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**COMMUNITY SUPPORT PROGRAM**

Improving Economic  
Opportunities

Reducing Tensions in  
Vulnerable Communities

Enhancing the Delivery  
of Essential Services

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# Cash-for-Work Compliance Training

**Beirut**

**July 30, 2021**

## Trainers' Bios

### Nancy Maroun



*Nancy is currently the Capacity Building Technical Advisor at USAID's CSP. Holding a PhD in Community Sociology, she has 20 years of experience in development projects with UN agencies, National, and International organizations. She has participated in preparing the CFW SOP under the Livelihood LCRP working group and has managed CFW activities.*

### Carla Habib



*Carla is currently the Project Coordinator at USAID's Community Support Program (CSP) in Lebanon. Holding a BA in International Business Management, she has worked with a range of organizations, both locally and internationally, with respect to managing partnerships with local, governmental, and private institutions.*



Please keep the following expectations in mind when engaged in the CfW Compliance Training to get the most out of your time.  
Thank you!

## Session Expectations

### Minimize distractions

Silence your communication notifications (such as email) and other forms of distraction to be able to focus on the content at hand.

### Respect others

Actively listen to others when they are speaking. Keep your microphone on mute unless you are speaking. **Freely use the chat box, but please raise your hand before unmuting to speak.**

### Participate

The session is most useful with your input! We welcome you to share with us your wealth of experiences.

### Technical difficulties

If you run into technical difficulties, or your internet drops, contact Lamy Ayyad using the chat box or this email address ([layyad@lebanoncsp.org](mailto:layyad@lebanoncsp.org)).

### Q&A

Please feel free to drop any question you have in the chat box, and the facilitator will try to answer on the spot. Moreover, additional 10 minutes for Q&A will be given at the end of the session.

# Outline

- 1. Cash-for-Work Modality**
- 2. Cash-for-work Process**
  - a. Outreach, Selection, and Recruitment Methodology
  - b. Implementation
  - c. Monitoring and Evaluation
- 3. General Guidelines**
  - a. Safeguarding
  - b. Trafficking in Persons (TIP)
  - c. Conflicts of Interest





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# I. Cash-for-Work Modality



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## Cash-for-Work Modality

### What is Cash-for-Work (CfW)?

- = Labor Intensive Program (LIP)
- = Labor-Intensive Work (LIW)
- = Short-term intervention (3 weeks to 3 months)
- = Short-term livelihoods opportunities





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## Cash-for-Work Modality

- Types of CfW activities?
- Why opt for CfW modalities?

Please use chat box





## Cash-for-Work Modality

### Types of CfW activities implemented under CSP

- Cleanup of irrigation canals
- Cleanup of forests and sideroads (post-fire prevention activities)
- Cleanup and rubble removal (in the case of the Beirut Blast emergency response)
- Tree pruning and trimming works
- Sorting of recyclables
- Minor rehabilitation works like the creation of a pathway or footpath
- Other examples: Repairing potholes in roads, reforestation, litter clean-up campaigns, and forest maintenance



## Cash-for-Work Modality

### Why opt for CfW modalities?

- Addresses rising livelihoods needs to temporarily alleviate the impact of the economic crisis
- Provides local populations with employment and income opportunities
- Targets the most vulnerable segments of a population
- Targets men and women in food insecure, disaster-affected, and/or post-conflict communities





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## 2. Cash-for-Work Process



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## Cash-for-Work Process

### Steps



**1.** Preparation



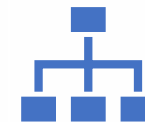
**2.** Community  
Engagement



**3.** Outreach



**4.** Worker's  
selection



**5.** Implementation  
& Monitoring



**6.** Ending CFW &  
Closing



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## Preparation

### Cash-for-Work Process

- Inception meetings with municipalities and local stakeholders
- Site and projects selection
- Training team members on outreach and selection criteria and processes



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Community  
Engagement

## Cash-for-Work Process

= Community and Stakeholders' Engagement

- Open transparent explanation of the outreach and selection criteria and processes
- Agreement on municipalities/communities' responsibilities
- Memorandum of Understanding (MOU) signature with municipalities



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# Outreach

## Cash-for-Work Process

- Informative announcements disseminated through different means
- Full-day onsite outreach allocated (higher number than targeted)
- Easy access of applicants: location, support in filling applications...
- Open, transparent and continuous communication with the targeted communities ensured



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## Worker's selection

### Cash-for-Work Process

- Identification of workers
- Identification of supervisors (For every 10 workers a site supervisor)
- Signing inclusive CfW contracts / Beneficiaries' agreements
- PS: employer to provide accident insurance to workers covering the entire duration of the works





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**Q:** What are some eligibility criteria for CfW participants?

