

FSAC Cash for Work/ Cash for Asset Creation Guidelines

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1. Background

The Food Security and Agriculture Cluster (FSAC) partners manage cash for work activities to provide cash transfers to vulnerable, food-insecure, and crisis-affected households in return for the provision of labor, particularly through labor-intensive construction and rehabilitation projects. The two main objectives of Cash for Work (CFW)/ Cash For Asset creation (CFA) programmes are to:

- i. Provide income support to poor, vulnerable men, and women through short term, intensive and unskilled so they can meet their essential needs including improvement in food consumption
- ii. Build or repair assets and infrastructure that are vital for either sustaining the livelihoods of a community or more generally that improve the living conditions at community level, including Disaster Risk Reduction (DRR) mitigation measures.

The purpose of these Guidelines is to provide FSAC partners with a framework for the design, implementation, and monitoring of CFW activities under the Afghanistan Humanitarian Response Plan.

a. Definition

Cash for work (CFW) and Cash for Assets (CFA) are used interchangeably to mean that cash assistance is provided to meet immediate needs of vulnerable groups in exchange for participating in labour. The focus is to enable households to engage in pre-identified activities as a precondition to avoid blanket unconditional provision of cash and hence avoid dependency. It should not be considered or classified as salary or remuneration.

In the context of humanitarian assistance, the expression “Cash for Work” refers to the provision of cash transfers to individual, household or community recipients but not to governments or other state actors. CFW empowers individuals and supports the rebuilding and rehabilitation of community infrastructure/ assets. Furthermore, CFW through public works programmes provide employment to unskilled and semi-skilled workers on labor-intensive projects such as rehabilitation of irrigation systems, soil conservation, and road construction and maintenance.

b. Rational and Objective

The main objective of CFW to build a public asset is to provide income through temporary employment to people who are vulnerable or/and food insecure or to crisis-affected communities. “The rationale for choosing CFW over other unconditional cash transfer modalities is based on the assumption that the creation and rehabilitation of vital community assets provides beneficiaries with better protection against future shocks which can negatively affect livelihoods in rural settings [1].”

The CFW approach empowers individuals since direct cash transfers provide a flexible resource to the affected households and enable them to spend money according to their needs and priorities. CFW is a valuable tool in social protection programming. Not only does it provide short-term relief in humanitarian crises, but it can also protect communities facing chronic poverty, unemployment, or underemployment. The multiplier effect can be regarded as CFW stimulates the recovery of the local economy by creating short-term work, reintroducing income flow, and supporting local businesses through the purchase of construction materials and other goods. It encourages households to purchase food and non-food items

locally. For example, by providing income to farmers in the lean season and by creating community assets, CFW contributes to farmers' resilience to livelihood shocks (e.g., drought, poor production, etc.), helping them to overcome cash shortages while improving their food and nutrition security. At the same time, investments in productive assets can mitigate market risks (e.g., rising food prices) and environmental risks (e.g., drought and floods) and create opportunities for non-farm income-generating activities. In the aftermath of large-scale humanitarian crises, the implementation of public works programmes also reduces the likelihood of migration to seek job opportunities. Furthermore, when carefully designed, public works programmes have the potential to reduce gender inequalities.

c. Limitations

Much Like most forms of humanitarian assistance; CFW modality has potential for exploitation and diversion of funds since cash can be diverted to unintended uses. CFW can negatively influence local cultural norms by challenging traditional responses to community needs or volunteerism. CFW projects may not always be appropriate for vulnerable persons including women, elderly, sick or disabled and can create dependency if sustained beyond the medium term.

Cultural norms limit the options for women to engage in cash-for-work (CFW) activities. In addition, CFW programs takes place during hours where most women are engaged in care work. CFW are likely to have few opportunities for pregnant and lactating mothers.

Constraints on disability inclusion due to type of CFW opportunities in a given community.

CFW programming can also create insecurity for both the implementing agency and beneficiaries such as risks of attack and extortion. However, when carefully planned, culturally tailored, and closely monitored; the mentioned risks can feasibly be mitigated.

