



CASH FOR WORK

Standard Operating Procedures



The Standard Operating Procedures (SoPs) is prepared for the cash-for-work interventions for livelihoods actors of Iraq.

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Emergency Livelihood Partners are helping people to withstand crises and drive and sustain the kind of growth that improves the means of livelihood for the affected communities.

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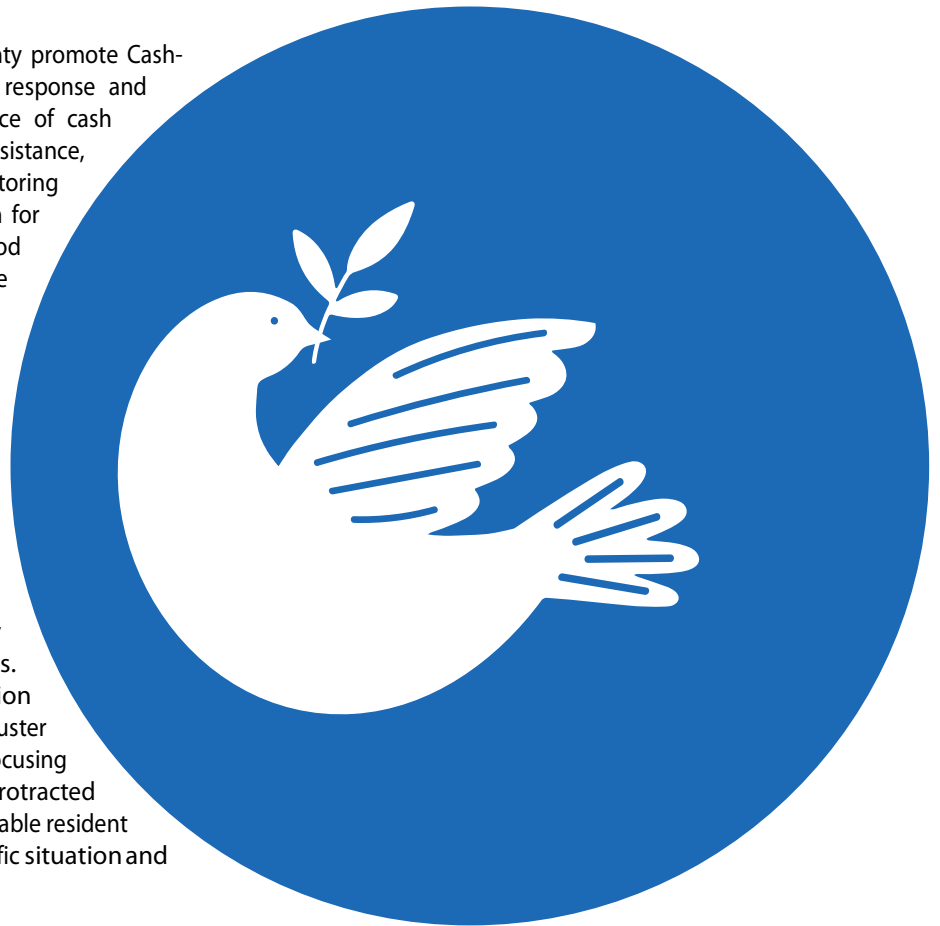
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Foreword

The humanitarian crisis in Iraq is one of the largest, with the fastest displacement rate since 2014.¹ Vulnerable population in Iraq include both the recent and long-term displaced, those who remained in conflict areas, those who returned to newly liberated areas (NLAs), and communities hosting displaced. All aspects of life have been disrupted for those affected by the conflict, including access to health care, education, income opportunities, safety, and security. According to an Internal Displacement Monitoring Centre (IDMC) estimation, the number of internally displaced persons (IDPs) in Iraq now stands at 1,224,000 people at the end of 2020, while nearly 2 million people require humanitarian assistance (UN-OCHA 2020). To support vulnerable individuals, livelihood actors have significant expertise in providing cash assistance through emergency livelihood and social safety-net programs. This includes cash-for-Work that aims to mitigate the impact of crisis for affected persons/families.

Emergency Livelihood Cluster partners in-country promote Cash-for-work interventions in their humanitarian response and recovery efforts. With the growing importance of cash assistance in Iraq and the need to speed up assistance, improve its effectiveness and facilitate monitoring processes, it is crucial to have an agreed Cash for Work (CFW) daily wage rate to support livelihood cluster members in harmonizing their efforts. The Emergency Livelihoods Cluster strategy is designed to help conflict-affected people cope with the impact of a crisis, improve social cohesion, and reduce tensions that lead to violence, secondary displacement and forced returns. Following this strategy, livelihoods partners' first objective in responding to the needs of vulnerable communities is to help replace lost assets, especially income-generating ones, and generate urgent cash income for highly vulnerable families in priority locations. Areas that are a high priority for intervention have a high possibility of social tension. Cluster partners will target 159,106 people in need, focusing on newly displaced and people in protracted displacement, host communities, highly vulnerable resident families and returnees depending on their specific situation and the local context.



One of the critical programs livelihoods partners are implementing is cash for work (CfW) to help destitute families in some of the country's hardest-hit areas. Livelihoods partners and communities have found utility in these programmes. They offer income that beneficiaries can use to meet their basic needs while decreasing social tensions and necessary repairs and maintenance of community and private facilities. With partners often providing CfW opportunities near each other, observed and potential challenges necessitated the production of standard operating procedures. Some challenges include varying wage rates offered by different organizations, selecting beneficiaries where there are limited financial resources that cannot reach all that are in need, gender barriers and cultural limitations on certain types of work, and others addressed in this document. Partners collaborated to produce standard guidelines for use by organizations implementing CfW projects. After the cluster endorses these Standard Operating Procedures (SOPs), partners are encouraged to implement CfW projects accordingly.

