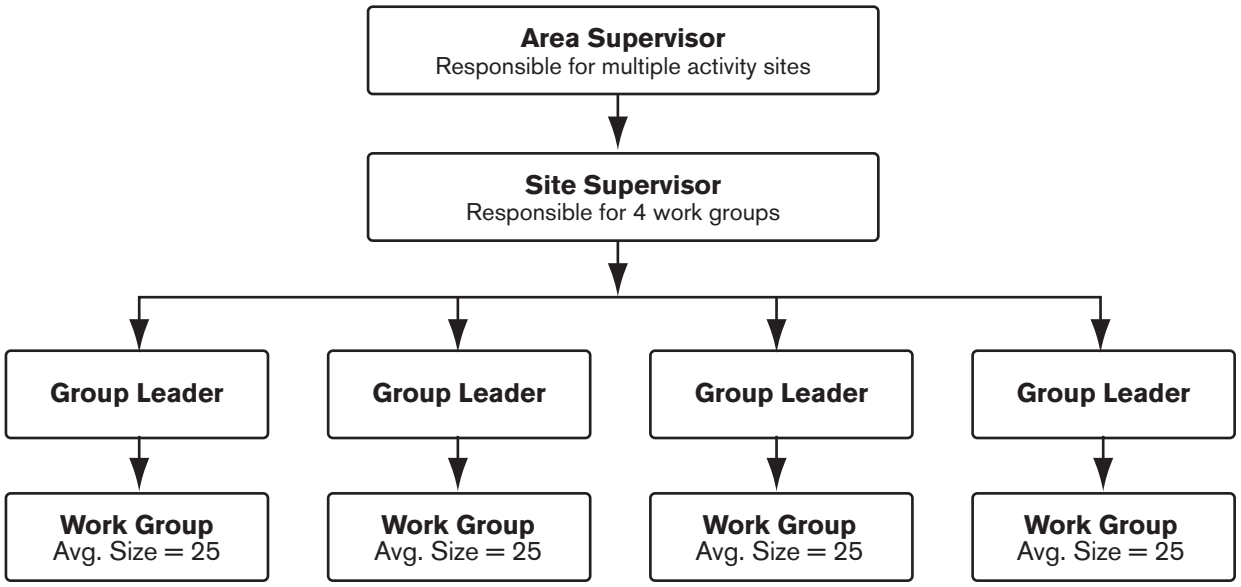
In acute emergencies, when CfW programs follow an initial distribution of emergency material, CfW project staff members are often the same employees involved in the first emergency response. Ideally, the project manager (expatriate or national) has had previous CfW experience to expedite program startup. Whatever the final structure, the initial team should include individuals familiar with the agency, its operational procedures, and agency values. The exact number and structure of staff will vary depending on context and size of the operation. It is important to provide a general agency orientation and specific CfW program orientation to all new employees, including reviewing the relevant job description (samples are annexed in this document). Particularly important is to provide on-the-job mentoring by experienced CfW staff to new team members. Key CfW positions are described below. All positions are employed by Mercy Corps or partner NGOs, except for those noted as community members.

- **Program Manager** has overall supervisory and oversight responsibilities.
- **CfW Coordinator** conducts day-to-day project supervision, leads the team in setting project priorities and planning (see Annex 2).
- **Program Assistant** assists Program Manager (or CfW Coordinator) with project administration, including paperwork management and coordination with program support personnel logistics and human resources (Annex 3).
- **Monitoring officer** develops and maintains the monitoring/evaluation system, oversees baseline assessments, and spearheads program documentation and the identification of best practices/lessons learned. NOTE: This position may also sit within a larger monitoring and evaluation unit if applicable.
- **Program Logistics Officer** works with the logistics department to ensure timely and adequate purchasing of tools/equipment, transportation (including tool delivery) and asset tracking. The Program Logistics Officer/Liaison should be employed at the planning stage of the project in order to allow for adequate preparation time, and s/he should be present at project identification meetings in order to assess the type and quality of tools required (Annex 5).
- **Engineering Technical Staff** provide technical assistance on infrastructure projects as needed.
- **Community Mobilization Manager** organizes and facilitates community mobilization events, supervises Community Mobilization Officers.
- **Community Mobilization Officer** is responsible for building relationships and program awareness within the beneficiary communities and capacity building of community-based groups.

- **Area Supervisor** oversees CfW projects in several communities (Annex 6); responsible for the entire project cycle and quality control.
- **Site Supervisor (community member)** supervises up to five group leaders, reviews work activity and monitors attendance and timesheet preparation. S/he is paid through CfW at a higher wage rate than laborers. S/he is often a village leader or someone of authority.
- **Group Leader (community member)** supervises up to 30 laborers and are responsible for the day-to-day management of the work activity and maintenance of attendance records. They facilitate payment to their work group on a weekly basis.
- **Finance staff** supervises financial functions of the program including reporting (Annex 4). They may have paymasters who report to them and who administer the distribution of salaries to group leaders.

Sample Supervisory Structure

Supervisory structure for Mercy Corps' Cash-for-Work Project for each activity site



(6) Determine Appropriateness of Local Partners

In an emergency local NGOs are frequently capable of rapid small-scale mobilization, and can often access remote populations and have a greater mobility in insecure environments or in areas unsafe for expatriate travel. Partnership with local NGOs helps to mitigate the risk of cultural inappropriateness by acting as an important source of information regarding local practices and preferences. If the situation necessitates a fast and broad implementation of CfW programming, partnering with local NGOs may facilitate an effective response.

While forming partnerships with local organizations can improve the likelihood of programmatic success, it may also increase the level of monitoring and training to be conducted by the international agency. In some instances, local partners may not possess the administrative or program skills required to implement CfW projects. If a decision is made to partner with local NGOs, it is crucial to choose an experienced or highly trainable organization and focus on the intensive training of the local partner in the initial project proposal stages. Refer to Mercy Corps' sub-grants manual for additional information.

(7) Strengthen Community-Based Groups or Establish New Village Committees[6]

To facilitate CfW project implementation - especially targeting, supervision, and monitoring - it is essential to identify a community/ village committee to act as a liaison. If no structures exist, it may be necessary to establish one for the purposes of the program, with the vision that this group could continue into recovery and development programming. Participation in a village committee should be voluntary. Oversight responsibilities with regard to CfW activities may require a pre-existing committee or community-based group to meet more frequently than they did prior to the program. This oversight includes the implementation and monitoring of projects, hosting joint meetings with the aid agency to review progress on projects, addressing any problems that have arisen in implementation, and discussing emerging community concerns.

Following the initial assessment and identification of target communities, community mobilizers will invite local leaders to an introductory meeting to explain CfW programming, solicit feedback, and build relationships. Community mobilizers will determine whether the existing local leadership structure is sufficiently reliable, respected and trusted by community members to assume programmatic responsibility. If so, this is preferable to heighten local credibility and avoid duplication or competition with existing authority structures.

If the community expresses a wish to establish a new CfW representative group, then the agency can use a mobilization methodology to create a cohesive and representative committee. This process follows standard mobilization methodologies.

Link: For further resources regarding community mobilization process, refer to *Community Mobilization Tools: A Collection of Documents Used by Mercy Corps in Community Mobilization Programs,* https://mcdl.mercycorps.org.

(8) Collect Baseline Data for Selected Sites

A baseline survey (Annex 7) should be carried out before starting CfW activities to establish qualitative and quantitative participant and project area data. If possible, the survey should be done in conjunction with other agencies to minimize the number of assessments carried out in a given area or with a given population.

Table 5: Baseline Data Collection

ISSUES	KEY QUESTIONS	IMPLICATIONS
Community Organization	• How reliable are traditional leaders and local officials? What other committees already exist? Does the community trust them?	• Helps to understand the structure of local leadership and determine whether there is a need to elect a new committee for CfW implementation or work with the existing structure.
	• Conflict assessment: are there any cultural, religious, or political differences within the community?	• Can help to identify the most vulnerable in the community (minority groups may have fewer options/resources). Alerts staff to any existing conflict, so that appropriate measures can be adopted.
	• Is there a support system for the socially vulnerable?	• If no support is available, attempt to establish a way for the most vulnerable to participate in the CfW activities or receive adequate support through other methods.

6 In CfW projects implemented by Mercy Corps in various countries, the community committees are referred to by different names (Community Initiative Groups, Community Working Groups, Community Action Groups, Community Relief Committees, etc); however, in the interest of consistency these groups will referred to as village committees throughout this report.

Logistics	• How good is access to the selected site? What, if any, equipment and tools are available locally? Are there any storage facilities?	• Allows estimation of the time frame needed to procure necessary materials. If the required equipment is not available locally, it is important to quickly find another source. If storage facilities do not exist or were destroyed, casual labor may be employed to build one.
	• What is the current state of communications in the area?	• Helps to determine how quickly and effectively staff can operate in the area and determine the level of difficulty in regard to staying in contact with HQ as well as other CfW sites.
	• How do people normally get food when they are working? Are there local places where they can eat lunch?	• Allows the agency to determine whether there is a need to organize on-site lunch preparation.
Economic Information	• What kind of work is normally done within the community? Do households normally migrate for work? • What is the agricultural calendar? When are people expected to be working on their land?	• Helps to estimate the fluctuations in the number of labor available each season. There is usually no work in the winter (and therefore large numbers of available workers); conversely, there is usually a labor shortage at harvest time. These variations influence self-targeting because low wage rates tend to be more generally acceptable in winter when rural communities have little other work.
Safety/Security	• What is the security situation like? Have there been local problems with robbery? Have similar organizations experienced security incidents in the past? • How much travel will be required to visit the project sites? What is the distance from the primary HQ to outlying beneficiary communities?	• Helps to anticipate and preempt security related problems. Similar organizations located in the same region will likely possess important insights regarding the security climate. Additionally, because a large percentage of security related incidents occur during transport to or from program sites in the field, it is important to map and assess likely travel routes and ascertain the frequency of road blocks, carjacking and other security incidents.
Banks/Money Transfer Systems	• Are banks, remittances organizations or other financial institutions operational within the beneficiary communities? • Are recipients accustomed to utilizing formal or informal financial services? How were wages distributed prior to the onset of the conflict/emergency?	• Helps to anticipate possible methods for cash management and salary distribution in ways that plug into pre-existing norms regarding how cash is handled. Using a previously unknown financial management system is sometimes necessary but should be avoided when and where there are existing methods for cash management.