Seasonality limitations: Moreover, the timeline for the CFW need to be carefully discussed with the local leaders and the affected population – via gender separated FGDs for instance – to ensure that the planned work will not disturb the seasonal calendar. For instance, CFW can't be implemented in June nor in September/October due to the harvest seasons, etc. Regional seasonal limitations to be taken into consideration as appropriate.

d. Appropriateness and feasibility

Assessments are critical to humanitarian agencies as they determine the most appropriate form of CFW intervention. CFW activities should be planned and implemented only after:

- The most critical assessments are completed: Needs assessments, markets assessment, security assessment, financial delivery mechanisms, social relations and power dynamics within the household and community and overall risk assessment.
- Environmental and work safety assessments in consultation with UNMAS prove cash for work locations are safe from mines and munitions
- Each participating organization should have in place a phasing out and transitioning plan which will leave supported communities with functioning markets and self-reliant community members.
- CFW modality assessment: It is evaluated and found to be the most appropriate instrument to meet this need in a timely, efficient, and effective manner
- CFW preconditions are met.
- Selection of CFW activities that are culturally acceptable and safe for women through community consultations while at the same time working to promote women's rights and opportunities.

e. Preconditions required for CFW/AC

- A well-functioning market for essential goods and services existed prior to the emergency. Markets are currently functioning and accessible. there MUST be a functional, accessible, affordable market in acceptable distance to the community.
- 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.
- Cash can be delivered safely and effectively.
- Identified humanitarian needs, gaps, and target groups
- CFW wages do not negatively influence the labor market; clear exit strategy elaborated
- Political acceptance and community preference confirmed prior to start
- CFW activities will not negatively influence the community's main livelihood strategies
- Potential risks identified and mitigation plans in place

The target population is involved in the identification of the assets to be restored: Assets and infrastructure to be built or rehabilitated will meet the basic needs of the target population; are useful to the community and can be feasibly maintained.

f. When to avoid CFW activities:

- There are no accessible or functioning markets
- 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.
- When the population is too vulnerable, with very low workforce capacities / capabilities (in that case, unconditional food/cash distribution is preferred), in acute phase of emergency
- Prevalence of high protection risks in target community (heightened exploitation risk) – risks of conflict within HHs or within community members due to external factors
- Target geographic area not cleared by UNMAS for safety hazards

g. Accountability

- The affected population must be involved in the identification of the assets to be restored – they know better what would be the most useful at community level to improve their livelihood, mitigate impact of the natural disasters (floods, drought, soil erosion, etc.) and improve their living conditions.
- As much as possible, the organization supervising the rehabilitation of the assets and organization providing the cash to the beneficiaries must be the same: this organization is entirely accountable to the beneficiaries for the timely provision of the cash based on the amount announced and agreed on at the beginning that is paying for the work achieved. Implementing CFW through 2 organizations may cause delay in the payment of the workers and thus tensions in the communities, potential security risks, and delay in the implementation of the activities.
- Communicate to community members project objectives, the agency's expectations of workers, the conditions under which people will be working and the payment amount, process and frequency of payment.

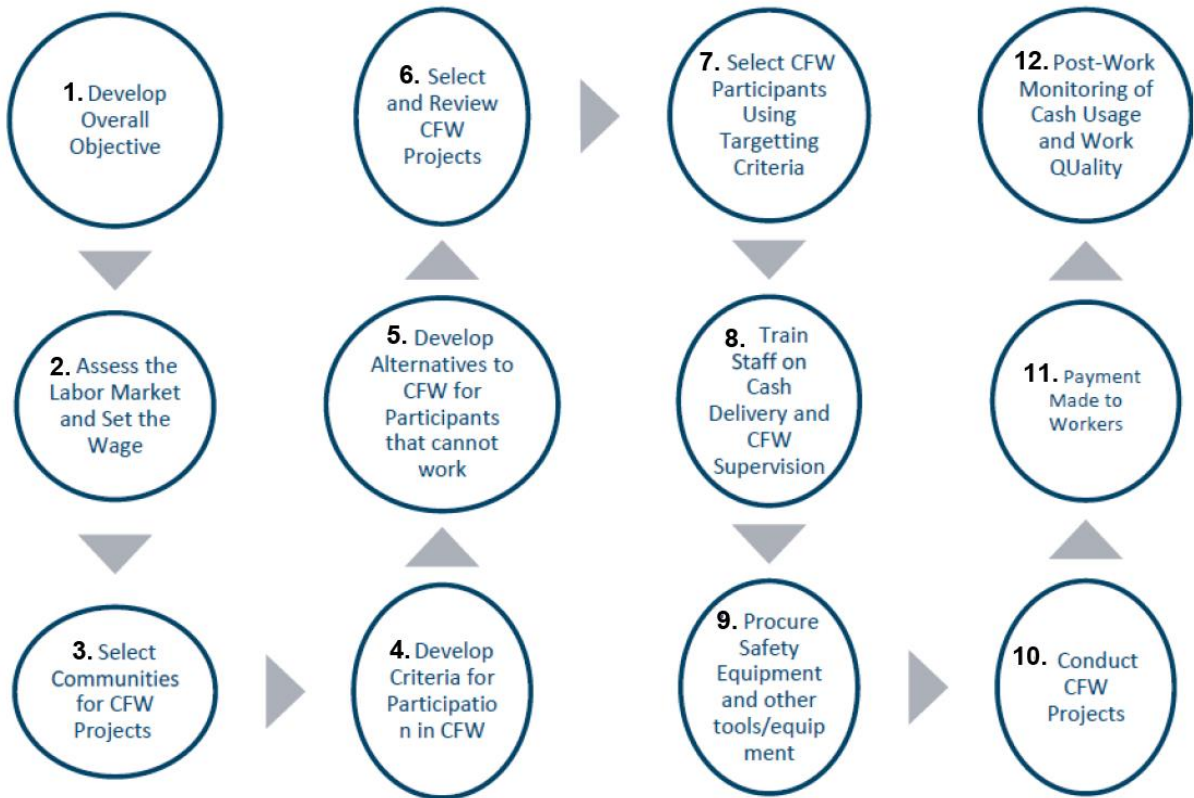
Prior to the commencement of the CFW, the project staff will facilitate the discussion of activity with beneficiaries; the schedules, and the location for the activities will be agreed.

