



IRAQ CASE STUDY 2023

CASH FOR WORK TO CONSTRUCT AND REHABILITATE THE WASH FACILITIES

Using cash, vouchers or other market based approaches to reach WASH outcomes

ACKNOWLEDGEMENTS

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INTRODUCTION

Introduction to the case studies on the use of MBP and CVA for WASH outcomes in the RCRCM

The RCRCM has been implementing CVA and investing in cash preparedness for many years. The Movement is uniquely placed to become a world leader in the provision of CVA in emergencies. The IFRC's Cash Roadmap highlights the IFRC's commitment to increase CVA whilst recognising the need to invest in cash preparedness and organisational mainstreaming to achieve this goal. Since 2012, the IFRC, ICRC and several National Societies (NSs) have been supporting the institutionalisation of CVA within several NSs to help integrate CVA into their disaster response activities.

As stated in the IFRC Plan and Budget 2021-2025, "Cash and voucher assistance is the IFRC's preferred form of material assistance, as a responsive and flexible modality that promotes human dignity, choice and community resilience."

While MBP has been widely used in livelihoods, food security, and relief sectors, the WASH sector has been relatively slow to embrace it. Over recent years humanitarian aid organisations have increasingly used market-based programming (MBP) to deliver water, sanitation and hygiene (WASH) in emergencies. CVA and Market-based modalities include the distribution of cash and vouchers, and this approach has many advantages to enable recipient vulnerable households to access WASH basic needs and services they need more efficiently and effectively, contributing to economic recovery, as well as supporting local WASH markets to deliver these goods and services at humanitarian standards.

MBP in humanitarian settings, such as cash distributions, can provide the support that is more tailored to individual needs. It shifts the focus from in-kind assistance to technical support, community engagement and the support of local economies to recover, rather than disrupting local markets with imports. Still, there is not enough evidence within the RCCM that these approaches have resulted in a positive effect on WASH outcomes. As a result, the evidence, level of expertise, specific training materials, and dedicated tools are underdeveloped and need to be improved and disseminated across the RCRCM WASH sector.

These case studies present the analysis and mapping of available evidence of the effect of market-based modalities used in the emergency WASH sector within the Red Cross Red Crescent Movement. The documents highlight examples of the application of Market Based Programming (MBP) and Cash and Voucher Assistance (CVA) approaches in delivering humanitarian WASH, for example, latrines rehabilitation using the distribution of cash or the replacement of hygiene items with vouchers in the Red Cross Red Crescent Movement representing various regions and contexts (e.g., protracted conflict, natural disaster, protracted crises, population displacement, epidemic outbreaks, both emergency and longer-term etc.).

The case studies were developed with the intent to provide examples of good practice and demonstrate the breadth and diversity of contexts in which NSs work to provide MBP and CVA for WASH outcomes and identify some common learnings and potential opportunities to NSs that are considering using Market Based Programming and CVA to support WASH outcomes.



PROJECT DETAILS

Region: MENA

Country: Iraq

National Society: Iraq Red Crescent Society

Specific location: As Salamiyeh camp, South of Mosul, Ninewa and Sinjar Mountain, Ninewa

Year intervention started: 2018

The focus of your intervention utilising CVA: Hygiene promotion, Sanitation

Response Phase for your intervention: Protracted crisis

The number of people reached: 2,000

Type of beneficiaries targeted: Internally Displaced People (IDPs)

Modality of CVA: Cash for Work (with the work focused on WASH facilities)

Transfer mechanism used: French Red Cross. Iraq Red Crescent Society and funded by British Red Cross and Centre de Crise et de Soutien (French MoFA)

BACKGROUND

In 2018 Iraq had been in a protracted crisis for a few years due to the war on ISIL (the Islamic State of Iraq and the Levant), and the associated displacement of the population.

Between February and October 2018 British Red Cross co-founded two projects to support two of the displaced communities, one in the Al Salamiya UNHCR camp south of Mosul, and the other in a collection of informal tent settlements on Sinjar Mountain.

The two projects were implemented by French Red Cross and the Iraq Red Crescent Society to support two internally displaced people (IDP) communities between February and October 2018. As part of the project, some community members were employed through CfW (Cash for Work) to construct and rehabilitate the WaSH infrastructures in the camps, providing immediate economic benefits and increasing communal hygiene, dignity, and adequate sanitation to the local population.

The two projects were implemented in slightly different settings, one was implemented in the Al Salamiya IDP camps, a formal camp funded by UNHCR under the management of ACTED. The other project was implemented in a set of informal tented communities on Sinjar Mountain that were established by Yazidi communities targeted for genocide by the Islamic State of Iraq and the Levant.