(9) Design and Implement Community Projects

A community meeting is held to discuss objectives of the CfW program and identify priority community needs. Projects will vary in size and character, but it is key they are accepted by the community as a whole. Community Mobilizers and can assist, but not influence, the communities with the priority-setting process. Their main responsibility is to ensure inclusive participation and realistic, detailed, clear project plans. If a community meeting cannot occur, a committee can select the priority projects on behalf of the community. However, this method is less-inclusive and runs a higher risk of rejection by stakeholders not involved in the project design.

Setting Selection Criteria
While it is important to ensure the selection of CfW activities is done by the community, at times, the aid agency needs to set parameters depending on project goal, donor restrictions, budget or agency capacity, that may restrict unfettered community discretion.
In such cases, the agency may:
(1) set certain criteria that the community will have to consider while identifying their project, or
(2) present a list of potential projects from which the community can choose.

After CfW activities are selected, committees will determine the number of participants, timeframe, materials/ tools, and community contribution. Once proposals and budgets are submitted (Annex 8), the project team ensures the projects are practical and technically sound including:

- **Community needs:** These must be demand-driven and reflective of real community needs.
- **Intensive unskilled labor:** By employing a large number of unskilled laborers, the program promotes maximum community participation and the widest dispersal of cash to families.
- **Appropriate for target groups:** Care should be taken to see whether the physical labor excludes community members from participation due to physical constraints or cultural norms.
- **Technical viability:** Community-selected projects may require a range of technical expertise not available on site. The agency should ensure necessary expertise does not exceed capacity.
- **Long-term benefit to large segment of community:** All projects should provide a long-term benefit and lasting contribution to the community as a whole, not only to beneficiary families.[7]

Community Contribution

Village committees are responsible for determining the type and amount of community contribution, if required. Community contribution encourages local ownership and increases the likelihood of project sustainability. The percentage of community contribution varies according to context, but often ranges from 10-20%. Types of community contribution include:

- In-kind materials from local authorities and community members;
- Labor contributions (including skilled) or reduced labor payments;
- Time contributions of local leaders, professionals, and village members, including the process of program design;
- Donation of land from public institutions and/or private landowners;
- Cash contributions.

Developing an Assistance Agreement. Once the proposals have been reviewed and approved, an Assistance Agreement (see Annex 9) is signed by the village committees, local officials and the aid agency and/ or the local NGO partner, both in English and the local language. If projects require formal government license or approval, the community is responsible for obtaining such approval and providing a written record verifying official authorization

7 In acute emergencies, this criterion may not apply. In extreme emergency situations, the short-term revitalization through the introduction of an immediate cash flow may be a sufficient justification for CfW activity.

to agency staff. Depending on the level of complexity, engineering technical staff should review the proposed project and visit the community to assess the technical viability of the project, determine the level of skilled and unskilled labor required, create a bill of quantity, and assist with the development of a program design. In most cases, an appropriate government department will assign someone to work with the aid agency and the community groups to monitor the infrastructure projects and ensure that standards are met.

Note: Once the project site is determined and CfW activities have been outlined, the following steps can be implemented simultaneously:

9(a) Select Participants

Once a village committee estimates the number of individuals needed to complete selected activities, the Site Supervisor uses a registration form to collect names and basic personal information of participants.

Methods of Beneficiary Selection in Small and Large Communities:

- In small communities, it is possible to hold a public meeting to discuss assets, family size, and special circumstances. The participants should be encouraged to discuss what criteria they believe qualify "vulnerability" and identify participating individuals or households.
- In larger communities or urban settings, it may not be appropriate or possible to hold community meetings. Instead, local leaders or elected committees may be responsible for selecting beneficiaries based on the goals of the project and any other jointly decided criteria. In this instance, the process of beneficiary selection needs to be as transparent as possible so that the entire community knows not only who was selected but how the decision was made.
- In acute or large-scale emergencies, there may be few if any criteria for the selection of the beneficiaries, and all interested individuals may be permitted to participate. An agency should nevertheless set up certain parameters regarding the number of workers desired for each activity in order to ensure a consistent and sufficient labor force at each worksite.

Targeting Criteria:

While the communities and their leaders decide who participates in the program, the aid agency can present initial targeting criteria. Self-targeting helps ensure the program reaches the economically disadvantaged, since only those who have no other means of income will accept the lower wages of CfW programs. Targeting criteria will depend on the overall project goal and the primary assessment of the social/religious/ethnic composition of the community. To ensure that the most vulnerable groups are reached it is important to:

> Ensure that physically and socially vulnerable groups including female-headed households, elderly and handicapped are provided with alternative means of assistance through cash vouchers, grants or lighter tasks that avoid heavy labor.

> Consider whether it would be more beneficial for the community to employ fewer workers from the most needy families for a longer period of time or to spread funds over a larger segment of population for a shorter period.

> Set age limits for individuals participating in the activities – while Mercy Corps is committed to child labor prevention, economic conditions in areas of CfW implementation should be given strong consideration. In situations when families rely heavily on children's income, children may be included if:

- A worker is at least 15 years old.
- The work does not affect his/her school attendance.
- The work is appropriate for his/her physical ability.
- Younger laborers are allowed to take longer work breaks.

9(b) Purchase and Distribute Required Equipment & Materials

Once CfW activities are selected, necessary tools and materials should be ordered through the logistics department. Whenever possible, equipment should be purchased locally in order to maximize the rehabilitation of the local market. Purchased equipment is placed under the supervision of the Group Leaders until the end of CfW activities (Annex 10), at which time the remaining resources may be transferred to the community committees or retained by the agency for future use.

(10) Choose a Reliable Method to Distribute Cash

Identifying appropriate, safe methods for delivery and distribution of payments relies heavily on the initial assessment. Considerations include:

- **Availability of reliable financial mechanisms for cash delivery:** Determine if banks or financial service providers (remittance companies, post offices, etc.) are functioning near the project site.
- **Location of the beneficiaries:** Assess the transportation requirements and security risks involved in traveling to and from the project sites and beneficiary communities.
- **Frequency of payment:** The frequency of the payments may vary according to the level of immediate need, security risks and wishes of the beneficiary communities. Initial payments may be made daily to win trust and fill an immediate need for cash, but should be transitioned to a weekly, bi-weekly or monthly model.
- **Beneficiary Preference:** Asking participants about their preferred method of payment can help the agency to plug in to existing methods for cash distribution and help ensure the majority of beneficiaries receive their salaries with ease and safety.

i) Local Banking Systems: Functioning financial institutions in proximity to communities may facilitate direct payments into individual or group bank accounts. Using the local banking system reduces the workload for Mercy Corps and helps reduce the risk of corruption. However, in many areas, formal financial services are an unfamiliar practice for local communities. Care should be taken that beneficiaries are given basic financial skills training underpinning the use of a bank account or be given alternative methods for collecting cash. The following three options can be used to make bank payments:

- **Individual accounts:** The advantage of individual accounts is maximized recipient control over the timing of the withdrawal of salaries. This method affords a measure of security to the participants who are not forced to keep their salaries in cash, and to the project team, who do not directly handle cash. The disadvantage is potential additional banking cost to participants, and the logistics of setting up the accounts.
- **Group accounts:** Pooled salaries for each working group can be transferred into group accounts created for each Group Leader. On payday, the Group Leader withdraws the cash payment and works with the Area Supervisor to distribute the payments to his or her working group. While this method involves fewer accounts, it involves the collection and transport of large amounts of cash. Additionally, the calculation and distribution of salaries needs to be carefully tracked at all points to avoid corruption or accidental error.
- **Mobile services provided by the financial institution:** Where available, local financial institutions can be contracted to deliver cash payments directly to project sites. On site, the Area and Site Supervisors monitor the accurate disbursement of salaries. The advantage of this service is that it often provides 'cash-in-transit' insurance safeguarding Mercy Corps against any security risks on the road. This service is not available in all areas, and is usually the most expensive method of cash distribution.

ii) Local money-transfer companies: In areas where formal financial institutions are inaccessible or do not exist, local traditional systems can be utilized to distribute the payments. The advantages and disadvantages are similar to those listed above.

Direct Payment – If none of the above options are viable, payments can be made directly by project staff, using the following procedures:[8]

- The Area Supervisor collects and verifies attendance lists (Annex 11) with each Site Supervisor.
- The Area Supervisor works with finance staff to prepare payment vouchers (Annex 12) and bank transfer requests (as appropriate), indicating days/ hours worked and total payments per work group.
- On payday, the Area Supervisor visits the worksite with attendance lists and explains the payment process together with the Site Supervisor.
- All beneficiaries present identification or, if identification does not exist, a Group Leader or community representative who knows the participants must be present to verify identities.
- Literate beneficiaries should be enlisted to assist others.
- Beneficiaries receive the exact amount due and sign the cash payment sheet (Annex 13) on receipt or put a thumbprint next to their name in recognition of received payment.
- All payments sheets must be countersigned.
- Payment vouchers and attendance lists are re-tabulated and reconciled by Finance Officers.

Cash Movement Practices: As direct cash transfers may create security risks by transporting cash, and may increase the risk of corruption, the following steps are critical:

- Vary the routes carrying money to and from the field.
- Select a safe location for distribution.
- Ensure distribution is made to small numbers of workers at a time.
- Decentralize distribution so that smaller amounts of money are transported to several different locations and beneficiaries have shorter distances to walk home.[9]
- When transferring cash by car, divide the money and hide portions in several locations within the car utilizing a tracking mechanism.
- Purchase insurance coverage to safeguard Mercy Corps from the risk of loss if this is available and affordable.
- Explain to the community that in the instance of security threats, the program may be withdrawn or suspended. With foreknowledge, the community may be more likely to proactively protect project operations.
- Minimize the number of people who have information about the date, time, location, and manner with which the payments will be made.
- Time the distribution of payments to allow the recipients sufficient opportunity to reach their homes during daylight hours, and try to place distribution locations in areas that will offset any transportation risks for beneficiaries.
- Aggressively maintain programmatic transparency. Transparency can be promoted by tracking the total amount of funds provided to the site supervisor, making sure all laborers know the amount they are supposed to be paid, and keeping timesheets for all laborers available and visible on site.