- Discuss and agree with communities what will happen to any equipment or materials at the end of the project.
- Establish CFW village committees for a smooth communication with communities and accountability.
- Have in place complaints and feedback mechanism.

By implementing cash for work activities in Afghanistan, FSAC aim to augment vulnerable households' income to cover their food consumption gap as well as to rehabilitate basic livelihoods infrastructures

2. Implementation CFW/ CFA Programs

Once CFW/CFA is deemed appropriate, this section outlines the necessary steps for implementing CFW/CFA programming. The steps are arranged chronologically, and while the approach to the program may differ according to the individual context. The graphic below outlines the general steps followed in CFW programming.



i. Develop an Overall Objective

Once comprehensive assessments have ascertained that CFW is an appropriate intervention, the first step is to develop an overall programmatic objective. This will define and prioritize the purpose and scope of CFW, while facilitating monitoring, clarifying intended results, and developing effect and impact indicators. The following general objectives underpin CFW programs, in practice not 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 income to obtain them.
- **Improvement of Assets or Community Projects** – The goal is to improve basic assets or to accomplish a community-defined project. The projects in this category are chosen according to their usefulness and sustainability. Possible projects can aim at improving livelihood, mitigating risks and impacts of natural disasters and at contributing to improve the living condition of the targeted population: clearing, rehabilitation and upgrade of irrigation canals, rehabilitation of access roads, afforestation of barren or degraded land, planting saplings to reduce flood impact, restoration of degraded lands, erosion control of streambanks; among others
- **Reactivate Economic Development** – The goal is to contribute to the reintroduction of cash flows into beneficiary communities, revitalizing local markets, and restoring basic economic functions. The availability of short-term employment contributes to the reduction of selling-off of fundamental assets and resorting to negative coping strategies. However, an exit strategy needs to be developed for these supported families.
- **Skills transfer and capacity building to project participants for onward use upon project end**
- **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.

ii. Assess the Labor Market and Setting the Wage Rates

The first priority in setting a wage rate is to meet the basic food needs of the targeted population. 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 and to avoid disrupting the local labor market. The work norms and wage rate should be calculated in a way that allows participants time to pursue other productive endeavors during the course of the day. Hence, a 10%-20% wage lower than the regular market rate is recommended. Therefore, in setting the wage rate, under the CFW/ CFA programmes, partners should take the following aspects into account:

- The minimum food consumption basket – an estimate of the amount of cash, or the quantity of basic commodities expressed in cash equivalent, needed by a household to survive for a month. The most important component of the consumption basket is the amount of food necessary to attain a recommended food intake (estimated at 2,100 kcal/person/day). This minimum *food* basket can also be augmented by an allowance for essential non-food items (minimum *expenditure* basket) [2].
- Prevailing minimum wage levels according to wages applying to the local context.
- The estimate of total cash needs for a single programme will depend on the above estimates and the number of people in need of assistance per region of implementation. The final cash benefits



delivered must be consistent with the programme objectives. In addition, the benefits should be equitable, affordable, and acceptable.

These requirements must be considered together with other key design elements to set the wage rate.

- The total amount of cash (wage X number of beneficiaries X number of workdays) injected in the community should not distort the local economy or create unintended inflation, causing for example a steep rise in the price of basic commodities.
- Careful consideration must be taken in setting the wage, as it is the predetermining factor for beneficiaries to self-nominate and participate. Therefore, wages below unskilled labor market rate are more likely to attract the neediest segment of the population. However, it should be kept in mind that if wages are not sufficient to cover basic consumption needs, the food security impact of the programme can easily be undermined.
- Wages should at most be equal or preferably less than the prevailing local market wages for similar activities.
- Multiple wage rates may be set if both skilled and unskilled labor is required.