A brief outline of the project

The projects contributed to rehabilitating and enhancing much-needed WaSH infrastructures in both communities and encouraged good hygiene practices through hygiene promotion training and events.

In Al Salamiya the project provided employment opportunities to 1,500 individuals with Cash for Work (878 men and 622 women) to construct 355 tap privacy screens, rehabilitate 370 latrines, provide 417 jerry cans, construct grey water channels, and organize hygiene promotion events. The project also indirectly benefited the overall population in the camp from the improvement of structures (30,950 individuals of which 7,068 children 0-5).

In the Sinjar Mountain communities, the project funded 500 workers (467 men and 33 women) to construct latrine/shower blocks for 219 HHs, rehabilitate latrine/shower blocks for 186 HHs, installation of 570 hand washing stations, distribute 750 garbage bins (120L) and 37,590 hygiene items, organized health promotion activities that reached 2,463 households, and renting 2 garbage tractors to make 27 trips to the mountain communities to collect waste.

The project aimed at supporting the conflict-affected population located on Sinjar Mountain and the surrounding areas. IDPs and host communities were targeted equally - and the vulnerability criteria were identified with the community and used for prioritization, especially for the selection of cash for work activities. The IDPs were mainly from Sinjar town or the surrounding villages. They were settled on the mountain at the time of the intervention.

The intervention in the Al Salamiya UNHCR camp involved a technical assessment of existing WASH (latrines and shower blocks) infrastructures and a WASH Knowledge, Attitudes and Practice (KAP) survey.

As part of the assessment activities, it was highlighted by the community in response to the question "In your opinion, what could be done in the camp to decrease tensions/conflicts between people and/or to help improve relations between people and between social groups?" that provision of work opportunities was a key need for people, as it was the provision of cash to people to start a small business that made a difference in the community.

At the beginning of the project, the FRC improved the existing process of selection of workers in Al Salamiyah camps, by including vulnerability criteria, which ensured the identification and the selection of the most vulnerable people to benefit from the Cash for Work activities.

Households were selected as part of the programme using standard socio-economic criteria such as large families, small children, elderly, single female-headed households, as well as households not benefiting from the Government payroll. Other households were excluded from the selection process if they already had a

family member who benefited from cash for work programme within the camp. Only people that did not yet participate in a CFW activity and did not have any relative participation in a CFW activity in the camp could benefit from the assistance of the FRC.

Once the households were selected one family member from the household was invited to join the Cash for Work programme.

In March 2018 the team conducted an accurate latrine assessment, using the Kobo Toolbox on each latrine of the Al Salamiyah camp. The result showed that 351 latrines needed to be repaired (173 male latrines and 178 female latrines). With the collection of GPS coordinates, a map was created showing the location of the latrines in need of rehabilitation, allowing close monitoring of the progress of the project and creating an organized working schedule for the workers. Moreover, the FRC/IRCS collaborated with the WaSH leaders in the camp, to divide the activities and avoid duplications.

The Cash for Work activities included basic training in the construction and rehabilitation of the WASH infrastructures that were part of the programme. The French Red Cross who was the implementing partner of the Iraq Red Crescent for this programme made payments at the end of the 10 days of cash for work with the recipients paid through cash in envelopes.



The programme in the Al Salamiyah camps camp resulted in:

- 355 privacy screens
- 370 latrines rehabilitation
- Hygiene promotion sessions for 26,000 people
- Clean-up campaigns
- Maintenance of drainage and greywater channels.

The intervention in Sinjar Mountain was slightly different since it was responding in informal tented settlements on Sinjar Mountain rather than in a formal UNHCR camp but followed broadly the same approach. It started with a population survey to help select which people/locations to be selected. The survey was followed by using the Kobo toolbox for collecting information about the families, The activities mainly focused on hygiene promotion and the waste collection on the mountain and the hygiene promotion in the collectives.

The team also supported the rehabilitation and construction of latrines. The objective of this activity was to design a cost-effective and sustainable solution, meaning a latrine that could be moved and reused. The community was involved in the design of the latrine/shower: five focus group discussions were conducted with the displaced population by the technical team, to identify a suitable design.

The construction was carried out with the Cash for Work approach, under the supervision of the IRCS technicians.

The rehabilitation was also conducted through the Cash for Work approach, with support from FRC/IRCS in tools and required materials. The IRCS technicians ensured the supervision of the rehabilitation work. The compensation was established to be 40,000 IQD per block rehabilitated and to be shared among the workers. Once the rehabilitation was completed, the IRCS technicians would approve the work done and prepare the payment certificate. All identified blocks were rehabilitated during the project.

To provide quality assurance, the IRCS technicians monitored the construction process daily. They were present in the field every day to monitor the progress of the activities and to support the beneficiaries in the construction.