8 Mercy Corps, *Emergency Job Creation for the Most Vulnerable Families in Gaza.* Narrative & Budget (2006), 22 Aug. 2006, https://mcdl.mercycorps.org.

9 *Cash-Transfer Programming in Emergencies, ed.* Pantaleo Creti and Susanne Jaspars *(London: Oxfam GB 2006) 43.*

(11) Establish Monitoring and Evaluation Systems

Monitoring and evaluation are essential as it helps agencies determine if program objectives have been achieved and whether activities were responsive to participants' needs. M&E activities ascertain that if payments reach the targeted beneficiaries, how the cash is being used, the impact of CfW activities on local market activity, and the effects of wage income in beneficiary households.

Link: For more information on this subject, please refer to *Design, Monitoring and Evaluation Guidebook (2003)*, https://mcdl.mercycorps.org.

M&E processes should focus on the following areas of potential impact (see Annex 14,15 and 16):

- **Payments:** Monitoring enables the agency to learn if payments were made on time, if participants received the correct amount of money, and if cash distribution was satisfactory.
- **Households:** The agency can assess the impact by gathering information on how CfW income influenced the participating households, how the cash was used, and what changes took place in the coping strategies of the households.
- **Use of Cash:** Key indicators that help identify changes in the use of cash include: changes in expenditures, debt level, impact on the level of employment, and the proportion of household income provided by CfW activities.
- **Family/social relations:** It is important to ascertain if the distribution of cash has caused a shift in pre-programmatic social relations or norms. It is also beneficial to inquire as to whether any conflicts arose between households/areas that were selected as beneficiaries and those that were not, as well as between ethnic/tribal groups.
- **Gender:** In programs where women were targeted, it is important to assess whether their participation had any impact on gender relations in the household and communities.
- **Markets:** Understanding the impact of CfW programming on the functionality of local markets should be a central component of any evaluation. Program evaluation should be designed so as to include an investigation of any impact on market prices, employment patterns, trading activity, terms of trade, economic stratification, and the availability of goods.
- **Coverage:** Monitoring will also determine whether the process of beneficiary selection was effective and succeeded in reaching the most vulnerable segments of the population.

Ghost workers

Aid agency staff and community leaders should be attentive to the possibility of "ghost workers" – individuals who are reported as present on timesheets but are not actually working. Unannounced monitoring visits should be carried out as part of routine program management. If the monitoring staff find a discrepancy between names reported on the time sheets and workers physically present at the site, the problem should be documented in an incident report and addressed by the program manager. In case of repeated incidents, it may be advisable to suspend CfW activities in that work site, which sends a clear message to the local community about the consequences of widespread fraudulent activity on programmatic operations and helps maintain credibility in the project area.

VI. Phasing Out and Transitioning CfW programs

In order to ease the transition of beneficiaries to other sources of income, it is important that the end of CfW programming is conducted as a phase-out rather than an abrupt stoppage. This can be achieved by gradually decreasing the number of work days or restructuring labor payments based on output-based labor payments with specific deliverables. The decision to end the CfW program depends largely on the overall objective of the project. In most cases, CfW will phase into other types of programming.

Food Security/Basic Needs: If the primary aim is to inject cash into the local economy and provide individuals with means to support their households, then CfW activities should cease once normal livelihood activities and markets resume. It is best to limit direct cash infusions and distributions that may encourage buyers to substitute or compete for local goods and services. CfW often phases into direct economic development projects focusing on raising household income.

Improvement of Infrastructure or Community Projects: If the primary aim is to improve infrastructure or conduct community projects, CfW should phase out after the activities are completed to set targets. If infrastructure needs remain or there is a desire to conduct additional community projects for civil society building purposes, CfW should be phased into more traditional community infrastructure projects using mobilization methods. This may include community cash grants.

Jumpstarting Economic Development – If the primary aim of the program is to rehabilitate local markets to the point where they are able to meet local demand, economic indicators should be crafted to suggest a point where markets have achieved the requisite level of self-sufficiency. This work will likely phase into more direct financial and technical assistance to providers, including businesses and financial institutions. This may include cash grants to employers or loan guarantees respectively. CfW projects may take on a skills training component in order to help jumpstart job creation at the end of the CfW period. In order to facilitate individual economic growth, a percentage of CfW payments may be withheld to create savings that can be paid as a lump sum at the end of the project for use as capital.

Stability: Typically, these types of large-scale employment programs are conducted by the government or a large UN agency. They are often phased into community rehabilitation programs or simply ended with large infrastructure such as roads/ bridges is complete.

VII. Conclusion

Cash-for-Work programming, when used appropriately, can be an important resource in the toolbox of any organization involved in the provision of hummanitarian assistance following a disaster or violent conflict. CfW carries the advantage of encouraging direct, dollar-for-dollar reinvestment of wages paid back into the community and has the ability to simultaneously revitalize struggling local markets and rehabilitate the infrastructure of badly damaged communities. Perhaps most importantly, CfW can provide a framework for a traumatized community to come together and constructively reinvest their labor back into their homes and neighborhoods.

Like all forms of development aid, CfW is context-specific. The ultimate success or failure depends on the thoroughness of the initial data gathering process assessing the appropriateness of CfW. CfW requires certain preconditions to be effective, including functional markets, a currency-based economy, and a security situation sufficiently stable to permit the regular distribution of cash salaries, among other concerns. Of course, if a population has been left too hungry or too unhealthy by disaster to engage in physically demanding work that CfW programming can require, it may be advisable to contemplate the use of other forms of aid.

In the best case scenario, CfW programming serves as a foothold for programming in societies suffering a shock. The most auspicious termination of CfW programming is not withdrawal from the region, but rather transition into recovery and longer-term development programming with a deep knowledge of local practices and strong local partnerships.

External References

- Creit, Pantaleo, and Susanne Jaspers. Cash-Transfer Program in Emergencies. 2006. Ed. London: Oxfam GB.
- Doocy, Shannon, et al. Mercy Corps Cash for Work Program in Post-Tsunami Aceh. 2005. Research Paper.
- Harvey, Paul. Cash and Vouchers in Emergencies. 2006. London: Overseas Development Institute. ODI Humanitarian Policy Group. <http://www.odi.org.uk/hpg/Cash_vouchers.html>.
- Cash-Based Responses in Emergencies. 2007. London: Overseas Development Institute. ODI Humanitarian Policy Group.
- Lumsden, Sarah, and Emma Naylor. Cash for Work Programming: A Practical Guide. 2002. Oxfam GB Kenya Programme. <http://publications.oxfam.org.uk/oxfam/add_info_024.asp>.
- Making the Case for Cash: Humanitarian Food Aid Under Scrutiny 2005. Oxfam Briefing Note. Oxfam International. <http://www.oxfam.org.uk/what_we_do/issues/conflict_disasters/bn_cash.htm?searchterm=Making+the+case+for+cash%3AHumanitarian>.

Internal References

(These are available for Mercy Corps' staff through the Digital Library. If you do not have access please contact someone at Mercy Corps to request a copy of the document)

- Tsunami Response Project 2005-2006: Immediate Livelihood Recovery and Vulnerability Reduction. 2006. Final Report to Mercy Corps. Nairobi: Horn Relief.
- Maynard, Kimberly A. Evaluation of Mercy Corps' Response to the Afghanistan Crisis September 1, 2001-September 30, 2002. 2003. Outside Evaluation for Mercy Corps. <https://mcdl.mercycorps.org/gsdl/docs/MC%20AF-PAK%20EVALUATION%20REPORT%20final.pdf>.
- Emergency Support for Drought and Conflict Affected Populations in Afghanistan, November 1, 2001 through March 15, 2003. 2003.
- Emergency Assistance to Rebuild Healthy Communities in Konch and Siran Valleys, Mansehra District, Pakistan. 2005. Narrative. <https://mcdl.mercycorps.org/gsdl/docs/OFDA06PakistanEarthquakeHealthyCommunitiesnarr.pdf>.
- Pakistan Earthquake Relief and Recovery: Shelter Support.2006. Monthly Report, June 2006. <https://mcdl.mercycorps.org/gsdl/docs/SAERF05PakistanEarthquakeReliefJune06.pdf>.
- Alleviating Poverty Through Productivity and Livelihood Enhancement APPLE Programme. 2005. Part 1 of 2 Narrative & Logical Framework. <https://mcdl.mercycorps.org/gsdl/docs/MCS%2005%20EC%20Afghan%20APPLE.pdf>.
- Short-Term Reintegration Through Community Empowerment in Kabul City. 2004. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/ECHO03afgkabFinalReport.pdf>.
- Cash-for-Work and Livelihood Sustainability Program for Southern Provinces of Afghanistan. 2003. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/APS%20Final%20Report%20HQ%20FINAL.pdf>.
- Emergency Support Program for Drought and Conflict Affected Populations in Afghanistan. 2003. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/OFDA_Final%20Report%20HQ%20final.pdf>.
- Tsunami Emergency Small Grants Program for Sri Lanka. 2005. Narrative. <https://mcdl.mercycorps.org/gsdl/docs/OFDA2005srilankaTsunamiEmerSmGr.pdf>.
- Initiating the Revitalization of Communities and Livelihoods in the Ampara District. 2005. Narrative & Logical Framework. <https://mcdl.mercycorps.org/gsdl/docs/Mercy%20Corps%20Sri%20Lanka%20Proposal1.pdf>.
- Tsunami Emergency Small Grants Program for Sri Lanka.2005. Final Report, January-November 2005. <https://mcdl.mercycorps.org/gsdl/docs/USAIDOFDA05SriLankaTsunamisg4qfr.pdf.pdf>.
- Livelihoods and Community Recovery Program LCRP. 2006. Part 1 of 2 Narrative & Logical Framework. <https://mcdl.mercycorps.org/gsdl/docs/ARC06SriLankaLCRPproposal.pdf>.