CFW/ CFA is commonly used in Afghanistan to cover food and income gap for the basic food basket and to rehabilitate basic livelihoods infrastructure. FSAC had various consultations with FSAC Regional Focal Points, Agriculture and Livelihoods Working Group and FSAC partners to come up with rates. Recommended daily rates are as follows;

- 350 AFs to 400 Afs for unskilled
- 700 AFs for skilled labor

FSAC recommended 22-day work per month; the rates are adjusted as per local rates to avoid attracting a large pool of labor from formal labor market. Inversely, to determine how many days a person should work to earn enough to cover 100% of the food basket through cash for work: *food basket cost (\$80) [3] should be divided by daily wage labor.*

The basket cost and each food item amount should be adjusted if a partner wants to support families with half food basket.

Ongoing monitoring 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 lifetime to ensure that CFW wages stay at the appropriate level. In instances where local businesses report facing difficulties hiring sufficient laborers because of competition with CFW programs, aid agencies should restrict the number of participants, decrease the number of days worked, or reduce wages and eventually consider using other assistance modalities

iii. Select Communities for CFW/ CFA 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 ideally involves discussions with existing local authorities, community structures, religious entities, elders and local NGOs.



Communities can be also selected based on some needs identified during the assessment: communities where there is an acute lack of water of irrigation due to poor water management, communities where the food production has dropped drastically over the last year, communities relying mostly on daily work and where the opportunities have dropped due to the economic crisis.

Implementing partners 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, commitment, level of infrastructure damage, labor availability and community responsibilities.

Participating organizations in the CFW program, should avoid duplication of effort in the same communities. Organizations should be informed about other organizations present in the same community doing CFW and decide whether to complement or choose a different community. However, if selection criteria are different (e.g. women only, youth etc.), an adapted implementation plan shall be developed and ensure that local authorities are informed and consent.

iv. Develop Criteria for Participants in CFW/ CFA

Targeting criteria will depend on the overall project goal and the primary assessment of the social/religious/ethnic composition of the community. As per AAP guidelines, the selection process must be community-based and the organization must ensure that communities are consulted – via gender separated FGD for instance – in the definition and weighting of the selection criteria. Moreover, communities should be consulted to discuss about targeting the specific vulnerable group in the project.

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 people living with disabilities are provided with specific CFW adapted to them and culturally acceptable. Untargeted individuals may be referred to other agencies or partners that can otherwise include them in other activities.
- Set age limits for individuals participating in the activities – while FSAC is committed to child labor prevention, economic conditions in areas of CFW implementation should be given strong consideration. Child-head household must be referred to specialized partners to provide legal through other modalities or accompanying programs

During this community consultation, the organization must ensure that all the communities are represented: women (via gender separated consultations), people with disabilities, elders and youth, all ethnicities/religion, all status (IDPs, returnees, local population, etc.), etc.

It is important to determine if any labor and taxation laws will be applicable to the project. Organizations must also set age limits for individuals participating in CFW activities and children under age of 18 years of age should not be allowed to work.

v. Develop Alternatives to CFW/ CFA for Participants that cannot work

It is important to determine how households who are unable to participate in CFW/ CFA due to labor constraints due to injury, disability, women and the elderly, people with chronic illness for example can be supported. Where the context allows, consider alternative means of assistance for those who are not have able-bodied members of participants in the household through unconditional cash transfer for example. Alongside with targeting criteria, there should be criteria in place for determining those with the constraints (e.g. certificates from a doctor, over certain age, etc.).

vi. Select and Review CFW/ CFA Projects

CFW/ CFA projects should:

- Be designed to be efficient by including a large enough number of participants in relation to the size of the targeted community
- Target a large majority of unskilled labour
- Respond to the community’s needs (both immediate and longer term)
- Be relatively simple in design and realistic in terms of objectives as well as the time and resources needed
- Not involve work that people would normally do for free or of their own accord (i.e. some communities have “community work days” and CFW/ CFA work schemes should not involve the same kind of work, etc.)
- Be easily accessible (limiting the distance between targeted communities and work sites)

It is strongly advised to conduct a community survey - based on community consultation - on the needs for the CFW activities: collaborative assessment with targeted communities and local authorities to analysis disaster risks and activities to improve livelihoods and to develop risk reduction actions plans / livelihood improvement plans, at community level. To be successful, communities and local authorities have to be involved in the design of the CFW activities to restore the community assets and to propose their own and adapted solutions and priorities to mitigate natural disaster and improve livelihoods.