Acknowledgements

Iraq's Emergency Livelihoods Cluster has produced the Cash for Work Standard Operating Procedures (SOPs). Discussions among various livelihood actors highlighted the need to make a set of SOPs. Ultimately these discussions led to an agreement on necessary procedures, including determining wages and workload, beneficiary selection criteria and processes, and project design and implementation. A task force was created to draft the SOPs, including representatives from the Danish Refugee Council, Oxfam, Relief International and the United Nations Development Programme's Iraq Crisis Response and Resilience Programme (ICRRP).

Therefore, the ELC team is extending its sincere appreciation to the SoP task force member/organizations and review committee comprised of UNDP's Livelihood Team, Sub Cluster Coordinators and Co-ordinators of ELC, especially Matthew Low, Sulaymania Sub Cluster Co-coordinator, for continued support and feedback. The United Nations Development Programme chairs the Emergency Livelihoods Cluster in Iraq.



Beneficiaries clear an irrigation canal in Qaratapa, Diyala, as Oxfam's community agriculture project. This canal will provide water to irrigate farms in the area.

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Introduction

Cash for Work (CfW) is a short-term intervention used by humanitarian organizations to provide emergency employment in public projects (such as repairing roads, parks, cleaning camps through solid waste management or rehabilitating public infrastructure, like schools or health centres, etc.) for the most vulnerable. The Cash for Work (CfW) has become increasingly common in food insecure, disaster-affected, or post-conflict environments. It enables people to make their own choices and set their priorities. For instance, monitoring studies of emergency distributions have revealed that aid recipients often sell their food and non-food relief packages for cash to meet urgent priorities such as health care, debt payments and education. This practice is highly inefficient, as beneficiaries can rarely obtain the market value for their relief packages, and sales of relief supplies can undermine local markets by encouraging commodity hoarding and causing price fluctuation.

Moreover, CfW programming can be implemented quickly and with fewer delays than food aid. Cash payments (as opposed to in-kind distribution or aid packages) empower the beneficiaries to purchase 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 destination, and late arrivals can destabilize the conflict setting. People in food-insecure areas may have to adopt negative coping strategies, such as incurring debt or selling off assets to deal with the crisis while waiting for food packages. The late arrival of food

may also coincide with the harvest period, negatively impacting producers and the local economy.

While CfW has the advantages mentioned above, certain conditions restrict its efficacy. CfW should only be utilized where there are functioning markets. The absence of a functioning market and availability of goods precludes the need for cash. Before

planning a CfW project in the area, an assessment should be conducted. Other conditions include returning a significant part of the population, critical public work's needs, and high competition for or shortage of employment opportunities.

Objective:

CfW projects have two main goals:

- 1 Providing workers with income so that they can meet their basic needs
- 2 Improving or repairing community infrastructure, essential services, and the local economy

CFW Wage Rate Review Process

The Emergency Livelihood Cluster led by UNDP IRAQ determined the daily wage rate (indicative) at USD 20/person/day in 2018. This rate was selected following a thorough consultation with various cluster members, Minimum Expenditure Basket, Ministry of Labor and Social Affairs national wage rate etc.

As a result of the devaluation of the Iraqi Dinar and decreasing wage rate in KRI and Federal Iraq, the cluster agencies recommended a review of the CFW daily wage in a national livelihood cluster meeting on June 30, 2020. Accordingly, a survey was conducted, and a Technical Working Group (TWG) was formed, consisting of nine members. They met on July 19, 2021, to review the current wage rate and provide recommendations. The TWG shared the findings in the national coordination meeting on July 31, 2021, and the cluster members agreed on the revised CFW daily wage rate in that meeting:

Multi-purpose Cash Grant (MPCG)

Monthly Expenditure Basket 2021:

- Average MEB/month in 2020: At the beginning of 2020, the MEB was 320USD (with the exchange rate at 1,200/\$, this worked out at 385,000 IQD/month). However, this amount was never applied due to the Covid-19 pandemic, so the Cash working group agreed to keep the rate at the 2019 level, which was 480,000 IQD, to better support people during the pandemic.
- Average MEB/ month in 2021 (MEB 2020 - devaluation): The 2019 rate still applies, which is 480,000 IQD, though this will soon be revised.

Cash For Work Package 2021:

- KRI and Federal Iraq: Based on the current MEB (Minimum Expenditure Basket), and with the assumption that people work 20 working days per month on Cash for Work activity. The following CFW daily wage rate 20USD/per day and 400 USD/month was agreed by the cluster members in a coordination meeting on the 31st of July 2021

NGO Choice and Qualifications

The parameters that determine whether an organization is eligible for a CFW Programme are based on the capacity of the implementing organization to deliver a specific project Term of Reference (TOR). The points below should be considered before work with an implementing organization.

- **Sectors of Operation:**
Key areas of expertise, including years of experience in cash programming and cash for work activities.
- **Geographical Areas of Operation:**
Provinces and districts where the organization is currently operating and has an office.
- **Annual Budget:**
The annual budget of the organization for the last three years
- **Donors:**
List of donors for the last three years in the country where the organization is registered
- **Coordination:**
Organization's membership of coordination bodies including Clusters/sector working groups, NGO consortia, etc.