- Initiating the Revitalization of Communities and Livelihoods in the Ampara District. 2006. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/DFID05SriLankaFROHM0857.pdf>
- Eastern Community Rehabilitation Program ECRP. 2006. Quarterly Report, March-June 2006. <https://mcdl.mercycorps.org/gsdl/docs/AusAid%2005%20SriL%20ECRP%20Qr1.pdf>.
- Twic County Sudan Project for Vulnerable Agro-Pastoralists. 2004. Quarterly Report, October-December 2004. <https://mcdl.mercycorps.org/gsdl/cgi-bin/library?e=q-000-00---0all--00-0-0--0prompt-10---4----dtt--0-1l--1-en-9999---20-about-Twic+County+Sudan+Project+for+Vulnerable--00031-011-0-0utfZz-8-00&a=d&c=all&cl=search&d=HASH014b9346c8d4d7c7ef66c0f9>.
- Twic and Abyei Rehabilitation, Growth, and Economic Transfers Project TARGET. 2005. Quarterly Report, October-December 2005. <https://mcdl.mercycorps.org/gsdl/docs/OFDA05sSudanTARGETQ3Report.pdf>.
- Twic and Abyei Rehabilitation, Growth, and Economic Transfers Project TARGET. 2005. Narrative&Budget. <https://mcdl.mercycorps.org/gsdl/docs/OFDA%20TARGET%20Proposal%204-2-05.pdf>.
- Assistance to Vulnerable Populations in Iraq 2. 2004. Narrative. <https://mcdl.mercycorps.org/gsdl/docs/OFDA%202004.pdf>.
- Assistance to Vulnerable Populations in Iraq: Rapid Response Cooperative Agreement. 2004. Narrative&Budget. <https://mcdl.mercycorps.org/gsdl/docs/Cooperative%20Agreement%20Proposal.pdf>.
- Assistance to Vulnerable Populations in Iraq 2. 2005. Quarterly Report, April-July 2005. <https://mcdl.mercycorps.org/gsdl/docs/Quarterly%20Report%20Apr-June%202005%20Final%20Submission.pdf>.
- Sustainable Return and Reintegration of Iraqis from Iran. 2006. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/BPRM05IraqIraqisIran%20Final%20Report.pdf>.
- Assistance to Vulnerable Populations in Iraq 2. 2006. Quarterly Report, February-April 2006. <https://mcdl.mercycorps.org/gsdl/docs/USAIDOFDA04IraqAVPIraq2qrJanApril06.pdf>.
- Aceh Village Recovery Program. 2005. Narrative. <https://mcdl.mercycorps.org/gsdl/docs/USAIDOFDA05AcehVillageRecovery.pdf>.
- Aceh Village Recovery Program: Area Based Recovery and Intensive Labour Programme. 2005. Progress Report, March-April 2005. <https://mcdl.mercycorps.org/gsdl/docs/UNDP%20-%20First%20Progress%20Report%2016%20April%202005%20-%20final.pdf>.
- Aceh Village Clean-up. 2005. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/FinalReportDAISPD022.pdf>.
- Emergency Response for Tsunami Affected Communities in Aceh. 2005. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/Final%20Report%20OFDA497G00050001100.pdf>.
- Aceh Village Recovery Program: Area Based Recovery and Intensive Labour Programme. 2005. Progress Report, April-May 2005. <https://mcdl.mercycorps.org/gsdl/docs/Mercy%20Corps%202nd%20UNDP%20Progress%20Report%2015June05.pdf.>.
- Aceh Strategic Infrastructure Clean-up. 2005. Final Report. <https://mcdl.mercycorps.org/gsdl/docs/DAI05IndonesiaASICSPD023fradd.pdf>.
- Emergency Response to Indonesian Earthquake Survivors, Yogyakarta. 2006. Narrative & Budget. <https://mcdl.mercycorps.org/gsdl/docs/HK06IndonesiaEarthquakeEmergnarr.pdf>.
- Emergency Job Creation for the Most Vulnerable Families in Gaza. 2006. Narrative & Budget. <https://mcdl.mercycorps.org/gsdl/docs/ECHO06GazaEmergencyJobCreationNarr.pdf.>.
- East Georgia Community Mobilization Initiative. 2003.Community Mobilization Manual. <https://mcdl.mercycorps.org/gsdl/docs/CM%20Manual%20Eng-last%202_With%20Annexes.pdf>.
- Nielson, Thomas G. APPR M&E Consultancy Final Report. 2005. Research Report. <https://mcdl.mercycorps.org/gsdl/docs/Final%20report%20ME%20ARRP-Thomas%20Nielssen.pdf>.

VIII. Annexes

Electronic Annex documents are available in Excel and Word formats on Mercy Corps' digital library.

Annex 1: Mercy Corps' Cash-for-Work Experience

In **Indonesia** Mercy Corps began CfW programs in Aceh Province within the first ten days following the December 26, 2004 tsunami. Mercy Corps' CfW program employed nearly 18,000 participants in 60 villages and disbursed over USD 4.5 million with funding from UNDP, USAID/OFDA, Taiwan, USAID/DAI, and private funds over a seven month program lifespan. Following the tsunami, wages earned in CfW projects were reported to be the only source of income for many households, and the program was in strong demand especially since the majority of productive assets and livelihoods was lost. Since the projects provided a substantial infusion of cash, it helped to restart the local economy and provide support to economic markets. In the initial phase of the project, CfW activities included clearing debris, and a strong emphasis was placed on clean-up of important public facilities in order to restore access to basic services. The average daily rate, which was about $3 (plus an additional allowance of 50 cents for lunch), reflected the upper end of pre-tsunami labor rates that ranged from $2.55 to $3. CfW activities resulted in clearing of 136km2 of land area, 262km of roads, and 2,006 buildings; in addition, a total of 306 permanent and 577 temporary structures were constructed during the course of the program.

In **Sri Lanka** in 2005, following the destruction ensued by tsunami, Mercy Corps utilized USAID/OFDA grant in order to provide income generating opportunities through reconstruction of vital community infrastructure and livelihoods. The program employed nearly 1,300 villagers from Ampara, Galle and Trincomalee districts who worked for 28,959 person days for a total of $164,655 (including wage, lunch and equipment). Some of the outputs generated by CfW activities include clearing roads, lanes and beach line. In addition, the program rehabilitated ten religious buildings and fourteen other public buildings.

In **Somalia** Mercy Corps utilized private funds to implement a CfW project through Horn Relief organization in response to the economic disruption and the damages inflicted by the tsunami in 2004. The project supported 900 households (approximately 7,200 individuals) who had lost their main livelihood – fishing. One of the first objectives of the program was to rebuild transport infrastructure to decrease vulnerability of fishing communities and improve market access. Laborers effectively reconstructed roads between their communities and the nearest market town. The cash enabled the fishermen to feed their families and the road improvement meant a significant reduction in transit time of the fishing catch which has drastically decreased the amount of fish being spoiled on route to market. Other activities included drift construction, borrowing pits and soil degradation to rehabilitate the environment; in addition, participants effectively gravelled, graded and compacted 61.6 kms of new road to the enhanced specifications.

In **Iraq** under a two year USAID/OFDA funded program starting in January of 2005, Mercy Corps initiated an Assistance to Vulnerable Populations project that targets IDPs and returnee families as well as other vulnerable members of the communities. Following the conflict in the spring of 2003 there was a large internal shift in population with new displacement occurring as Kurds returned to areas from where they were driven out over the last 30 years, creating new displacement of predominantly Sunni Arab families. Mercy Corps is currently working with displaced and returnee communities to improve village level infrastructure through CfW. From January 2005 to the end of April 2006 Mercy Corps committed close to $ 6.3 million and reached approximately 402,735 direct beneficiaries, 47% of whom were IDPs. Through its programming 135,147 total short-term employment days were created.

In **Pakistan** a 7.6-magnitude earthquake that shook northern Pakistan on October 8, 2005 caused massive loss of life and displacement. More than 85,000 died and nearly three millions people (roughly three time as in the Indian Ocean tsunami) were left homeless and in danger in areas difficult to reach because of mountainous terrain, cold weather and severely damaged infrastructure. Starting on December, 2005 to March, 2006, Mercy Corps employed $ 507,320 of the SAERF award in order to implement longer-term recovery programs, which created winter shelters. The main sites of implementation were Konch and Siran valleys which are located at high altitudes and therefore more vulnerable during the cold winters. Under the Warm Dry Room initiative, the affected population was employed to clear debris and recover useable building materials as well as claim any of the remaining dead. Mercy Corps has directly involved 13,356 participants in 61 villages, and created 154,384 total person-days. As a part of the earthquake effort, Mercy Corps partnered with the National Rural Support Programme, (NRSP). This local agency maintains staff and offices throughout the region and allowed Mercy Corps to work in regions not usually served by international NGOs.

In **Afghanistan** Mercy Corps implemented a variety of CfW schemes in western, northern, and southern parts of the country. Under USAID grant agreement ($2,909,780), Mercy Corps undertook a Cash-for-Work and Livelihood Sustainability Program in the Southern Provinces of Afghanistan in 2002. The aim of the project was to reconstruct and rehabilitate economic, agricultural, and social infrastructure for returning refugees, internally displaced peoples (IDPs), and vulnerable members of local communities. The southern provinces were areas afflicted by high unemployment rate, loss of livelihoods, and damaged infrastructure after 23 years of war and five years of drought. CfW was especially useful in this environment as it simultaneously injected much needed cash into deprived households and helped to rebuild basic infrastructure and houses for returning families.