The FRC also organized the removal of the solid waste from the garbage bins to a disposal site that has been selected by the municipality, this activity was also conducted through a cash-for-work approach. The collection of the waste was conducted by a team composed of 4 workers, supported by 1 tractor, working 4 days a week from 9:00 AM to 4:00 PM. The work was organized in shifts of 2 weeks allowing more people to benefit from income-generating activities. In total, 27 individuals have benefited from the Cash for Work.

To raise the awareness of the population and to clean the entire area, two cleaning campaigns were organized in all the settlements and villages of Sinjar Mountain. The IRCS volunteers were involved in the overall supervision of the workers. Indeed, this activity was also conducted through the Cash for Work approach: 5 days of work for each campaign. In total, 30 individuals benefited from this activity.

Hygiene promotion activities

The hygiene promotion activities implemented in the area included cash for work approach. Indeed, a selection of potential Cash for Workers was conducted based on vulnerability criteria, aiming to provide the most vulnerable households with access to income-generating activities. The hygiene promotion sessions were implemented through shifts of 10 days with 38 Cash for Workers. Each shift was conducted for 10 days: 2 days for the training of the cash for workers and 8 days to implement the hygiene promotion sessions. Therefore, according to the result from the KAP survey, each shift of the hygiene promotion included a different message to the population, the IRCS volunteers ensured the overall supervision of the hygiene promotion activities.

The programme in Sinjar Mountain led to:

- 219 latrines and shower blocks
- 750 garbage bins
- 2500 households supplied with hygiene kits (in-kind) and hygiene promotion
- Garbage collection and cleaning campaigns to all settlements.

500 recipients benefited from the cash for work (467 men and 33 women), receiving 10 days of payment.

FINDINGS

The objectives of this project linked to these activities have been aiming to improve the living conditions of the displaced families and host communities on Sinjar Mountain through the provision of WaSH facilities and services (construction/rehabilitation of emergency latrines/shower blocks, waste collection, hygiene promotion) and to respond to the livelihood's vulnerabilities of the population (cash injection through Cash for Work activities).

The individuals who have attended the Cash for Work activities shared a common satisfaction regarding the activities, the selection criteria and the conditions of employment.

The selection of Cash for Workers, based on vulnerability criteria, enabled the FRC and the IRCS to focus on the most vulnerable household.

These results from the PDM (Post Distribution Monitoring) also reaffirmed the need to further support the population with cash assistance during periods of displacement. Once displacement occurs, the population will most likely be losing its means of livelihood. Cash assistance could alleviate the impact of displacement among the population in the most vulnerable cases.

The projects contributed to rehabilitating and enhancing much-needed WaSH infrastructures in both communities and encouraged good hygiene practices through hygiene promotion training and events.



LESSONS LEARNT

- CFW and WaSH were very relevant modalities for the context. The WaSH activities were needed, and the Cash for Work modality contributed to maintaining the dignity of the affected population.
- The intervention supported building resilience by creating immediate and secondary economic benefits and at the same time promoted psychosocial well-being.
- One of the recommendations shared later is to ensure the participation and empowerment of the women within Cash for Work programming and WaSH-related activities.
- A specific gender approach could be promoted for women's empowerment. The Cash for Workers is essentially men. However, some activities could be developed aiming to support the whole female population coming from a narrowed-down area through a selection and training of women (e.g. Menstrual hygiene management activity, waste collection and hygiene promotion).

Good practices

From an Evaluation done in May 2019, it was found that "The impact of the cash-based interventions was very positive, relevant and effective, enabling beneficiaries to meet their basic needs and limit the use of negative coping mechanisms. The immediate source of income combined with the greater dignity of choice from cash also promoted psychological well-being in the target communities..."

- At the beginning of the project, the IRCS volunteers were trained on conducting Hygiene Promotion training and how to supervise the activities as well as to use Kobo Collect to monitor the activities continuously. Each volunteer was provided with a tablet. Before the beginning of the activities in the field, monitoring tools for each activity were prepared and adjusted following the feedback of the IRCS volunteers.
 - With Kobo Toolbox, a more efficient and effective follow-up of the activities was achieved. Relative information was collected by IRCS volunteers automatically during the project, the results were monitored by the FRC team regularly.
- A complaint response mechanism was set up from the first day. The hotline number was disseminated around the camp, together with the project description. After working for several months in the camp, people stopped calling the hotline and started to come directly to the FRC/IRCS compound. One IRCS volunteer oversees collecting the complaints and reporting to FRC weekly.
- At the end of the project, in Sinjar the IRCS volunteers conducted the survey satisfaction survey and post-distribution monitoring was performed. It was very useful to understand what was not clear for

the beneficiaries in the CFW selection process if they knew the existence of the complaint response mechanism, and how they perceived the FRC/IRCS intervention. Moreover, the survey monitored how the money was spent after the distribution.