Community Engagement

Managing Potential Risk and Tensions:

CfW programs are a constructive way to inject cash into a community's economy and help relieve and recover conflict or disaster-stricken areas' infrastructure and essential services. Community members can help improve the living conditions of their sites and find safe and dignified work to support their livelihoods. In diverse communities, the added benefit of equal opportunities for all community members must be pursued, and the possibility of reinforcing or discrimination must be avoided. There may be multiple organizations and CfW programs in the same community or geographic area. A strategy must be implemented to ensure that programmes and objectives do not cause unhelpful competition or unequal advantages to specific groups or individuals. The following points should be considered when selecting beneficiary criteria and beneficiaries' programmes, and beneficiary selection/vulnerability criteria appointed to supervisory or management roles.



- Assure equal opportunities for different groups to participate in various CfW activities.
- Ensure that all populations living in the area have access to information and updates on opportunities for CfW.
- Work with local and human rights organizations to determine selection criteria in a specific area.
- Aim for balance among the different communities in proportion to their size. If there is less interest by a group, their lack of participation can be problematic. It should be avoided by seeking the input of all groups before determining the CfW projects in the area. Alternatives to a program could be considered. In some contexts, affirmative action may be needed for marginalized and minority communities instead of proportional participation.
- Ensure minority or marginalized groups have input in liberated areas. There may be unequal physical destruction meaning specific communities may be more vulnerable than others as a result. However, more CfW projects in those areas may lead to the perception of favorability; thus, a balance must be ensured through community participation.
- Keep in mind that vulnerability and communal fissures may go further than the current conflict or may have changed over the years. As a result, selecting beneficiaries for projects in certain areas may contradict their security interests. This is critical in cases with female CfW beneficiaries and where beneficiaries may need to commute across checkpoints, internal borders, off-road, or unsafe roads.
- Previously displaced persons may be more vulnerable in terms of needs. Still, those who did not flee may face increased vulnerability due to their perceived connection with the suspected perpetrators. This also needs to be considered when selecting beneficiaries for projects in post-conflict areas.

Capacity Building of CfW Beneficiaries

Cash for work activities should not only consider cash injection and response to immediate community needs. Opportunities for improving the hands-on skills of the beneficiaries in the type/sector of cash for work activity in question could be looked at too. In addition to short-term employment, Emergency Livelihood Actors need to integrate development aspects into the cash for work activities. For instance, rapid capacity building interventions for cash for work beneficiaries so that CfW beneficiaries may receive capacity building and awareness sessions on different thematic areas of focus that are currently in demand. These could include community needs identification, short work readiness training (e.g., communication skills, financial literacy, technical skills development training, and specific sessions on current topics related to social cohesion, such as family and gender-based violence, fighting drugs addiction, and WASH).



Eligibility Criteria & Targeting

Household Eligibility Criteria are meant to minimize beneficiary exclusion and inclusion errors and should be used to prioritize households with members willing to participate in the CfW program. The same criteria and thresholds will be used to verify the accuracy and transparency of the beneficiary selection and increase accountability during the Verification Process. The Eligibility Criteria Table seen below can also guide disputes and response mechanisms for complaints that arise from the selection process.

Table 1: Eligibility Criteria for conflict-affected communities to receive emergency assistance

Eligibility Criteria Scoring

Categories Points	Indicator/ Conditions	Scoring explanation -	Points	Total	Note
Household vulnerability	A large family (6+)	Less than six family members	0		
		6-8 family members	4		
		More than eight family members	6		
	Elderly (55+) members inside the Household	None	0		
		1 Elderly member	1		
	Single-parent (with children under 18 years old)	More than one elderly member	2		
		No	0		
	Female-headed household living with able-bodied adult males (18-55)	Yes	5		
		No	0		
	Female-headed household (no non-disabled male in the family aged 18-55)	Yes	10		
No		0			
Lactating or pregnant woman	Yes - 1 in the family	3			
	Yes - 2 or more in the family	5			
Children below five-years-old	None	0			
	Yes - 1 child <5	2			
	Yes - 2 or more children <5	3			
Disability/ Vulnerability	Demonstrated Disability (Permanent or long-term severe impairment to mobility or capability)	No	0		
		Yes - Head of Household	10		
	Demonstrated severe medical condition	Yes - another family member	5		
No		0			
Shelter vulnerability	Type of shelter	Yes - Head of Household	10		
		Yes - another family member	5		
		Concrete House/ Finished Building	0		
		Mud House/ Finished Building/	3		
		Unfinished building/ Damaged House/ Burned House	8		
		Public Shelter (Mosque, school, etc.)	10		
	Shelter condition	Chicken shed/ Tent/ Makeshift shelter	10		
		Good condition	0		
		Poor condition	2		
	Living conditions	Deplorable condition	5		
Independent (1 family in the house)		0			
House shared with 2-3 families		5			
Shelter costs	House shared with four or more families	8			
	Have to pay rent	5			
Income	Total Family/HH income is less than 450,000 IQD a month	Do not have to pay rent	0		
		No	0		
	Working members	Yes	5		
0-1 members of the family earning an income		2			
		Two or more members of the family making an income of	0		
TOTAL					



Women participate in a CfW project implemented by Oxfam in Muqdadiyah, Diyala, to rehabilitate a school.
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Eligibility Threshold

A minimum eligibility score should be set to determine the selection of beneficiaries. Eligibility does not necessarily ensure selection if eligible households exceed the planned number of beneficiaries and budget. The criteria and household eligibility score should help prioritize the neediest and vulnerable in this case.