In **Sudan** in a 20-month project undertaken between May 2004 to December 2005, Mercy Corps implemented a Twic County Project for Vulnerable Pastoralist project with USAID/OFDA funding in the amount of $249,993 (with $34,134 in budgeted match). The main goal of the project was to increase food security and enhance livelihoods in selected agro-pastoral communities in northern Bahr el Ghazal affected by years of war and persistent droughts and floods. Project activities were largely agricultural, but part of the program included improving/building infrastructure through cash-for-work activities. Through Twic project, a total of 84 culverts were installed, thereby improving access to markets as well as other facilities. People are now able to reach health and education facilities more easily, while farmers, with the help of donkey carts, are able to move large quantities of farm produce to the markets. One of the other major outputs of Twic project was construction of nine bridges, which helped to rehabilitate the roads between important locations, stretching to a distance of 99 kilometers. By the end of the program, 50,000 agro-pastoralists had improved access to market opportunities.

More recently, from February, 2005 to January, 2006, Mercy Corps initiated the TARGET project under OFDA funding (USD $972,497) in order to address the urgent food and livelihood needs of 151,000 returnees, IDPs and vulnerable residents of Twic and Abyei Counties in Northern Bahr el-Ghazal region. The CfW part of the program ($96,794) was aimed at building household and community assets that would provide immediate economic opportunities for vulnerable populations and enable them to start developing safety nets for resisting shocks more effectively in the future. In the course of the project, a total of 1,924 individuals participated in 20 community rehabilitation/construction activities (of which seven are still in progress) for a total of 33,827 working days. The salary for unskilled labor was approximately $1.25/day, which was just below a typical daily wage in Twic and Abyei counties. Some of the outputs of this CfW program include rehabilitation of local roads, construction of schools, community centers, and health clinics; brick making and building irrigation canals and ditches.

Annex 2: Cash-for-Work Coordinator Job Description

Job Title: Cash-for-Work Coordinator

Location:

Reports to: Cash-for-Work Program Manager

Grade Level:

Job Summary

Manage all CfW activities in designated area. Manage and supervise all staff, projects, project selection and planning, project assets, government and community liaison, monitoring and payment. This position reports directly to the Program Manager.

Specific Responsibilities

1. Review labor and time-line requirements for CfW activities, determining staffing requirements.
2. Coordinate all CfW activities including area selection, community capacity and coordination.
3. Coordinate payment procedures, including documentation, approval and actual payment.
4. Oversee procurement of all materials for CfW projects.
5. Report on any problems encountered in the field such as project participant complaints, local authority interference and security threats to MC staff and activities.
6. Coordinate with MC Security Officer and Program Manager on any threats to MC staff and activities; follow up on incidents/security threats in areas of operation.
7. Complete any required monitoring as outlined by the Program Manager.
8. Ensure complete Mercy Corps orientation for all new staff.
9. Maintain all documentation relating directly to CfW activities required to ensure accountability to the donor, particularly where labor is concerned.
10. Oversee administrative matters relating directly to CfW activities: time-sheets, payment schedules, required paper-work, liaison with finance department.
11. Prepare a monthly cash requirement forecast for CfW activities, including the purchase of materials at site and CfW labor payments.
12. Provide information on CfW activities as requested by Project Manager, Regional Office, or MC HQ.

Coordination

13. Coordinate with the Engineering Coordinator and Community Development Officer on all community-related matters, ensuring the three areas of the program are working well together.

Program Manager		**CfW Coordinator**	
Name :	_____	Name:	_____
Signature:	_____	Signature:	_____
Date:	_____	Date:	_____

Annex 3: Cash-for-Work Administration Officer Position Description

Job Title: Administration and Procurement Officer (AO)

Location:

Report to: CfW Coordinator

Job Summary

Responsible for all administrative, human resources and procurement duties related the CfW program.

Specific Responsibilities

1. Manage all procurement for the CfW program through the Procurement Assistant, ensuring timely availability of all supplies materials and assets requested by the CfW Area Logistics Officers (ALO's).
2. Provide any assistance required by the CfW Cashier to ensure efficient and secure payment of CfW participants.
3. Ensure all human resources systems for the CfW program are well managed in accordance with Mercy Corps HR systems. Coordinate closely with the HR officer and the CfW Coordinator to ensure vacant positions are filled and existing staff are aware of, following and benefiting from MC HR systems.
4. Assist the CfW Cashier in the preparation of reliable cash flow projections to ensure efficient cash flow.
5. As required, ensure all Mercy Corps transactions with contractors follow standardized, and transparent procurement systems. While such projects might originate in the field, the AO is responsible for formal transparent agreements with such contractors.
6. Cooperate and coordinate with all CfW staff to ensure good internal coordination and subsequent high quality project selection, design, implementation, monitoring and management. Participate in the weekly staff meeting with CfW staff regarding all matters of projects (technical, financial, administrative, security).
7. Coordinate with non-CfW MC staff to discuss matters that are relevant to all MC staff.
8. Assist MC senior management (direct supervisors and up) with any requests for information or data regarding program expansion or development.
9. When using MC vehicles, take appropriate care of the vehicle and ensure maintenance during period of usage.
10. Any other duties as required.

Mercy Corps:

Name : _____

Signature: _____

Date: _____

CfW Administration and Procurement Officer:

Name: _____

Signature: _____

Date: _____

Annex 4: Cash-for-Work Cashier Position Description

Job Title: CfW Cashier

Location:

Reports to: CfW Coordinator

Job Summary

The CfW Cashier is responsible for planning, arranging, tracking and reporting on all payments of CfW participants in coordination with the finance department and the rest of the CfW team.

Specific Responsibilities

1. Collect all participant sheets from Area Supervisors at the end of every payment period and ensure all calculations of payments are correct.
2. Ensure correct authorization for all payments is obtained prior to payments being made.
3. Manage all CfW payments based on authorized participant sheets. This will include preparation of checks, transfers and all end user payment receipt paperwork.
4. Prepare accurate weekly payment reports to the CfW Coordinator and the Finance Manager within one day of payment having been completed.
5. With the CfW Coordinator, the Area Supervisors and Area Logistics Officers, develop and ensure all payment mechanisms in each area are secure, reliable and transparent. Within one week of commencement of activity in any area payments should not be made in cash, and should be on a maximum of a weekly basis.
6. In situations where payments are made to group representatives, with the Area Supervisor, ensure transparency systems are in place that ensure that all those being paid through a representative are aware when the representative has received payment on their behalf, and of the amount.
7. Manage the CfW pipeline to provide timely cash requirement estimates to the finance team to ensure adequate funds available for all CfW payments.
8. Assist the CfW coordinator in any CfW activities as requested.
9. Any other duties as assigned.

Mercy Corps:

Name : _____

Signature: _____

Date: _____

Cashier:

Name: _____

Signature: _____

Date: _____

Annex 5: Cash-for-Work Area Logistics Officer Position Description

Job Title: Area Logistics Officer (ALO)

Location:

Reports to: Area Supervisor (AS)

Job Summary

To manage all administration and logistics of Mercy Corps CfW activities for the assigned area.

Specific Responsibilities

1. Ensure all logistical requirements of the area are met in accordance with plans developed with Area Supervisor and centralized logistics, procurement and warehousing staff.
2. Provide timely call forwards on all supplies and equipment necessary for the implementation of engineering projects as per agreed systems.
3. Ensure secure storage, tracking and reporting on all CfW equipment and supplies and the project sites.
4. Assist AS and Cashier in preparing and managing payments for project participants.
5. As required, assist the AS in the preparation of reliable monthly cash flow projections to ensure efficient cash flow for payments and assist the AS in the preparation of weekly reports on all financial matters.
6. Monitor market prices of various items (including food products) by conducting a weekly survey of the local market. Provide completed market price surveys to the Monitoring officer.
7. When using Mercy Corps vehicles, take appropriate care of the vehicle and ensure maintenance during period of usage.
8. Maintain a high degree of awareness regarding the security situation in the project area. Based upon this knowledge take adequate measures to ensure the safety of any and all Mercy Corps staff in the delegated area of responsibility and assist with the district as a whole. Assist the AS in the preparation of monthly reports on security, as well as at any other time that is necessary.
9. Report any developments or circumstances that affect the humanitarian situation or the implementation of humanitarian projects to the AS.
10. Cooperate and coordinate with all CfW staff to ensure good internal coordination. Participate in the weekly meeting with CfW staff regarding all matters of projects (technical, financial, administrative, security).
11. Coordinate with MC staff of non-engineering projects that may be present in the assigned district to discuss matters that are relevant to all MC staff.
12. Assist MC senior management (direct supervisors and up) with any requests for information or data regarding program expansion or development.
13. Any other duties as required.

Mercy Corps:		**Assistant Site Engineer:**	
Name :	_____	Name:	_____
Signature:	_____	Signature:	_____
Date:	_____	Date:	_____

Annex 6: Cash-for-Work Area Supervisor Position Description

Job Title: CfW Area Supervisor (AS)

Location:

Reports to: CfW Coordinator

Job Summary

Responsible for the identification, design, implementation, monitoring and reporting on all CfW project activities and administrative tasks on the MC Cash for Work Program in the assigned area. To supervise all area CfW staff in order to effectively implement planned projects. Manage all administration and security of MC CfW activities in the assigned area.

Specific Responsibilities

Technical

1. Develop plans for the implementation of the MC Cash for Work project in the assigned district. This should include planned delegation of responsibility to appropriate staff, plans and rationale for projects, plans for material and cash needs over the course of the project, and work schedules (timelines) for the various phases of the project.
2. Ensure minimum of xxx project participants working in area by end of 1st month of activity in the area.
3. Ensure payment mechanism in the area is secure, accurate and efficient and does not involve MC staff handling large volumes of cash after one week of activity at any given site.
4. Ensure CfW Coordinator and Program manager approval on all payments before payments are made.
5. Ensure transition from MC providing lunch to locally available source of lunch with cost of lunch included in daily wage by end of 1st week of work at any site.
6. Develop and maintain good relationships and lines of communication with relevant local authorities and communities, explaining the nature of MC and it's program and liaising with them throughout the project.
7. Guarantee community involvement at all phases of the project (identification, design, implementation, and monitoring) to ensure the development of community ownership for the projects.
8. Get initial approval for all plans from CfW Coordinator before commencement of project implementation.
9. Implement projects as planned according to developed schedules and timelines.
10. Report any variations or problems with implementation of projects (in regards to staffing, costs, schedules, technical matters) to the CfW Coordinator. Where necessary, regularly update project implementation plans with associated time lines. Report these changes to the CfW Coordinator.