- The majority of the respondents have at least one person within their household that could fall under the category of vulnerable people: children under 5 years old, elderly, pregnant or lactating mothers, and people with disabilities. These results show that the selection of the Cash for Workers based on vulnerability criteria had worked well. The priority of selection was indeed given to the most vulnerable cases among the population
- The evaluation conducted by British Red Cross found that the impact of the cash-based interventions was very positive, relevant and effective, enabling beneficiaries to meet their basic needs and limit the use of negative coping mechanisms.
 - The immediate source of income combined with the greater dignity of choice from cash also promoted psychological well-being in the target communities. Most CfW (Cash for Work) participants used their income on HH food (70%) and medical costs (9%), with several people reporting that they invested the money in ongoing income-generating projects (see findings section). One of the main findings was the impact of CfW on people's psychosocial well-being, with participants reporting that earning an income through work, and being able to see the tangible outcomes of their labour gave a sense of dignity and pride.
 - The IRCS benefitted from investment in building the capacity of their volunteers. In an interview with the Mosul IRCS branch president, he noted that the volunteers trained in this project have been using the knowledge and skills on other projects, especially in Mosul as WaSH infrastructure and community hygiene are still priorities for the ongoing recovery process. The project trained 18 IRCS volunteers (mixed gender) (7 in Al Salamiya and 11 in Sinjar Mountain) and provided 'on-the-job training while implementing the projects.
- Women were encouraged to participate in the CfW activities. The FRC disseminated broadly the CFW opportunity in the camps, addressing especially women of the community, thanks to the collaboration with the NGOs Women Empowerment Organization (WEO) and Sewan Women's Empowerment organization (SEWAN). As a result, women applicants were received at the Job Desk as well.

What did beneficiaries think of the intervention?

The impact of the cash-based intervention on vulnerable IDPs was positive, enabling beneficiaries to meet their basic needs and limiting the use of negative coping mechanisms. The immediate source of income combined with the greater dignity of choice from cash also promoted psychological well-being.

According to the results of the PDM, the individuals who have attended the Cash for Work activities share a common satisfaction regarding the activities, the selection criteria and the conditions of employment. The selection of Cash for Workers, based on vulnerability criteria, enabled the FRC and the IRCS to focus on the most vulnerable household.

Replicability and scalability of the intervention

CFW approach through WASH intervention is efficient and valuable for the beneficiaries since they find themselves as the main actor in implementing the activities and serving their people, and the CFW approach gives accountability to the target groups, it can be replicable in different contexts once the following elements are available:

- Need for this kind of intervention.
- Having people who are capable to work.
- Availability of staff who are familiar with the CFW and WASH activities.
- Having an interested donor to fund such a project.
- Accessibility for cash transfer.
- Conducting a WASH needs assessment is essential for this kind of project.
- Collecting the information from the target families to adapt the vulnerability criteria.

CHALLENGES

A challenge faced by the FRC and the IRCS team is a result of the organizational gaps in camp management. The FRC initially was not allowed to organize its user registration process. Additionally, a lack of accountability and transparency towards the beneficiaries in the selection was identified by the FRC and the IRCS staff. Therefore, the FRC had to review the selection list and add vulnerability criteria (as they were non-existent). This led to a considerable slowdown of the launch of the activities but in the end, it endured that the most vulnerable were selected for the Cash distribution activities.

Another challenge encountered was ensuring continuous humanitarian access and this sometimes could take more than two weeks. This influenced the implementation of the activities, causing an initial delay in the launch of the project, but also continuously during the project. The action plan had to remain flexible to allow for effective and timely implementation of the project.

- Beneficiary selection: hard to capture criteria vs community leader opinion
- Generating lots of expectations
- If in the household no one can work, no option for unconditional cash
- People are selected based on vulnerability and not on skills
- No continuation in funding

ANNEX / ABBREVIATIONS

List of abbreviations

IRCS	Iraqi Red Crescent Society
CTP	Cash Transfer Program
WASH	Water Sanitation and Hygiene
RCRC	Red Cross Red Crescent
UNICEF	United Nations International Children's Emergency Fund
CVA	Cash Voucher Assistance
RAM	Rapid Assessment of Markets
IEC	Information, education and communication
HHs	Households
IPC	Infection, Prevention and Control

REFERENCES

1. **Cash SoP guidelines: CVA Technical Working Group at national HQ.**
2. **Contact Person and Lead Organization for this Case Study:** Renas Hussein, WASH Program Manager, FRC | Contact: rrenaskurdi72@gmail.com
3. **Collaborators for this Case Study:** British Red Cross and RCRCM Cash and WASH TWG



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