District and Community Intervention Sites

The eligibility criteria should ensure selecting beneficiaries from the location of the CfW activities, the same community or district, to reduce mobility challenges and transportation costs so that the beneficiaries can benefit from the available cash to cover their basic needs.

Beneficiary/Household Vulnerability:

- Social vulnerability includes the following criteria: “large family” (6 members or more); “elderly people among the household members” (age 60+); “single parent” (with children under 18); “female head of household” including households with men who are physically capable (18-59); or “female head of household” with no men that are physically capable (18-59); “pregnant or lactating family members”; and “children under 5.”
- Health vulnerability includes: “clear status that medical treatment is required”, “disability”, or “chronic disease” that hinders ability or mobility.
- Shelter vulnerability includes: “type of shelter”, “status of shelter” and “standard of living”.
- Income Vulnerability includes: “Low income”, i.e. Family income less than 450,000 IQD; “Unstable income” (daily workers), or “No income”.

Unskilled vs Skilled Labour

While CfW aims to provide instant, temporary jobs for unskilled labour while rehabilitating community facilities and essential community services, skilled labour is also needed to lead, technically supervise, and ensure the quality of work being done. This means that skilled labour should not receive the minimum wage that the unskilled CfW beneficiaries receive, but rather a fair rate for their daily work. There is an added benefit when unskilled labourers gain vocational skills by apprenticeship when they are teamed up with skilled labourers.



A school is rehabilitated as part of a CfW project implemented by Oxfam in Muqdadiyah, Diyala.

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Market and Labour Needs Analysis

Emergency Context

An assessment should be carried out in target communities to map out the work that needs to be done and the availability of skills required for the necessary work in the community. Such assessments should cover:

How do the most vulnerable community members typically meet their needs?

This part of the assessment is done with families themselves, asking them about their basic needs of food, water, healthcare, housing, and education. To identify their assistance needs, it should also include how they meet their monthly expenditure and their income sources, including borrowing or begging.

What kind of work do community members typically engage in? Who does it?

This element of the assessment identifies the possible community needs for CfW activities apart from job creation, i.e. what work needs to be done for the community to emerge from the current crisis, establishing or rehabilitating community facilities, which would then be translated into several labour working days for skilled and unskilled labour, and thus the number of beneficiaries that can participate.

Certain types of work would be more urgent in an emergency context, such as cleaning, rubble removal, and health promotion. Also, the rehabilitation of community public facilities and public services, like schools, youth centres, community clinics, or restoration of productive infrastructures, such as irrigation canals where the jobs created would provide more community services after an emergency. Unskilled labour should do the work under the supervision of those with the relevant skills and after obtaining the proper government authorities' approval, coordination and support.

What are the wage rates for skilled vs unskilled labour?

This assessment element ensures benchmarking with the current labour rates in the market for different professions that will likely be utilized. This step is essential to minimize market distortion and avoid causing unintended economic consequences such as price fluctuation, dependency, or competition with local producers/employers. Therefore, the implementing organization needs to ascertain wage rates for skilled and unskilled labour before and after the disaster through cooperation with the government,

leaders, and business people. Wages should be fixed at an amount just below the market rate to ensure that CfW projects attract the poorest individuals. A general target is about 10% lower than the regular market rate. CfW projects may entice people away from their regular livelihood activities if wages are too high. However, in the immediate aftermath of a large-scale disaster, most employment activities may be interrupted. In this case, it may be appropriate to adopt wage rates comparable or even above those previously in existence to reintroduce economic activity rapidly.

In Iraq, unskilled labour wages may be set at 25,000 IQD per day, equivalent to 20 USD, and up to twenty working days. This will mean that the cash for the work project may provide an amount equal to the minimum expenditure basket that the Cash Working Group in Iraq has estimated to be - 400 USD. However, this is an average taken across all governorates. The rate should rely on up-to-date data from the Joint Price Monitoring (JPMI) and WFP's price monitoring of the minimum expenditure basket calculated every month per governorate.

When skilled laborer's are appointed as supervisors of CfW activities according to their profession, the work gets done in a technically sound manner. They transfer skills to the unskilled laborer's that work on their teams.

Therefore, skilled labour should be given a fair price close to the market rate given their added value.

Non-Emergency Context

Surveys of the local economy, including an overview of market prices and the availability of employment, should be performed regularly 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 programmes, 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:

Identify market prices for essential commodities.

Determining the prices for essential 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. Both the Cash Working Group and WFP monitor prices every month. Additionally, REACH has set up the JPMI to coordinate and harmonize price-related data collection among cash actors in Iraq.



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. WFP is currently monitoring this across all governorates every month.

Determining the Wage Amount and Workload

The Iraqi Labor Code states that “The parties [Employer and Employee] are free to negotiate a fair wage for the work, and the method of payment, on condition that the wages should be paid at least once per month, and should, in no case, be less than the minimum wage for unskilled labour, as established by the Minister of Labour and Social Affairs.” To provide a “fair wage for the work,” as stipulated by the Iraqi Labour Code, a rapid assessment of the prevailing minimum wage in the area must be conducted. Other relevant sources such as the World Food Programme or REACH can be consulted. Currently, the average recommended “fair wage for the work” in Iraq is estimated at 29,400 IQD (20 USD) per day or 588,000 IQD (400 USD) per month for twenty days of work. 4 This rate is revised every quarter and published by the Emergency Livelihoods Cluster based on data provided by partners.