Supervising and Monitoring

11. Identify, train and supervise Site Supervisors (SS) at each work site.
12. Supervise Area Logistics Officer to ensure all logistics requirements of area are met in a timely and effective manner.
13. Regularly monitor the progress of projects at all phases (project selection, planning and design, implementation) and complete weekly area activity reports as per agreed on format.
14. In occasional circumstances where it is not possible to supervise projects because of an absence, delegate responsibility for implementation and associated duties to appropriate project staff.

Administrative

15. Provide reliable weekly and monthly cash flow projections on a timely basis to ensure efficient cash flow for payment.
16. Ensure that proper financial control for all activities in the area and that all financial documentation is completed as per agreed systems and forms. All problems must be reported.
17. Plan and provide timely call forwards for all equipment and supplies necessary for the implementation of CfW projects.
18. Identify simple area office/base in coordination with the CfW coordinator and local community and government representatives. This office should not be paid for.
19. Ensure that project management and office administrative documentation is in accordance with MC protocols and regulations.
20. When using MC vehicles, take appropriate care of the vehicle during period of usage.

Reporting

21. Based on input from all CfW staff, complete weekly activity reports as per format provided, and ensure that all CfW staff under direct supervision complete and submit their reports in a timely manner.
22. Attend and prepare for weekly CfW meetings as agreed with CfW Coordinator.
23. Provide weekly payment plans and reports according to agreed upon schedule.
24. Maintain a high degree of awareness regarding the security situation in the project area. Based upon this knowledge take adequate measures to ensure the safety of all Mercy Corps staff in the area. Provide weekly reports on security, as well as at any other time that is necessary.
25. Report any developments or circumstances that affect the humanitarian situation or the implementation of humanitarian projects.

Coordinating

26. Cooperate and coordinate with all CfW and Finance, Administration and Logistics staff to ensure good internal coordination and subsequent high quality project selection, design, implementation, monitoring and management. Conduct a weekly staff meeting with CfW staff in area regarding all matters of projects (technical, financial, administrative, security).
27. Coordinate with MC staff of non-CfW projects to ensure best possible overall Mercy Corps programming and leveraging of impact across programs.
28. Any other duties as required.

Mercy Corps:

Name : _____

Signature: _____

Date: _____

CfW Area Supervisor:

Name: _____

Signature: _____

Date: _____

Annex 7: Sample Baseline Survey

Informed Consent: [to be read aloud] *Hello. I am representing Mercy Corps, an international non-governmental organization working to help _____ recover from the _____ (type of emergency/disaster). We are conducting a survey of households affected by the emergency/disaster and have randomly selected yours. The survey will ask questions about before and after the disaster, relating to things like housing, livelihood, water/sanitation and community services. You are free to decline the interview or to decline answering any particular question that is asked. We hope the survey will help you and families like yours to plan for their immediate future and to recover their livelihoods. Do you wish to be interviewed?*

Yes____ No_____ Signature of respondent:_____

A) Pre Interview Data

1. Location:_____
2. District:_____
3. Sub-district:_____
4. Village Name:_____
5. MC Village #:_____
6. Date:_____
7. Surveyor Name:_____
8. Household ID Number: _____

B) Respondent Information

9. Age:_____ 10. Sex:_____ 11. Relationship to Head of Household: _____

C) Household Members Before and After Emergency

12. How many people were members of your household on (date of disaster)?_____
13. How many people are members of your household now?_____
14. How many members of your household died or are missing due to the …? _____
15. How many deaths have there been in your household since the incident…? _____
16. How many births have there been in your household since the …?_____
17. How many people have moved into your household since the ...? _____
18. How many people have moved out of your household since the …? _____
19. Who was the head of household before the …? _____ Sex:_____ Age:_____
20. Is the current head of the household the same person? ☐ Yes ☐ No *if no*, Sex: _____ Age:_____
21. What is the marital status of the head of household after the …?
    ☐ Married ☐ Unmarried ☐ Widowed ☐ Separated or divorced

D) Housing

22. Could you describe the kind of house you were living in pre-...?

a. Number of rooms

b. Square meters of living space

c. Type of roofing material ☐ Leaf ☐ Zinc ☐ Tile ☐ Other:

d. Type of wall materials ☐ Thatch ☐ Wood ☐ Concrete ☐ Brick ☐ Other: _____

e. Type of kitchen / cooking facilities ☐ Inside ☐ Separate

f. Type of toilet ☐ Inside ☐ Separate ☐ Communal ☐ None

23. a. Do you currently reside at the same place now? ☐ No ☐ Yes

b. *If Yes*, what type of shelter do you have? ☐ Original house ☐ New house or any permanent structure
☐ Lain-lain: ☐ Tent or temporary structure ☐ Other:

c. *If No,* where do you live now? ☐ Host family in village ☐ Host family outside of village
☐ IDP Camp ☐ Temporary shelter in village ☐ Barracks ☐ Other:

24. *If the respondent is at their pre-incident address or residing in their original community:*

a. When did you return?

b. Why did you decide to return when you did?

c. What factors enabled you to go back?

d. If residing in a temporary structure, do you plan to rebuild? ☐ No ☐ Yes

e. If No, why not?

25. *If the respondent is living in barracks, a camp, or with a host family:*

a. How long have you been living here?

b. Why did you move here?

c. Do you plan to go home? ☐ No ☐ Yes

d. If No, why not?

e. What obstacles exist to your going home?

26. How far is where you are living now from your original residence? *Enter response in kilometers.*

E) Livelihoods and Income

27. How many members of your current household are 15 years of age or older? _____

28. How many of those 15 years or older are economically active?_____

29. For each currently working person, primary activity:Job Category ___Days per week Hours per Day

1 _____ _____ _____ _____

2 _____ _____ _____ _____

3 _____ _____ _____ _____

4 _____ _____ _____ _____

5 _____ _____ _____ _____

30. Before the incident, how many members of your household were 15 years of age or older? _____

31. Before the incident, how many of those 15 years or older were economically active? _____

32. For each person, pre-incident primary activity: Job Category Days per week Hours per Day

1 _____ _____ _____ _____

2 _____ _____ _____ _____

3 _____ _____ _____ _____

4 _____ _____ _____ _____

5 _____ _____ _____ _____

Job Category Codes

1. Rice farming	8. Retail	15. Home Industry
2. Crop farming	9. Trade	16. Cash-for-Work
3. Livestock farming	10. Services	17. Student
4. Fishing	11. Production	18. Unemployed
5. Aquaculture	12. Employed (Gov't, NGO, Private sector)	19. Disabled
6. Food processing	13. Labor (agriculture, construction, etc.)	20. Other / lain-lain: _____
7. Food sale	14. Transportation	

33. a. Has the household's principal livelihood changed since the incident? ☐ Yes ☐ No

b. If Yes, why? _____

34. How many sources of income does your household have now? _____

35. What was your household's total income within the past month? _____

36. Pre-..., how many different sources of income did your household have? _____

37. Pre-... what was your household's total average monthly income? _____

38. Pre-... how did you save money for future use? ☐ Gold ☐ Bank account ☐ Hard assets (vehicle,etc) ☐ Livestock ☐ Other ☐ No savings

39. Pre-incident, if you needed extra money, how did you get it? (may pick more than one)
☐ Borrow money from family ☐ Take a loan from bank/coop/NGO ☐ Sell assets: _____
☐ Take money from savings ☐ Borrow from toke/middleman ☐ Other _____

40. Pre-... did anyone in your household use the banks for any of the following services?
a. Savings account ☐ Yes ☐ No c. Transfer money to others ☐ Yes ☐ No e. Get cash ☐ Yes ☐ No
b. Take loans ☐ Yes ☐ No d. Receive money from others ☐ Yes ☐ No f. Other ☐ Yes ☐ No

41. Pre-incident household monthly expenditures

a. Food _____ d. Transportation _____ g. Buy gold/other assets _____

b. Education _____ e. Family business _____ h. Other (describe) _____

c. Health _____ f. Housing _____ _____

F) Water and Sanitation

42. Household water consumption patterns	Pre-….	Currently
a. Main source of water for household use	_____	_____
b. How far away is source this from where you live? (Meters)	_____	_____
c. On average, how long do daily water-collecting activities take ?	_____	_____
d. On average, how many liters of water does your household use per day?	_____	_____
e. How would you describe the quality of water you use ?	_____	_____

43. Sanitation	Pre-….	Currently
a. Location of latrine	_____	_____
b. How often do you use public latrines?	_____	_____
c. Do you ever use public bathing facilities?	_____	_____

G) Community Services and Infrastructure

44.Education

	Pre-….	Currently
a. How many children are in your household?	_____	_____
b. Of children aged 6-15, how many attend school regularly?	_____	_____
c. If they do not attend school on a regular basis, why not?	_____	_____

45.Sports, Arts and Culture

Do you participate in any of the following activities?	Pre-….		Currently	
a. Impromptu sports	☐ Yes	☐ No	☐ Yes	☐ No
b. Organized Sports	☐ Yes	☐ No	☐ Yes	☐ No
c. Poetry readings	☐ Yes	☐ No	☐ Yes	☐ No
d. Arts groups	☐ Yes	☐ No	☐ Yes	☐ No
e. Music	☐ Yes	☐ No	☐ Yes	☐ No
f. Attending arts and cultural performances	☐ Yes	☐ No	☐ Yes	☐ No

46.Midwives

Did any member of your household ever visit any of these services?	Pre-….		Currently	
a. Maternal-Child Health Center	☐ Yes	☐ No	☐ Yes	☐ No
b. Private midwife clinic	☐ Yes	☐ No	☐ Yes	☐ No
c. Government midwife clinic	☐ Yes	☐ No	☐ Yes	☐ No