The organization has to ensure that all the communities are represented: women (via gender separated consultations), people with disabilities, elders and youth, all ethnicities/religion, all status (IDPs, returnees, local population, etc.), etc.

vii. Type of CFW/CFA Interventions

a. General CFW/ Asset Creation Activities

The type of CFW/ CFA activities depends on the context/ locations and expected objectives of the activity. FSAC recommends CFW/ CFA activities that involve the construction, maintenance or rehabilitation of infrastructure on public land for agriculture purposes and for DRR. Such activities:

- rehabilitation of access roads
- clearing and rehabilitation of irrigation canals
- Upgrade of irrigation canals (adding concrete to reduce the loss of water)
- afforestation of barren or degraded land (often for water and soil conservation)
- reforestation
- restoration of degraded lands
- Planting sapling along river to reduce flood impact on near-by houses and lands
- erosion control of stream-banks

- land development (reclamation of cultivable land)
- construction and maintenance of water facilities both for humans and animals (water springs, Kariz, etc.)
- debris management after natural disasters such as earthquakes, floods, conflicts); restoration of land drainage (clearing sand and debris from channels to prevent the loss of productive land by water-logging or the transmission of mosquito-borne diseases)
- cleaning or replacing culverts; and
- construction of market infrastructure; community storage facilities, etc.

b. Activities for women and vulnerable groups

In many situations, the participation of women in CFW/ CFA is conditioned by local socio-economic and cultural norms. In communities with few work opportunities and where wage work is traditionally reserved for men, women face many obstacles in seeking employment in public works programmes. Furthermore, public works programmes shall aim at creating flexible schedule for participating women.

In order to encourage women to participate in CFW/ CFA activities, it is important to determine the gendered division of labor in the households of targeted communities. An analysis of this information will reveal the time available to women for public works activities. Whenever possible, under the CFW/ AC programme, partners should provide child-care arrangements close to the worksite, flexible work schedules, appropriate toilet facilities, etc. Partners should also develop redress mechanisms for work-related complaints of exploitation including sexual exploitation and abuse and other human rights violations. Below are some of the CFW/ AC activities that women can take part. The list below demonstrates activities undertaken by women in Afghanistan:

- Gabion weaving: it is weaved for building gabion walls to protect houses and land from flood.
- Women can perform socially acceptable works at construction sites e.g. (watering of concrete, collecting waste and cleaning the workspace, cooking in site etc.).
- Designing CFW activities tailored for women such as cash for attending training (topics to be set in consultation with targeted communities)
- During COVID-19 pandemic, women can take part by being involved in producing face masks and PPE.
- Transporting and carrying construction tools between project sites depending on need
- Administrative tasks: manage the attendance sheet for the CFW/ CFA.
 - Women can be involved to be part of selection and monitoring process of CFW/ CFA work and beneficiaries, as they are part of the community structure (shura members).

c. Gender considerations for CFW/CFA Interventions

Gender considerations that partners should take into account while implementing CFW activities include:

- What are the seasonal labor patterns for men and women?
- Future activities must be gender-sensitive and should promote the participation of women without prejudice to their capacity to perform the work.
- Most activities should be suitable for both men and women. Child-care facilities with appropriate financial allocations are recommended at the CFW/ CFA sites should the women with small children undertake CFW/ CFA.
- Women and men will be paid equally for agreed units of work.

- Set age limits (as per the country or location context) for individuals participating in CFW/ CFA activities. Pay attention to discourage and avoid child labor.
- Ensure that physically and socially vulnerable groups are provided with alternative means of assistance or are given lighter tasks that do not require heavy labor. For example, women may be paid to prepare meals for male laborer’s or to look after the children of workers.

d. The Timing and duration of CFW/ CFA activities

When selecting the time and duration of a CFW/ CFA programme, staff must consider that people are often engaged in various livelihood strategies and that working on an CFW/ CFA programme has an opportunity cost unless the targeted beneficiaries are unemployed. When a CFW/CFA programme is targeting a community, whose employment is primarily in agriculture, it is best to start the programme during the off-season and continue throughout its duration (usually three to four months).

e. Factors Influencing CFW/ CFA Scheduling

Key Factors	How it might influence decision making
Agricultural peak times	Will affect availability of households for CFW/ CFA since they will be busy at various times, some of which intensively. This includes land preparation, planting, weeding, and harvest periods. The periods of heaviest workload may fall on woman and men differently. In agricultural areas, for example, women tend to work most during the pre-harvest and harvest periods.
Timing of slack labour period	It is critical that public works be timed to coincide with the slack labour period to ensure minimum disruption to core livelihood activities. Slack labour periods can vary enormously over short distances. For example, the dry season is a period of peak labour in exclusively pastoral populations as households travel long distances in search of pasture; whereas in neighboring agro-pastoral/farmers areas the wet season is an intense labour period as households have to prepare, plant and weed the land.
Peak lean season	Households should start CFW/ CFA before or during the period where they experience the most severe lean season. If CFW/ CFA do not start by this time, households may have to sell productive assets in order to meet immediate food needs, undermining a key objective of cash for work.
Timing of Rainy/ Snow season	Inaccessibility during the rainy/snow seasons presents challenges and CFW/ CFA not to take place during rainy/snow season.
Heat/Snow	Cash for works should be planned so as not to take place during periods of excessive heat/Snow.
Community mobilization	Cash for work schedules and community mobilization schedules should be coordinated.