Critical points on determining CfW wage rates:

- Suppose organisations decide to provide a CfW rate that differs from the national average. In that case, the CfW remuneration rate should be set below the prevailing minimum wage of the target region to prevent competition with local employers not to attract meaningfully employed workers into the CfW programmes.

The agreed CFW wage rates Nationwide are applicable for both males and females.

- A range of about 10% below the prevailing minimum wage in the area is acceptable.

- Minimum wage with effect from January 1, 2018

Is Minimum IQD250,000 to IQD350,000 Thus, if the prevailing minimum wage in the area where the activity is implemented is equal to the minimum wage set by the Ministry of Labour and Social Affairs, the CfW rate should be charged at the same minimum wage?

The selected beneficiary household will work 20 days for 5 to 6 hours, including a one-hour lunch break.

These revised daily wage rates will remain valid for 2022 and will be reviewed if the average MEB and average wage rate exceed a 20% devaluation.



A school is rehabilitated as part of a CfW project implemented by Oxfam in Muqdadiah Diyala.
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Determining Employment Opportunities

Gender Considerations

CfW programs are a constructive way to inject cash into a community's economy and help the relief and recovery of conflict or disaster-stricken areas. Additionally, CfW has the potential to offer income-earning opportunities to which women, youth, and other disadvantaged demographics may otherwise not have access. In conservative or traditional societies, offering such opportunities to non-traditional income earners can empower them to have more independence and a more significant role in determining their future. However, it may have the opposite effect if the planning stages do not consider certain realities to ensure protection, compatibility, and safe and equal access. The following points should be considered when selecting beneficiary criteria and beneficiaries.

- In the initial assessment and analysis of a community's needs and vulnerability, carry out separate investigations for women/youth to better understand abilities and changing roles and responsibilities resulting from displacement, non-traditional household circumstances, etc.
- Include women and other marginalized groups in management positions, project input and decision-making.
- Take input from the community of who and what characteristics or social status would qualify as vulnerable in a specific cultural or geographic context.
- Allow for flexibility in selection criteria to accommodate women or other marginalized groups who may not have had equal opportunities or can attend a school or build skills. Literacy requirements, for example, may hurt women and other marginalized groups more than men.
- Ensure transparency and communication with the public on developing selection criteria and selecting beneficiaries. If possible, allow community input in defining selection criteria.
- Consider the ability of physically or logistically challenged people to participate in CfW and give them a priority for less physically demanding roles or more flexible opportunities.
- In accounting for gendered adversity, men should not be overlooked as potentially vulnerable, for instance, as a single head of household with small children.
- Provide opportunities for substantive, visible roles for women, make sure that they will not be excluded based on cultural or religious traditions.
- Allow for time flexibility to accommodate household duties that women may have before participation in CfW programmes.
- When targeting individuals, allow for household participation when there is a single, youth, or elderly head of household so that duties can be shared.
- In the politically charged atmosphere of the liberated areas, the political marginalization of women and other groups may preclude their increased participation. Offer flexibility in roles or consider non-conditional cash.
- Women need not be placed exclusively in traditional women's roles but allowed to freely participate in any CfW programme when they meet the skill criteria.



Modality & Delivery Mechanism

Contracting

According to reported needs in a specific community, where objectives relate to CfW interventions, identifying priorities and community needs will be the first step in planning and implementation.

- Projects will vary in size and capacities, but the community must accept them as a whole.
- In the priority-setting process, the community should have input to assign where and how the intervention should occur and which sectors need extra attention.
- The primary responsibility is to ensure inclusive participation and realistic, detailed, clear project plans.
- A committee from the community may be asked to select the priority projects on behalf of the community.
- In the Iraq context, government offices are usually the Project Holder, taking a higher responsibility as stakeholders in the project design and implementation.



A woman in Al Khalis, Diyala validates the receipt of her CfW wages by giving a fingerprint as signature.

Reaching an Agreement with Government Offices

A detailed Memorandum of Understanding (MoU) must be developed, including the responsibilities and an action plan for both parties (NGO/donor and the government authorities). [Annexe 1](#) provides a draft, adjustable MoU with space for articles to be inserted.

Payment Modality & Documentation

CfW projects are usually managed by an NGO where skilled and unskilled labour might be needed. CfW is typically not used for large-scale, contracted construction or engineering projects. Suggestions for payment arrangements are offered below.

As part of the CfW programme, payments for unskilled labor should be made as per actual work done on the ground (i.e. construction of a school). Skilled labour and materials may be contracted out to a construction company whereby the contractor handles the management of paid work.

- A mix of skilled and unskilled labour is possible whereby the NGO manages CfW for unskilled labour on a construction project in conjunction with a contractor. Alternatively, the NGO may stipulate that unskilled labour is taken from the immediate community as a construction contract. In this case, the unskilled labour payments are handled by the contractor.
- Frequency of payment: The frequency of the charges depends on the level of immediate need, security risks and wishes of the beneficiary communities. Initial costs may be made daily to earn trust and fill an immediate need for cash, but it could also be transitioned to a weekly, bi-weekly or monthly model.