47. If Yes, what services did they receive?

	Pre-….	Currently
a. Maternal-Child Health Center	_____	_____
b. Private midwife clinic	_____	_____
c. Government midwife clinic	_____	_____

48.Community Infrastructure

Please rank the top five in order of importance to your household.	Destroyed during….?		Rebuilt after ….?	
a. Drainage	☐ Yes	☐ No	☐ Yes	☐ No
b. Water Supply	☐ Yes	☐ No	☐ Yes	☐ No
c. Sanitation	☐ Yes	☐ No	☐ Yes	☐ No
d. Roads,bridges, culverts	☐ Yes	☐ No	☐ Yes	☐ No
e. Electricity	☐ Yes	☐ No	☐ Yes	☐ No
f. Dikes, protection walls.	☐ Yes	☐ No	☐ Yes	☐ No
g. Agriculture/Aquaculture	☐ Yes	☐ No	☐ Yes	☐ No
h. Recreational facilities	☐ Yes	☐ No	☐ Yes	☐ No
i. Schools	☐ Yes	☐ No	☐ Yes	☐ Noo
j. Health clinics	☐ Yes	☐ No	☐ Yes	☐ No
k Religious Buildings	☐ Yes	☐ No	☐ Yes	☐ No
Other:_____	☐ Yes	☐ No	☐ Yes	☐ No

49. Pre-…. how satisfied were you at the level of community participation in decision-making about physical improvements?
☐ Very Satisfied ☐ Partly Satisfied ☐ Partly Dissatisfied ☐ Very Dissatisfied ☐ No Comment

50. Post-… how satisfied are you at the level of community participation in decision-making about physical improvements?
☐ Very Satisfied ☐ Partly Satisfied ☐ Partly Dissatisfied ☐ Very Dissatisfied ☐ No Comment

51. Pre-... how satisfied were you at the level of responsiveness of local government to your needs?
☐ Very Satisfied ☐ Partly Satisfied ☐ Partly Dissatisfied ☐ Very Dissatisfied ☐ No Comment

52. Post-... how satisfied are you at the level of responsiveness of local government to your needs?
☐ Very Satisfied ☐ Partly Satisfied ☐ Partly Dissatisfied ☐ Very Dissatisfied ☐ No Comment

Notes

Annex 8: Proposal Review and Approval Form

Name of Project: _____ Project Code: _____

Location of Project: _____ Province: _____
(Village and Community)

Date of Estimation: _____ Engineer Responsible: _____

A) General Project Information

Brief sketch of project. If extra space is needed, please attach additional pages.

Picture 1: Before Project Implementation

Picture 2: After Project Implementation

Provide the coordinates of the project site: _____

Duration of the project: _____

How soon can the project begin? _____

B) CfW Community Summary and Approval

1. Community Details and Description

Village Name	Village Code	# of Famillies	Family Size	# of People	Distance	Remark
Total						

2. Proposed Projects

Project Reference	Description	# of Workers	# of Days	Total Man Days	Materials Cost	Transport Cost	Total Cost

C) Quantify the Community Contribution

Description	Unit	Quantity	Cost Per Unit	Total Cost

D) Labor Costs

1. Unskilled Labor @ Daily Rate:

Activity	# Laborers	# Days	Total LD	Daily Rate	Total Cost
		Total			

2. Skilled Labor @ Daily Rate:

Activity	# Laborers	# Days	Total LD	Daily Rate	Total Cost
		Total			

Total Labor Cost (= 1 + 2): _____

E) Materials

Description	Unit	Quantity	Cost per Unit	Total Cost

Total Cost of Materials: _____

F) Transportation

Description	Unit	Quantity	Cost per Unit	Total Cost

Total Cost of Transportation: _____

G) Cost Estimation

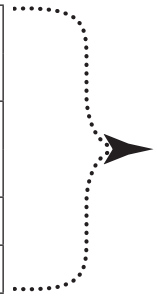
Activity	Unit	Quantity	Labor req. of Unit		Labor req. of Qty.		Labor Cost		Total Lab Cost in
			SL	USL	SL	USL	SL	USL	

H) Work Quantity Estimation

Activity	Length(M)	Width(M)	Height(M)	#	Unit	Volume

I) Total Costs

Unskilled Labor.		
Skilled Labor.		
Skilled Mandays		
Unskilled Mandays		
Materials		
Transportation		



Total Cost of Project

J) Staffing Requirements

Project Supervisors: #_____ Guards: #_____

Foremen: #_____ Cooks: #_____

Storekeeper: #_____ Other: #_____

K) Approval

Notes

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Approved By : _____ Project Proposed By: _____

PROJECT MANAGER

Date: _____ Date: _____

Annex 9: Assistance Agreement

Project Name: _____

Project #: _____

Project Location: _____ Country: _____

Population

# of Families: _____ # of Individuals: _____

Description of Project

Full description - as specific as possible, quantify as much as possible, include details on who provides materials, where they are delivered, who is responsible for transport, storage, distribution, supervision, etc.

Max. # of Work Days Allowed: _____

Contract Start Date: _____ Contract Finish Date: _____

Max. # of General Laborers Allowed: _____ Rate: _____ Total: _____

Max. # of Skilled Laborers Allowed: _____ Rate: _____ Total: _____

Max. # of Supervisors Allowed: _____ Rate: _____ Total: _____

Total Approved: _____

Terms of Payment: Payment will be made once every two weeks. Payment rates are as follows: ____ a day for general labor. ____ a day for skilled labor. ____ a day for supervisors. The working day will begin at ____ and will finish at ____ with a 1 hour break for lunch.

Terms of Agreement: The length of this contract is fixed and the number of days of work that are paid may not exceed this fixed length unless approved by Mercy Corps. The number of workers who will be paid to participate in this project is fixed and may not exceed this fixed limit unless approved by Mercy Corps. The workers who will be participating in this project should be determined before the start of the work and should not change throughout the course of the project. The activities to be conducted under this project are fixed and may not be altered without the approval of Mercy Corps.

Focal Point:

Name: _____ Signature: _____ Date: _____

Site Supervisors:

Name: _____ Signature: _____ Date: _____

Name: _____ Signature: _____ Date: _____

Name: _____ Signature: _____ Date: _____

Administrator:

Name: _____ Signature: _____ Date: _____

Mercy Corps Representative:

Name: _____ Signature: _____ Date: _____

Finance Review:

Name: _____ Signature: _____ Date: _____

Annex 10: Receipt of Tools and Donation Letter

Village: _____ Sub-district: _____

Project #: _____ MC Village#: _____

Name + Signature	Items Received

This equipment will be donated to the village if the project it is being used for has been ongoing for a time period in excess of 3 weeks. This form serves both as a record of receipt and as a record of donation if so applicable. If donated these materials are to remain in communal ownership to be used in both community and individual activities which the village deems appropriate.

Mercy Corps Representative

Name: _____

Position: _____

Date: _____

Signature: _____

Village Head

Name: _____

Position: _____

Date: _____

Signature: _____

Annex 11: Daily Attendance Sheet

Name: _____ Place: _____

Month: _____ Daily Wage: _____

Day	Time Start	Signature	Time End	Signature	Supervisor's Signature
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					
31					

Annex 12: Payment Voucher

Voucher #: _____ Currency: _____

Code#: _____ Group: _____

Name	Rate	# of Days	Total	Signature

Prepared By:

Name: _____

Signature: _____

Date: _____

Approved By:

Name: _____

Signature: _____

Date: _____

Annex 13: Payment Voucher

Month:____________________________________

Currency: ____________________________________

Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	# Days	Daily Wage	Total Payment	Signature
																								Grand Total										

Paid By:

Name:____________________________________

Date:____________________________________

Annex 14: CfW Weekly Project Summary

Project #: _____ Total Salary Paid this Weeek: _____

Village: _____ Sub-District: _____

Pay Period Start: _____ Pay Period End: _____

Number of:

Male Laborers: _____ Total # Laborers: _____

Male Person-days: _____ Site Supervisors: _____

Female Laborers: _____ Group Leaders: _____

Female Person-days: _____ Total # Participants: _____

Project Status:

☐ On Going ☐ On Hold ☐ Cancelled ☐ Complete

Project Activities:

Specific Activity: _____

Specific Activity: _____

Specific Activity: _____

Specific Activity: _____

Specific Activity: _____

Specific Activity: _____

Specific Activity: _____

Specific Activity: _____

Specific Activity: _____

List any Problems Encountered During the Week: _____

If Complete, Exit Interviews # and Date: _____ Name: _____

Timesheets Verified and Submitted by Area Supervisor: ☐ Date: _____

Annex 15: Monthly Summary Form

Background Information

1. Reporting Month:_____ 3. Program Site: _____

2. Current Date: _____ 4. Person Completing Form:_____

Cash-for-Work Program Summary Measures

5. Total # of projects that were active at anytime during the month: _____

6. # of new projects started during the month:_____ 7. # of projects finished during the month: _____

8. Number of people participating in projects during the month:
(this is an average of weekly data from timesheets or biweekly data from monitoring spreadsheets)

   a. Overall:_____ c. Female: _____ e. Group Leaders: _____

   b. Male:_____ d. Laborers:_____ f. Site Supervisors:_____

9. Total # of person days worked during the month: _____

10. a. Total amount of cash payments disbursed during the month: _____

    b. Cost centers:_____

11: What were the primary obstacles facing participants in the cash-for-work program over the month?

_____

_____

12: Are the other external factors, issues, or problems that have influenced the cash-for-work program over the month?

_____

_____

13: Have any problems with cash distribution or labor reporting been observed or reported during the month?
(e.g. workers report not receiving agreed upon daily rate; few workers are present than reported on timesheet, etc.)