To have greater impact on the household’s food security, cash for work support should be provided to a single household over several months. In some cases, partners may not be able to find enough cash for work to give labor to targeted households over several months, however, FSAC recommends that the duration of assistance to a targeted household should be between 3 to 6 months.

viii. Selection of CFW/ CFA (target) beneficiaries

Using a community-based approach that is facilitated by organization’s project staff, the selection of beneficiaries is done through a participatory approach at a public meeting or through door-to-door visits by agency/ organization enumerators. The two approaches, the door-to-door approach was successful within

camps/refugee living spaces as it enabled the organizers to get names of vulnerable members. It also aided in carrying out an enumeration exercise to measure vulnerability scientifically using a questionnaire. Working with community structure improves the outcome of the selection process whichever route is chosen.

i. Targeting

It is unlikely that any activity will have sufficient capacity to target all able potential beneficiaries; therefore, some form of selection procedure will need to be used. Methods of selection have to be adapted according to the community[4]. Targeting methods depend on the objective of the programme, i.e., if the programme aims to reach a particular group (e.g. women or the poorest/ the most vulnerable sectors of the population) or vulnerable communities in a particular geographic area(s). Targeting should be carried out according to clear and transparent targeting criteria. It should also involve the community and use triangulation of information to minimize the inclusion errors (inclusion in the programme of those who do not meet the eligibility criteria) and exclusion errors (exclusion from the programme of those who meet the eligibility criteria). In many situations, the participation of women and other vulnerable target groups in CFW/ CFA programmes is conditioned by local socio-economic and cultural norms. In communities with few work opportunities and where wage work is traditionally reserved for men, women face many obstacles in seeking employment in public works programmes[5].

CFW projects have to target in priority food insecure households and households with:

- High productive assets but with low or moderate Livelihood Capability (Employment / Entrepreneurship)
- Moderate productive assets but with low or moderate Livelihood Capability (Employment / Entrepreneurship)
- Other considerations

Households with low productive assets have to be covered via unconditional cash for food or via food assistance. The selection process must be community-based, including:

Step 1: Definition of vulnerability, identification of vulnerability criteria

At the very beginning of the project, the organization should conduct workshops and FGDs to discuss the perception of the vulnerability. The crisis response graduation will be explained to the communities and local leaders at this stage of the process: the very vulnerable households will be assisted via GFD or Cash for food- while this resilience-building project targets households with productive capacities. The selection criteria will be discussed as well as the weight of each selection criteria.

Step 2: Discussion about targeting specific vulnerable groups

As a second step and still through community consultation, the organization should define with the communities how and for what activities some specific group can be targeted to improve their livelihood: women, people living with disabilities, youth/elders, etc. Type of alternative CFW activities for these mentioned groups must be discussed at that stage and they have been tailored to each targeted area. Protection issues must be also discussed during this phase: how to ensure the protection of the vulnerable groups who will benefit/participate to the project.

Step 3: Finalization of the vulnerability criteria and pre-selection lists

Based on the two steps mentioned above, the organization has to present to the communities the matrix of the selection and the final selection criteria and the weighting that have been decided. CDCs and/or shura will be sharing a pre-selected list of households that are possibly matching the selection criteria agreed at community level. These pre-identified lists must be triangulated with other sources to reduce the bias as much as possible.

Step 4: HH registration (house to house methodology)

House to house methodology led by the organization is preferred as it reduces as much as possible the bias of the selection of beneficiaries. The organization must have an effective and operational help line available at that time for the communities to be able to call during the registration process.

Step 5: Selection of the beneficiaries

The selection will be done based on the selection criteria and weighting agreed with the community members and local leaders.

x. Orient Project Staff on CFW/ CFA delivery and technical supervision

It is important to provide a general orientation and specific CFW program orientation to all new employees, including reviewing the relevant job description. Particularly important is to provide on-the-job mentoring by experienced CFW staff to new team members.

In order to realize the project objective and ensure quality of the asset rehabilitated, the organization must have technical staff who are supporting supervisors and workers and providing trainings when needed. Some CFW activities require more technical follow-up and skills than other: road rehabilitation, upgrade of irrigation canals/ intakes, rehabilitation / construction of water management infrastructures (check dams, ground reservoir, etc.), etc. For these activities, technical staff must monitor on regular basis the work achieved: WASH and civil engineering, etc.