Local Banking:

Financial institutions might play a role in facilitating direct payments into individual or group bank accounts. Using the local bank system reduces the workload for the implementing NGO and helps reduce the risk of corruption. However, formal financial services are not available for local communities in many locations. The following three options can be used to transfer bank payments:

- Mobile services provided by the financial institution
- Individual accounts
- Group accounts
- Local cash transfer companies

Below are some of the questions that need to be answered

- Which cash transfer modality/channel is used for its projects (MTA, MMT, or bank transfer) projects?
- How is the financial service provider selected to transfer the cash to the beneficiaries?
- What regulatory documents are applied between the partner and the financial service provider?
- What are the processes/workflow for cash payments?
- How is the reconciliation process done, especially when a cash surplus is in the hands of the financial service provider (intermediate)?
- What are the challenges and weaknesses of each cash transfer modality based on personal/NGO experience?



Direct Payment:

If the above options are not available, payments can be made directly by organization staff, following the below procedures:

- The area mobiliser must collect and verify attendance lists.
- The area mobiliser should work with finance staff to prepare payment requests.
- On payday, the area mobiliser should visit the worksite with attendance lists to explain the payment process.
- All beneficiaries (workers) must be verified by their national ID card or by a community representative who knows the participants if they do not have ID.
- Upon receipt, beneficiaries should receive the exact amount and sign the report next to their name to recognize the received payment and amount.
- All payment sheets must be countersigned.

Safety and Payment Security

There might be security concerns and risks in terms of direct cash payments.

Cash transfers also may increase the risk of corruption. The following suggestions can help to mitigate security breaches or corruption.



- ➔ Use different routes when carrying money to/from the field.
- ➔ Select a safe and secured zone for distribution.
- ➔ Make payments in different zones, within the same geographic area, so smaller amounts of money are transported to several different locations. Thus, beneficiaries have shorter distances to walk home with their payment.
- ➔ Choose distribution locations in areas away from transportation risks.
- ➔ Distribute payments to a small group of workers each time.
- ➔ Limit the number of people who have information about the date, time, location, and method with which the payments will be made.
- ➔ When transferring cash by car, divide the money and hide portions in several locations within the car. The car should be utilizing a tracking mechanism.
- ➔ Designate community members that can provide protection in case of any security threats.
- ➔ Distribute payments during daylight hours so recipients have sufficient time to reach their homes.
- ➔ Strongly involve the M&E department in monitoring to enable the NGO to confirm that payments were made on time, participants received the correct amount of money, and cash distribution was satisfactory.

Occupational Health, Safety & Environment (HSE)

Health, Safety and Environment (HSE) planners for CfW Road Works employers are responsible for ensuring the safety of their workers in construction and Cash-for-Work (CfW) projects. This is particularly relevant for the various projects undertaken on or around roads in Iraq. There is an inappropriate culture of speeding and not following road rules, meaning traffic incidents are too common. This HSE plan sets out some of the significant risks, mitigation measures and responsibilities of the contractor and Livelihood Actors to protect workers on and around roads. The HSE plan is organized as follows: - The main HSE plan, in the form of a table, sets out the key risks, mitigation measures and responsibilities of the contractor and Implementing partners ([attached in Annexure](#)).

Design & Implementation



Men and women, IDPs, refugees and host community members earned wages painting the interior of classrooms at Hema School. As part of a CfW project implemented by the Danish Refugee Council (DRC), schools in Faida Town, Semel, Duhok were rehabilitated.

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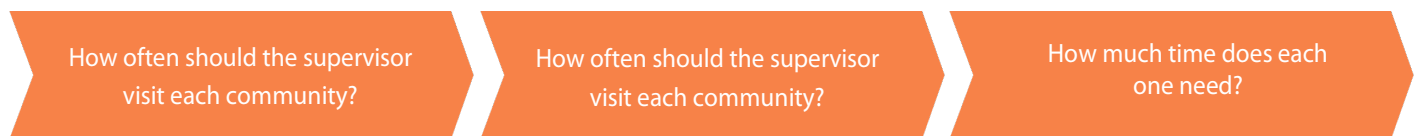
Management & Staffing

There is extra emphasis on appropriate community participation in CFW programmes, and the implementing team must have the capacity to do this well. Ideally, the team should have a good understanding of the community. Staff who carry out assessments and discussions with communities about projects should use participatory techniques and have a keen awareness of issues like gender. If the livelihood analysis and project selection are not carried out properly in the first place, the programme will suffer in the long term.

Supervision/Monitoring

CW is demanding in terms of time. The process of accompanying and encouraging communities needs a lot of commitment. Consideration should be given to the number of projects proposed and how they can be managed. The cluster suggests two levels of supervision and monitoring are needed:

- ➔ Cash for work team needs to be formed, usually from unskilled labour. Their supervisor should be the skilled laborer to supervise them technically and ensure that their work is acceptable. Therefore, this supervisor is responsible for the proper delivery and handover of the completed activity to the implementing organization.
- ➔ The second level is at the implementing NGO level. A monitor can be assigned to supervise much cash for work activities in different communities and visit them at least once a week on other days.



Answers to the above questions will depend on the location of the worksite, access, the extent of local supervision, and the size of the programme. Many projects may be proposed, but the supervisor must visit each project regularly. Ideally, once work is underway, a supervisor should visit each location at least bi-weekly, depending on the type of activity. The number of supervisors should be based on the location of sites and the mobility of the supervisor. Another way to improve supervisory capacity is to work with reliable local organizations.



Logistic and Technical



Support

It is advisable to have a logistician working on the project, particularly where there are construction projects. Government and other organizations can support, but effective logistics management is crucial. Most activities will require the provision of basic tools and equipment (hoes, machetes, rubber gloves, etc.) and construction projects will require additional materials. A logistician can also have a presence in the field with government staff if necessary and ensure accountability for materials. They can also assist in the planning and supervision of the projects.



