DRAFT: Cash-for-Work (CFW) Guidance Note for Zimbabwe: 2019

1. Objectives and intended outcomes

Objectives
- To provide clear guidance to partners towards the harmonization of Cash for Work (CFW) working hours and payment rates.

Intended Outcomes
- All partners implementing CFW work use Government approved Productive Community Works (PCW) working hours.
- All partners have the same payment rates in working areas.

2. Guidance and Rationale

2.1 Cash for Work Working hours and Number of days.
- Five (5) hours Per day.
  - CFW beneficiaries to work a maximum five hours per day¹. *(this does not include time to walk to work site and back home)*. Starting time and break time to be agreed upon by the implementing agency and beneficiaries.
  - Beneficiaries to work a maximum 15 days per month for three months. If project goes beyond three months, the beneficiaries should be rotated (new households). Implementing partner to get approval from government if beneficiaries/households have to work beyond three months.

Rationale: To ensure that there is no competition for labour in CFW activities and partners are complementing government efforts.

Recommendation: Partners NOT to implement Cash for Work projects during peak labour periods (example crop growing season)

2.2 Payment Rates.
- Cash for Work beneficiaries to be paid per hour worked². The CFW payment rates to be lower than the going casual labour rates³. Partners to provisionally pay US$0.6 per hour. CWG to review hourly rate regularly⁴.

Rationale: To ensure that only those unable to access casual labour participate in the CFW activity and to deter those in productive work to be attracted by wages in CFW.

2.3 Currency: The beneficiaries will be paid in United States Dollars

Rationale: To ensure that beneficiaries get value for money since the Zimbabwe Bond note is losing value.

2.4 Group Size and Leadership
- Group size: From 20 to a maximum of 25 people per activity for ease of supervision.
- CFW Group Leader selection, role, and payment rate: To be selected from and by the group of beneficiaries. The Group Leader should be paid the same rate as the rest of the CFW participants. The Group Leader’s main tasks are administrative in nature: managing attendance sheets, enforcing work norms, ensuring daily targets are met and planning the rest of the schedule towards project completion.

Rationale: Ensure that all beneficiaries participate effectively and fully in CFW activities.

Recommendation: Encourage CFW participants to select a Team Leader who has respect and is able to accomplish the tasks.

2.5 Skilled versus Non-Skilled labour: CFW activities are LARGELY non-technical and primarily for non-skilled manual work that beneficiaries could participate in. Skilled beneficiaries can participate in the CFW and they get paid same amount like everyone else. It is advisable to contract out technical activities.

NOTE: The guidance is a living document that will be improved/revised on as new information/data is received

¹ Government of Zimbabwe (GoZ) approved hours are in the Cash for Work/Productive Community Works (PCW) Operational Guidelines for PCW document, January 2013
² As per the Government Operational guidelines for Productive Community Works document
³ A wage survey to be conducted so as to help determine the CFW payment rate. Payment rates can be revised periodically.
⁴ Agreed Cash for Work rate equal to commercial casual labour rate.