The roles of supervisors included the selection and training of group leaders as well as supervision of CFW/ CFA activities, marking of registers for work done and, in some instances, distributing of workload among beneficiaries. Project staff must be able to mediate and defuse any conflicts or issues arising between beneficiaries.

i. Organization of the unskilled workers (CFW beneficiaries)

In order to avoid potential negative implications of CFW/ CFA, protection considerations should be incorporated into the programme ensuring appropriate type of work is designed for the target participants group(s), safe access and security of the location of work, ensuring vulnerable groups or individuals are not excluded or exploited. Partners need to organize workers into groups that are small enough to enable supervision. Partners also need to establish a culturally appropriate work schedule (i.e. considering prayer times, public holidays, etc.).

xi. Purchase and Distribute Required Equipment & Materials

As much as possible, the organization must purchase the CFW equipment and material on local markets, to be easy usable by the workers. Some equipment can be distributed to the group (wheelbarrows, etc.) and some can be distributed on individual basis (hand-shovel, rake, etc.). Depending on the types of labor, appropriate personal safety equipment (face mask, gloves, hat, cloth etc.) should be provided to the workers [6] and work safety training to be conducted to the workers for their safety.

It is possible for the organization to decide to not take back to material provided to the workers, on individual or group basis. This can allow the beneficiaries to have a material toolbox that can help them to find more easily other type of daily construction / cleaning work as they are already equipped.

xii. Payments for CFW/ CFA

Cash-for-Work payments to beneficiaries should be paid quickly because the aim of the intervention is to assist people to access cash to improve their ability to purchase basic needs for their families. Accordingly, depending on the activity and number of people involved a daily, weekly, or monthly payment schedule can be considered. It is also critical to properly select appropriate delivery mechanism for the beneficiaries through objective assessment of the available financial institutions.

Security must be considered to ensure:

- Not putting at risk, the beneficiaries while collecting their cash
- Not putting at risk the organization's staff while distributing the cash

For the payment of CFW / CFA, to avoid security incident, the organization must be particularly careful on:

- Communicating the correct amount of cash – in local money and not in USD – to ensure that it may not change just before the payment
- Timely respect the calendar of payment (monthly, weekly basis, etc.)
- Do not share the distribution date / location too long in advance
- Distribute small quantities of money
- When possible, use alternative money transfer (via cards, mobile money, etc.)



i. Contextual Advantages and Disadvantages of Payment Mechanisms and Related Instruments



Payment Agent	Payment Instrument	Potential Advantages	Potential Disadvantages
Implementing partners	Direct Cash (cash in envelope)	<ul style="list-style-type: none"> - Quick to implement and deliver - Beneficiaries can redeem cash whenever is best for them - Increased liberty of choice and dignity for beneficiaries - Variable and flexible distribution points - No transaction fees - Rapid access to cash 	<ul style="list-style-type: none"> - High safety risk for staff and beneficiaries - Higher risk of fraud and corruption (or suspicion) - Labour intensive and time consuming, in terms of planning - Long waiting lines - Beneficiaries may spend money in ways not linked to project objective
	E-cash (using platform such as Red Rose, Amana Cards) Can be restrictive or non-restrictive	<ul style="list-style-type: none"> - Less security risks as the beneficiaries can withdraw money when they want - Beneficiaries can withdraw money from FSP when they want - 	<ul style="list-style-type: none"> - High cost at the beginning - Beneficiaries may lose their card - May be complicated to find a FSP in remote areas
Bank	Direct Cash (over the counter)	<ul style="list-style-type: none"> - Transfers risk of loss to third party - Beneficiaries can redeem cash whenever is best for them - Quick, if existing relationship with the bank - Not labour intensive for implementing partners - Solid audit and reconciliation process - Safer than direct payment through partners 	<ul style="list-style-type: none"> - Lack of branches in remote rural areas
	Cheque	<ul style="list-style-type: none"> - Safer than direct payment by Partners - Transfers risk of loss to third party - Beneficiaries can redeem cash whenever is best for them - Solid audit and reconciliation process 	<ul style="list-style-type: none"> - Lack of branches in remote rural areas - Long cheque writing time - Intensive cheque signature process - Beneficiaries may be unfamiliar with this mechanism
Transfer Company/ Hawala dealers	Direct Cash	<ul style="list-style-type: none"> - Transfers risk of loss to third party - Beneficiaries can redeem cash whenever is best for them - Not labour intensive for implementing partners - Can already be familiar to Beneficiaries 	<ul style="list-style-type: none"> - Lack of branches in remote rural areas - Expensive commissions - Rapid set up but low delivery capacity with many beneficiaries - High safety risk for beneficiaries

