

**CASH FOR WORK – STANDARD OPERATING PROCEDURES
ZAATARI CAMP**

~Endorsed by Needs Based Working Group on 28 July 2015~

CONTEXT/INTRODUCTION

Since the establishment of Za'atari Camp in July 2012, Cash for Work (CfW) has been a key part of refugee participation in the delivery of humanitarian assistance. Approximately 3000 households (12% of camp population) are currently engaged in various cash for work activities across various programs implemented by partners; 28% of them female participants. CfW is considered as a mechanism to provide incentives to refugees who volunteer for various organizations in the camp.

Through various community gatherings, focus group discussions (FGD), and participatory assessments, the refugee community while acknowledging the importance of CfW initiatives, highlighted the lack of unified practice of implementation of CfW across NGO programs, which has led to unequal access to available opportunities. Not all vulnerable groups have had equal access to CfW opportunities and rotation, while incentives provided are not unified across programs and partner activities. FDGs reports suggest that influential community members have had an unfair advantage in the enrollment process and rotation.

This document serves as guide for all actors seeking to engage refugee community in CfW activities in respective programs. The document specifically aims to achieve the following;

- I) Harmonize selection, Retention and Incentive terms across all CFP programs
- II) Develop common refugee roaster from which NGOs can engage the community based on skills and ability while paying special consideration to vulnerable groups.
- III) Provide stable environment for refugee capacity building and self-management.

ENROLMENT PROCESS

In order to facilitate a fair and transparent access to CfW opportunities, ALL NGOs shall publicly inform refugee community and NGO actors/ UN agencies through brochures, notice boards, social media and community centers, the available opportunities, eligibility criteria, target groups and selection processes. The notifications should include the following:

- Number of CfW positions available
- Qualifications required
- Terms of engagement/responsibilities
- Duration of the positions or project
- Identified CfW category (5): semi-skilled, skilled, highly-skilled/Technical or piece rate labor
- Information on how to apply for the position and dateline required
- Contact number and address for the agency's CfW focal points
- Site location of the positions
- Incentives
- Working hours

* Public notice boards, Mosques and community gathering places across the camp will be used to display adverts and make announcement for CfW openings.

SELECTION CRITERIA

- The selection process for CfW involve NGO partners advertising available opportunities on public notice boards across the camp, verifying in UNHCR ProGres and Refugee Assistance Information System (RAIS) data bases, the refugee registration and work status prior to selection and enrolling eligible refugees.

- Selection of participants for CfW is based on skill levels, qualifications required for the work, and amount of work done (as in piece rate work), with special consideration for vulnerable cases.
- Each organization should clearly and in transparent way communicate to refugees the selection process in place, including advertisement, timeframe/deadlines and targeted category.

Both partner staff and selected volunteers should strictly adhere to Humanitarian Code of conduct principles while exercising their responsibilities.

Prioritizing Vulnerable and Women access to CfW opportunities

Agencies shall determine specific selection criteria and target groups for respective CfW opportunities available. The specific selection criteria should take into account the following considerations;

- Persons/households whose capacity to meet basic needs are compromised by specific vulnerability should be considered primary target for semi-skilled labor or any other category. *(Refer to UNHCR vulnerability criteria doc). Exceptions should ONLY be in tasks that require challenging physical effort.*
- The Needs Based Working Group (NBWG) recommends equal access to CfW opportunities for both male and female refugees (50-50), bearing in mind the cultural context.
- Children below 18 years are considered ineligible for cash for work opportunities. Alternative life skills and educational programs and targeted assistance for households in need should be explored.

***Note:** where a female candidate has met all required qualifications/skills as the male counterpart for a job, positive discrimination towards female should be exercised to address the gender gap, and according to comparative household needs.

ELIGIBILITY, REGISTRATION AND ASSISTANCE RECORDS

- In an effort to prevent CfW participants from accessing multiple CfW opportunities and thus incentives in the same time period, agencies are required to review enrolled volunteers records prior to enrolment.
- Only Refugees duly registered in UNHCR proGres database and resident in the camp are eligible. Upon compiling a list of refugees for enrolment, responsible agencies shall verify with UNHCR registration focal point, the registration status of intended participants.
- All agencies offering CfW opportunities, should submit lists to UNHCR registration focal person for verification of refugee’s registration status, at least *05 working days* prior to enrollment. UNHCR will provide feedback on proGres registration status and volunteer’s/ household’s previous CfW records in RAIS at least *03 working days* prior to selection
- Ad-hoc enrollment requiring 1-2 days’ notice shall be addressed on case by case basis between enrolling agency and UNHCR registration staff for exceptional situations only.

Classification of skills considered at the selection process and unified incentive rates.

Classification	Incentive rate	Examples of classified Labor force in Zaatari (Not limited to..)
Semi-skilled - Participants performing tasks that do not involve specialized skills or	1.00 JD	Committee volunteers, outreach, guards, cleaners

technical know-how, or heavy physical involvement for instance cleaners, guards etc.		
Skilled - Participants are required to undergo minimal training or have minimum skills to perform a given task.	1.50 JD	tailors, hairdressers, teachers, trainers (sport, recreational), handcraft makers, PHE Maintenance
Highly skilled - Participants are enrolled on the basis of technical skills, education or experience relevant to the task performed.	2.00 JD	Medical personnel, teachers, team leaders or managers, etc.
Piece Rate (<i>refer to quantity of task accomplished</i>) - Volunteers required to perform manual work and are compensated based on task completed. Work targets should correspond to normal working hours per day.	(Example; per m3 dug)	Manual Laborers
Technical – (example WASH and others). <i>Total full time weekly pay for this category should be 120 JD per week (2.5 JOD per hour X 8 hours per day X 6days per week as maximum)</i>	2.50 JD	Machinery operators, concrete manufacturing, welders, site inspectors and surveyors, draftsmen (AutoCAD designers, etc).

* The incentive rates are set in consideration of local labour/host community market rates and in no way meant to disrupt the local labor market/trends in the host community.

RETENTION/ROTATION

- All semi-skilled and piece rate positions, except for guards and cleaners shall be rotational on weekly, bi-weekly and monthly basis as determined by each NGO.
- Highly skilled and technical volunteers can have longer period (beyond 01 Month) or no rotation status, depending on the availability of the required skills within the population.

RAIS – REFUGEE ASSISTANCE INFORMATION SYSTEM:

All CfW opportunities provided by agencies in Za’atari camp will be recorded and updated in the UNHCR RAIS module. Enhanced inter-agency coordination and information sharing on CfW assistance will prevent duplication of CfW at the volunteer and household level.

The enrolling agency must provide a list of proposed candidates to UNHCR registration focal person for a pre-selection screening prior to hiring. UNHCR will provide feedback on proGres registration status and volunteer’s/ household’s previous CfW records in RAIS.

UNHCR shall generate a Monthly assistance report and rotation status analysis, which will be provided to partners upon request (in addition to being shared monthly with the NBWG).

- Using the attached Excel document registration form, partners should provide below information for update in RAIS.
 - Name of Organization
 - Name of receiving beneficiary
 - ProGres Number – Case & Volunteer ID
 - Dates (start & end) of CfW assistance
 - CfW classification (semi-skilled, skilled, professional, piece rate labor, technical)
 - Received Incentive (per hour or per piece rate)

Upon completion of payments, respective agencies shall submit list of paid participants to UNHCR registration focal point for update into refugee assistance information system (RAIS).