Contracting Technicians

In projects where there is need of a skilled technician, contracts should be agreed for each job. Examples of these kinds of projects include spring protection or reservoir construction, where masons and other skilled workers are required. Like the technical supervisors, contracting technicians must be prepared to work and organize assistance from the local community. Be cautious of staff (especially seconded staff) contracting friends and family. Instead, tender for contracts or use communities to help with selection if labour is locally available. An experienced technician should check the quality of work carried out before any payments are made.



Site Supervisor

Each project should have its own supervisor elected by beneficiaries to record attendance and work progress. The site supervisor needs to be given stationery and any equipment required to carry out their job satisfactorily. Where there is no literate community member available, other arrangements will have to be made.



Technical Staff

Technical supervision is of the utmost importance to ensure the quality of activities. Although employing a range of technical staff to supervise diverse programmes may not be cost effective. Seconding staff from local government or other organizations can provide assistance. This can also be a way of building the capacity of local government and other organizations.

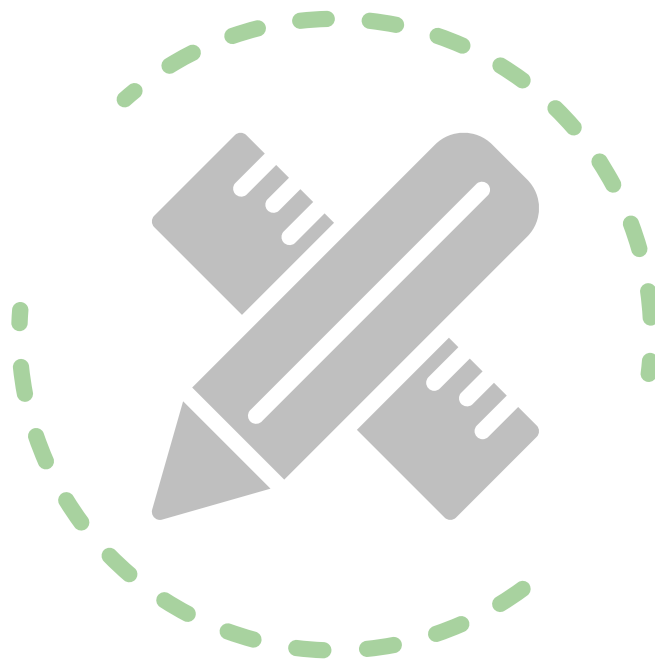
Transportation

In general, providing a transportation allowance should not be done often, as CfW mainly employs IDPs, returnees remain, or host community members in the exact location to rehabilitate the facilities in their communities. However, exceptions should be studied on a case-by-case basis to ensure protection concerns when long walks in the heat or under the rain are possible, security for women's movement, cultural relevance and protection. In general, wages should include a small provision for transportation, or the implementing NGO can facilitate collective transit.

Tools and Materials

Different types of tools and materials are needed in CfW activities:

- Devices distributed to every participant should include a uniform with relevant visibility and protection boots and gloves, especially for garbage collection, cleaning canals, or other work that might cause infection or injury.
- Tools used to operate the CfW activity, such as carpentry tools, glass cutters, plumbing tools, measures, painting rolls and brushes, manual cleaning tools, etc., should be purchased and reused if there are CfW activities. A decision can be taken on a case-by-case basis at the end of a project to see if they should be donated to the local municipality, kept by a local NGO, or donated to the laborer's as an in-kind incentive.
- Consumable materials such as glass sheets for windows, paint for painting buildings, plastering materials, pipes for plumbing, electricity wires or lamps, or any other needed material based on the type of the CfW activity.
- In some cases, equipment rental can come under tools and materials, for example, a loader or excavator for clearing irrigation channels, rubble removal, or trucks for moving rubble away from a destroyed building.



Health and Security

Preventive health and security precautions need to be taken as follows:

- Uniforms, gloves, and protection boots must be distributed to all workers, as explained above. This is a case of professional safety.
- Security training and orientation must be provided to workers, especially for post-conflict destruction removal or cleaning campaigns, since the rubble or the garbage piles might include unexploded ordinances (UXOs) that might cause harm.
- The NGO should provide first aid training, and a first aid kit should be available on-site with the identification of the closest referral point in case of a health emergency.
- Precautions regarding heat exhaustion and working in adverse weather conditions should be considered, for example, starting work very early to finish the workday before the weather becomes too hot.
- The age of the workers can be a protection issue. According to federal government law, the minimum work age is 16 years old, and in the Kurdish Region of Iraq (KRI) is 18 years old. These should be considered when selecting beneficiaries to participate in CfW.



Hema School rehabilitation in Faida Town, Semel, Duhok.

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Monitoring and Feedback

Documentation (tasks, hours, workers)

Before commencing work, a plan should be prepared and approved, indicating the work needed per location, the number of required labour days, the number of laborer's required to be divided by gender, and the number of tools and materials required.

- ➔ The group supervisor should maintain a timesheet indicating the start and end time to be signed by each participant and approved by the supervisor. This will be used to calculate payments.
- ➔ Work documentation should include a pre-assessment, a report on tasks completed per location, all necessary permits, and government facilitation/coordination communications.

Dated Photos

Photo documentation before, during and after the implementation is essential. Using dated photos is required to show the progress and difference made; videography is also encouraged.