		<ul style="list-style-type: none"> - Low set up and transaction costs 	
Trader	Voucher	<ul style="list-style-type: none"> - Beneficiaries do not directly handle cash - Quality of goods and prices can be monitored - Partners can easily influence recipient choice and promote certain practices - Transfers risk of loss to third party - Flexible time to redeem the cash for the beneficiaries - Higher multiplier effect on the local market 	<ul style="list-style-type: none"> - Limit beneficiaries' choice on where to spend the money - Beneficiaries may have other priorities not covered by the voucher - Requires more planning and preparation - Traders not involved in the project may be disadvantaged - Traders may manipulate prices - Poor record keeping - Increased risk of fraud - Need for additional finance team member within implementing partner for prompt reconciliation
Mobile phone	Mobile phone	<ul style="list-style-type: none"> - Safe and usually discrete way of transferring cash - Transfers risk of loss to third party - Not labour intensive for partners - Beneficiaries can redeem cash whenever is best for them - Possibility of saving in e-wallet 	<ul style="list-style-type: none"> - Lack of access to mobile phone by beneficiaries – especially women (or extra costs of mobile phone distribution) - Unfamiliarity of the beneficiaries with the mobile money - Lack of stable mobile network - Long and expensive set up costs (SIM card cost, etc.) - Loss/theft of phone or change in mobile number - Possible error (sending to the wrong number)



The implementing agency has to make sure that the selected payment mechanism is accessible to beneficiaries, preferred choice by most beneficiaries, suitable to illiterates, safe to the agency, timely to the beneficiaries, and cost-efficient to operate.

The following are options for how to organize payments for CFW/ CFA:

- Output-based i.e., a quantifiable amount of work; people can leave once they have completed this; the attendance sheet will ensure that each worker is paid according to the work s/he has done
- Daily-based – daily rates may be more useful, especially for jobs which do not have a quantifiable output
- Group-based – instead of monitoring each individual, a group of people is given a task to achieve together (i.e. land prep for communal gardens, use existing systems/farming groups); this simplifies administration and supervision; gives the group certain flexibility

3. Monitoring and Evaluation in CFW/ CFA

Monitoring and evaluation are essential as it helps agencies determine if program objectives have been achieved and whether activities were responsive to participants' needs. Following key process indicators needs to be considered while monitoring CFW/ CFA:

- Is the amount of cash earned by participants sufficient to meet basic needs, or needs outlined in the objectives of the project?
- Are the projects completed to the specified level of quality, will the improvements be sustained through the seasons?
- How much cash has been injected into the local community? (Calculate this from payments made to CFW/ CFA participants)
- Whether Payments prompt, regular, timely and appropriate?
- How are people using their cash?
- Has the project affected livelihood strategies? If so, how?
- Are prices for basic goods in the local market the same or different compared to the onset of the project? (Use the baseline market price data to answer this question).
- Are women or marginalized groups comfortable working in the CFW/ CFA setting? What is the male to female participation ration in CFW/ CFA?
- Were projects useful and relevant?
- Are they satisfied by the support provided? Are they satisfied by processes (selection of beneficiaries, selection of CFW activities)
- What is the impact of the rehabilitated/ upgraded or constructed assets on the communities

As any project with cash transfer, a regular price monitoring is strongly encouraged.

4. Handover of the Project to Local Community and Authorities



These projects could be formally handed over to the community and the local authority. Documentation of the communities' commitment to upkeep the project or maintain it in the future made for the records. This can be done through a simple Memorandum of Understanding with the community upon completion of each scheme or through a hand-over ceremony at the end of the project. Key issues to consider;

- Plan for exit strategies at the beginning of your intervention
- Ensure proper communication with the communities from the beginning of the programme, clarifying that it is a short-term project with defined objectives
- Try to match the end of the labor-based intervention with the start of alternative seasonal activities (such as agriculture or other local labor opportunities)

5. CFW/ CFA Resources

- [FAO Guidelines for Public Works Programmes: Cash, Voucher and Food for Work | Food Security Cluster \(fscluster.org\)](https://fscluster.org/)
- [Final-CfM Programme Booklet Edited Final.pdf \(cwsglobal.org\)](https://www.cwsglobal.org/)
- [Cash for Work Guidelines | HumanitarianResponse](https://www.humanitarianresponse.info/)
- [mercy-corps-guide-to-ctp.pdf \(calpnetwork.org\)](https://www.calpnetwork.org/)
- [CwG SOP Draft \(humanitarianresponse.info\)](https://www.humanitarianresponse.info/)
- <https://reliefweb.int/sites/reliefweb.int/files/resources/1568373138.Child%20Safeguarding%20for%20CVA.%20Final%20%281%29.pdf>
- [CFW Guidelines-Draft gFSC May 22,2019.docx \(fscluster.org\)](https://fscluster.org/)

6. References

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