_____

_____

14: New activities, innovations and other comments: _____

_____

Annex 16: Exit Survey

1. Location:_____
2. District: _____
3. Code: _____
4. Village Name:_____
5. Project #:_____
6. MC Village #: _____
7. Date:_____
8. Surveyor Name: _____

Respondent Information

9. Respondent Age:_____
10. Repondent Sex ☐ Male ☐ Female

11. a. Are you originally from this village?
☐ Yes ☐ No *If no*, place of origin: _____

b. District:_____ Sub_District:_____ Village:_____

12. How many poeple are in your household?
(a household is a group of family members that rely on income; it can include elderly parents or other individuals that now live with you because their families have died or are missing)

Males: _____ Females: _____ Total: _____

13. Are you a land owner? ☐ Yes ☐ No

14. Are you renting the land you are currently living on? ☐ Yes ☐ No

15. How many people in your household participated in this cash-for-work program? _____

16. How many days total did you work on this project?_____

17. On average, how much money did you receive each day for working on the project? *(Excludes lunch)* _____

18. What was your total household income from this cash-for-work program? _____

19. a. Does your houshold have any additional sources of income apart from CfW? ☐ Yes ☐ No

b. *If yes,* how many people are employed:_____ c. What is their total weekly income?_____

d. Type of employment:_____ ☐ Temporary/casual work ☐ Long-term ☐ Both

20. What is your current weekly houshold expenditure? _____

21. What do you spend money on? *Examples are things like food, medicine, shelter, transportation, etc. Please tell us about the four largest types of expenditures for your household and approximately what percent of income is spent in each area.*

1: _____ _____ % 3: _____ _____ %

2: _____ _____ % 4: _____ _____ %

Savings and Food Security

22. How much savings did your household have before the crisis? _____

23. How much savings does your household have now? _____

24. Are you currently spending any of your savings? ☐ Yes ☐ No

25. a. Did your household save any money that was earned working on this project? ☐ Yes ☐ No

b. *If yes,* how much money has been saved? _____

26. How many meals a day does your houshold consume? _____

27 a. Is your household receiving rations? ☐ Yes ☐ No *or* do you have a ration card? ☐ Yes ☐ No

b. *If yes,* do you regularly purchase food to supliment your rations? ☐ Yes ☐ No

c. *If yes,* what do you purchase? _____

28. What is your total weekly food expenditure? _____

29. How did this project affect the area? _____

_____

30. Apart from giving you a source of income in this difficult time, did this project help you in any other way?

_____

31. Is there anything that could be done to make Cash-for-Work a better program for you or your community?

_____

_____

32. a. Was the cash for work program effective in assisting you in finding a shelter solution? ☐ Yes ☐ No

b. if yes then how? _____

_____

33. Did you participate in the construction of a house apart from your own? ☐ Yes ☐ No
And how many? _____

Annex 17: Memorandum of Understanding

This Memorandum of Understanding (herein after referred to as "MOU") is entered into effective _____, 200___ between Mercy Corps, a not-for-profit corporation incorporated under the laws of the State of Washington, United States of America (herein after referred to as "MC"), having its registered office at 3015 SW Ave, Portland, OR 97201 USA, and _____, a _____ [incorporated][registered] under the laws of the State of _____, _____ ("_____", collectively "Parties") having its office at _____.

Recitals:

1. MC has decided to undertake a _____ initiative to _____ in _____ ("Program").

2. The Parties intend to collaborate to implement the Program, as outlined below.

Now, Therefore, in consideration of the mutual covenants hereinafter contained, the Parties agree as follows:

1) General Provisions

a) MC and _____ will work together with respect to the Program, and complete the tasks herein identified as their respective responsibilities.

b) _____ may use the Mercy Corps name, logo and emblem, but only in connection with the Program, with prior approval from MC.

c) _____ warrants that it is now, and agrees that so long as this MOU is in effect that it will be, in compliance with all of the laws of _____ applicable to the performance of this MOU, including but not limited to _____ .

2) Responsibilities of _____

a) _____ will be responsible for implementing the Program as per Exhibit A ("_____ Implementation Workplan") and Exhibit B ("_____ Implementation Budget"), both attached hereto and hereby incorporated herein.

b) MC will review the implementation of the Program and will make any recommendations about implementation that it deems fit. Such recommendations must be accepted and put into practice by _____.

c) [_____ will open and maintain a separate bank account for the utilization of funds received under the Program and will maintain books of accounts and other operational records separately from the accounts and records of other _____ projects and MC.] All Program expenses for which the funds are requested must be allowable under Exhibit B. An advance request form, in the form of Exhibit C ("Advance Request Form"), shall be submitted to: Mercy Corps, Field Finance Manager – _____ , 3015 SW First Ave, Portland, OR 97201. Additionally, [monthly][quarterly] financial reports shall be submitted in the format as established by Exhibit D ("Financial Reporting Format") to the MC _____ Project Director and MC Field Finance Manager-_____ no later than 5 days after the end of each [month][quarter].

3) Responsibilities of MC

a) Provided that there has been no material default by _____ regarding the terms and conditions of this MOU, MC will directly transfer a payment to the _____bank account

with _____ Bank, within ten (10) working days of receipt of an Advance Request form.

b) MC will review and verify the books of accounts and other financial records related to the Program at such intervals as it considers necessary.

c) [MC will also establish a Project Office in _____ for co-ordinating the various activities for the implementation of the Program in collaboration with _____.]

4) Any equipment and materials purchased by, or transferred into the name of _____ from the name of MC or with funds received from MC ("Equipment") shall be used only in connection with the implementation of the Program. _____ shall ensure that all such Equipment shall be fully insured for its value, as declared by MC. Title to all such Equipment shall be transferred to MC or its designee upon the termination of the MOU.

5) The Parties acknowledge and agree that this MOU is for an indeterminate period and that MC or _____ can terminate it upon 60 days written notice. If this MOU is terminated by _____, _____ agrees to pay MC on a pro-rata basis for any of the already received advances outlined and allowable under Section 2, above.

6) This MOU is governed by the law of the State of Oregon, U.S.A. The Parties expressly waive any rights to invoke the jurisdiction of local courts where this MOU is performed and agree to submit to and accept the exclusive jurisdiction and venue of the courts of the State of Oregon, U.S.A.

7) This MOU has been executed in the English language; English shall be the binding and controlling language for all matters relating to the meaning or interpretation of this MOU.

8) Neither Party shall disclose any proprietary or confidential information of the other Party relating to the Program, this MOU, or the other Party's business or operations without the prior written consent of the other Party.

9) This MOU and its attached Exhibits may not be modified except in writing signed by both of the Parties.

10) If any provision of this MOU shall be held to be unenforceable, the remaining portions of this MOU will remain in full force and effect.

11) This MOU constitutes the entire agreement of the Parties hereto and supersedes all prior agreements of the Parties relating to the subject matter hereof.

The Parties below have read and agree to be bound by this MOU, executed as of the date first written above.

	Mercy Corps
Signature:_____	Signature: _____
By:_____	By: _____
Its:_____	Its: _____
Date:_____	Date: _____

Exhibits Attached Herein:

Exhibit A- _____ Implementation Workplan
Exhibit B-_____Implementation Budget
Exhibit C- Advance Request Form
Exhibit D- Financial Reporting Format

Annex 18: Estimating Material Costs

Province: _____ Project: _____

District: _____ Date: _____

Village: _____

Material Cost Table

Item	Unit	Quantity	Unit cost	Total Cost	Remarks
			Total Cost		

Prepared By:

Name: _____

Signature: _____

Date: _____

Checked By:

Name: _____

Signature: _____

Date: _____

Annex 19: Material Tracking

Person Filling Form: _____ Signature: _____

Date: _____

Material Tracking Form

Material	Total Quantity Delivered	Date	Quantity Delivered	Quantity Used	Balance

Annex 20: District CfW Summary Sheet

District:_____ Province: _____ Donor: _____

Date: _____ Account Code: _____ Cost Center:_____

Total # of Community:_____

Community Name	Community Reference	Project Reference	Total Days	Total Labor Cost)	Material Cost	Machinery Cost	**Total Cost**
Total for Community							
Total for Community							
Total for Community							
Total for Community							
Total for Community							
Total for District							

Recommended By:

Site Engineer: _____ Date: _____

Engineering Manager:_____ Date: _____

Project Manager:_____ Date: _____

Annex 21: Weekly Payment Summary Form

Area Supervisor: _____ Week Ending: _____

Area Name	Group Name	Group Leader Name	Total Payment
Total			

Prepared By:

Name: _____ Signature: _____ Date _____

Reviewed By:

Name: _____ Signature: _____ Date _____

Approved By:

Name: _____ Signature: _____ Date _____

Annex 22: Community Mobilizer's Daily Report

Area Supervisor: _____ Date: _____

Village Name:_____ U/C:_____

Persons On Site Visit:_____

_____

Today's Activities: _____

_____

_____

_____

_____

_____

Results:_____

_____

_____

_____

_____

_____

_____

Problems or Issues: _____

_____

_____

_____

_____

_____

_____

Future Planning:_____

_____

_____

_____

_____

_____

_____

Submitted By: _____ Signature: _____

Annex 23: Security Incident Report

(This report is to be made after the incident with the aim to provide sufficient accurate details of the incident for subsequent incident analysis. It should be prepared as soon after the incident as possible, in a calm and safe environment, individually by all involved.)

Type of security incident: _____

Exact geographical location: _____

Description of the physical location: _____

Date: _____ Day: _____ Time: _____

Identification of all people involved: _____

How the incident came about: _____

_____

_____

Description of the incident: _____

_____

_____

Actions and decisions taken and by whom: _____

_____

_____

Responses by others: _____

_____

_____

Any immediate follow up action taken: _____

_____

_____

Date and Place: _____ Submitted By: _____

Signature: _____

International Headquarters

3015 SW 1st Ave.
Portland, OR 97201, USA
+1.800.292.3355 tel
+1.503.796.6844 fax

Washington DC Office

1730 Rhode Island Avenue NW
Suite 809
Washington, DC 20036
+1.202.463.7383 tel
+1.202.463.7322 fax

Edinburgh Office

17 Claremont Crescent
Edinburgh, Scotland, UK, EH7 4HX
+44.131.558.8244 tel
+44.(0)131.558.8288 fax

mercycorps.org