Financial Accounting

- Procurement processes for the tools and materials should take appropriate measures to ensure competitive bidding according to the implementing NGO's by-laws or the donor contract, whichever is stricter.
- Labor wages should be paid on receipts or distribution lists prepared based on the actual and approved timesheets that the workers signed during the implementation.

Beneficiary selection:

Beneficiary selection should occur based on the criteria of vulnerability and ability to work. Female participation should be designated by percentage quotas during the planning phase and ensured during the implementation, especially in contexts that require deliberate efforts to involve women. Beneficiaries should be selected from the area where the project is based or near the rehabilitated facility.

While vulnerability varies from one community to another and should be established with community input, a gender guide to exposure is provided in the Eligibility Criteria & Targeting section.

Post-Distribution Monitoring (PDM) and Impact Assessments

PDMs use a representative sample of beneficiaries, based on the total number of beneficiaries, to satisfy the involvement requirements for CfW activities, ascertain how the income is spent, whether appropriate skills were learned, thereby increasing employability, etc.

It is necessary to identify how the project has impacted the following:

- Beneficiaries' basic needs and coping mechanisms that they need to take
- Whether the CfW activities were valuable and relevant to the community
- Sustainability of the rehabilitated facilities
- Which activities were the most cost-effective?
- How were private resources used? Specifically, some activities do not create relatively personal public resources (like a shelter). In some instances, activities produce benefits that individuals, not communities, will control.
- Are the activities hurting anyone? For example, will the supply of shelter materials in the community undermine private individuals or community groups trying to provide the same service for fees?
- Impact on the workers: How are they managing to fit in the extra work? Have they stopped pursuing other livelihood recovery activities to participate in the CfW programme? Other impacts?
- Is the CfW supporting or damaging prospects for improved gender relations?
- Is the CfW supporting or damaging prospects for improved communal relations to decrease social tensions?
- Does the project have any impact that was not anticipated? Has it affected the price of goods or labour in the community?
- Is there any evidence to suggest that people might be displacing themselves or abandoning other coping mechanisms to join CfW projects?

Third-Party Monitoring

Partners can consider using a third-party monitoring system to avoid corruption and assure compliance with on-field implementation (TPM). TPM services can assist livelihood actors/partners by measuring activities through accurately capturing, verifying and cataloguing data for implemented activities during livelihoods projects. A TPM service can be an important way to; i) strengthen project management and reporting on the activities implemented in the field, ii) verify that partner's supported activities are being implemented as planned and meeting the required standard, iii) measure achievement of outputs and indicators defined in the project documentation, iv) verify that partners have sufficient mechanisms in place to ensure transparency and fairness when implementing activities, especially in the beneficiary selection, payments to beneficiaries, asset/toolkit handover, and supervision of works and beneficiaries, and v) identify the issues, risks, and challenges faced during implementation that need to be accounted for to achieve intended results. The monitoring reports and findings will guide partners organizational learning at the programmatic level, allow for necessary adjustments in strategy, and inform critical partners of the direct and indirect impact of stabilization activities. Information from the TPMA will enable partners to demonstrate value for money and accountability for utilizing programme resources while extending further partnership development and resource mobilization opportunities.



Annex 1: Sample MoU

Memorandum of Understanding

This Memorandum of Understanding (MoU) is between First

Party: [NGO]

And

Second Party: [Project holder]

The MoU is entered into effective by (- Date -) between [NGO name] and [Project holder name].

Recitals:

[NGO name] has decided to start implementing [Project title] in [Location] under [Programme].

1. [NGO] will work together with [Project holder] and complete the following tasks and responsibilities:
 - a.
 - b.
 - c.
2. Marking and Branding: [Project holder] may use [NGO] name and logo only in connection with the programme, with prior approval from [NGO].
3. [NGO] will be responsible for implementing the programme based on a clear work plan.
4. Both parties agree that this MoU is only valid for the programme implementation period.
5. Inconsistency between the English version and translations: In the event of inconsistency between any terms of this MoU and any translation into another language, the English language meaning shall take precedence.

First Party

Name: _____

Position: _____

Date: _____

Second Party

Name: _____

Position: _____

Date: _____

Annex 2: Safety, Security and Environment

4.1 Workplace and Environment

This section is meant to ensure all protective safety measures are in place to ensure the workplace and environment are safe and secure for workers.

Safety and Security	
Work Environment	<ul style="list-style-type: none"> - Livelihood actors need to ensure the safety equipment, tools and uniforms are brought to the site before launching the activities. - Ensure working conditions are safe and safety tools are available, which need to be inspected and monitored continuously by the CfW officers and the Livelihoods Team - Ensure workplaces are visually searched by demining groups to ensure there are no explosive hazards - Provide explosive hazard awareness training for workers, work monitors, and third-party field monitors to be deployed in contaminated locations.
Social and Environmental Standards (SES)	<ul style="list-style-type: none"> - The contractor is not allowed to burn trash or cut down trees. During CfW on garbage and trash removal projects, contractors must dispose of accumulated waste daily and transfer it to the assigned dumping site far from the residential areas. - Contractors are obliged to train all staff working for CfW projects on Sexual Exploitation and Abuse. - Monitor work conditions and security regularly to ensure that women are safe from exploitation, abuse and harassment. - Consider the methods carefully and the places where work will be done, including the working site and distribution point. In consultation with women, girls, and other community members, ensure that the routes to distribution points do not expose women to the risk of violence or abuse, primarily if it is known that they will be carrying money.



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