Use the chat box



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## Cash-for-Work Process

### Eligibility Criteria



Project's Objectives -  
Contract  
Requirements



Lebanese Laws



USAID Rules and  
Regulations



Restricted Party  
Screening



Due Diligence



## Eligibility Criteria

### Project's Objectives - Contract Requirements

1. Residence in the targeted geographical areas
2. Nationality: 100% Lebanese nationality vs. Lebanese and Syrians vs. applicants whom mother is Lebanese and who has legal status
3. Age: 18 years old and above
4. Female applicants accounted for and prioritized (seek to achieve 30% female participation rate)
5. Persons with disabilities prioritized (if project work does not affect their safety)
6. Social status: widow and/or woman head of household
7. Only one person from each family is eligible to participate



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## Scoring Matrix



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### Community Support Program in Lebanon – CSP

#### **Eligibility criteria and Scoring Matrix to select the most vulnerable applicants for LIW beneficiaries Emergency Response Beirut Blast**

SECTION A - FACTORS OF DISQUALIFICATIONS			
Application questions #	Criteria	Answer options	Eligibility?*
3	Residence in target area	Yes - Residing in the AAL targeted geographical areas (Marfaa, Rmeil, Saifi and Medawar Neighborhoods)	
		Yes - Residing in other vulnerable and/or affected areas of Beirut (Karantina, Bourj Hammoud)	
		<b>No - Residing outside these options above</b>	<b>Disqualified</b>
Closing paragraph and doc required	Lebanese nationality	Yes (providing one of the two options ID)	
		No, Lebanese mom	
		<b>No, Non-Lebanese mom</b>	<b>Disqualified</b>
1	Age 18 years old and above	Yes	
		<b>No</b>	<b>Disqualified</b>
13	Applicant or another family member have participated in the LIW with CSP	<b>Yes</b>	<b>Disqualified</b>
		No	

\* Once applicant is disqualified for only one criterion, he/she will is NOT eligible to participate.

### Project's Objectives - Contract Requirements

1. Residence in the targeted geographical areas
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7. Only one person from each family is eligible to participate

#### **Priority provided to applicants belonging to households with:**

- No income (unemployed)
- Partial employment and/or lack a sufficient source of monthly income
- Lost source of income due to COVID-19 lockdown
- Large family size (five members or more)
- Persons with disabilities (physical and mental)
- Elderly persons of 60 years or older
- Women-headed households



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## Scoring Matrix



SECTION C – PRIORITIZATION / SCORING QUESTIONS			
Application questions #	Criteria	Answer options	Scoring
2	Gender	Female	1
		Male	0
4	Widow and/or Head of household	Yes	1
		No	0
5	Applicant has monthly income	Yes	0
		No	1
6	Family members with monthly income	0	2
		1-2	1
		3 or more	0
7	Household size	5 or more	1
		1-4	0
8	Household has persons of 60 years or older	Yes	1
		No	0
9	Household has persons with disabilities	Yes	1
		No	0
11	Household has persons with chronic diseases	Yes	1
		No	0
15	Household with an injured person during the blast	Yes	1
		No	0
<b>Total vulnerability scoring</b>			



Once scores are assigned to all applicants, the NGO/partner ranks applicants by descending order of score (highest to lowest). Then, NGO/partner invites applicants with top scores to participate in the LIW. If one or more of the invited applicants do not accept the invitation, NGO/partner invites those who are next on the list.



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**Q:** Are municipalities' employees eligible?

Use the chat box



## Eligibility Criteria

### USAID Rules and Regulations

[USAID Acquisition Regulation \(AIDAR\) - A Mandatory Reference to ADS 300 Series Acquisition Chapters](#)

“A Host Government (HG) employee is a person paid by the HG, occupying an established position, either temporary or permanent, part-time or full-time, within a HG institution”

*Clause on 731.205-71 Salary supplements for Host Government employees on page 63*

*USAID policy established in the cable State 119780 dated April 15, 1988 in ADS Chapter 302*







## Eligibility Criteria

### USAID Rules and Regulations

USAID Acquisition Regulation (AIDAR) - A Mandatory Reference to ADS 300 Series Acquisition Chapters

- **Municipalities are considered Host Government (HG)**
- **Government employees (including municipal and Union of Municipalities), whether full time or part time, employees or municipal police, are not eligible to work in USAID funded CfW**





## Cash-for-Work Process

### Key considerations

- Transparency with community, local officials, and stakeholders embraced at all phases
- Arabic language adopted
- Equal opportunity and gender inclusion ensured
- DNH approach and conflicts sensitivity ensured
  - existing tension elements considered





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**Time for a  
Break!**





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## Implementation & Monitoring

- Implementation Best Practices Next!
- Delivery of Trainings
- Payment modality
- Roles and Responsibilities on the field
- Adoption of Management tools
- Establishing a hotline for participants/any stakeholders to make claims; ensuring a clear complaint mechanism in place
- Where possible, installing signs onsite and distributing brochures for CfW participants raising critical concerns: Child Labor, Sexual Harassment, and other critical issues



**Q:** What is a major risk/challenge you have faced in implementing CfW activities?

Use the chat box



## FIRST... possible risks?

- Non vulnerable personnel might benefit from the intervention.
- Municipal staff, governmental institutions' staff, Army, and other personnel might be enlisted while it is against USAID rules and regulations.
- Unintentional mistakes may be committed that could be avoided by training.
- Outstanding issues not being identified on time where corrective measures can be taken.
- Disordered distribution of tasks among field staff where some tasks might be duplicated or dropped due to lack of coordination.
- Forging signatures on attendance sheets or payment documents
- Local community might perceive the selection as an unfair process which affects the image of partner and USAID.
- Local community might lose any chance of raising issues.

## Implementation Best Practices

### Delivery of Trainings

- Deliver on-site training on **safety** to all selected participants; first-aid training, COVID-19 prevention, as well as safety, security and work conditions.
- Train on and enforce the application of:
  - USAID rules and regulations
  - Standardized implementation toolkit, including beneficiary selection and compliance with requirements
  - USAID policy on visibility and branding (including signing of photo consent forms and the proper disposal of branded equipment)



## Implementation Best Practices



### Selecting Participants' Payment Modality

- Ensure **segregation of duties** so that no one person has full control over a transaction. Different employees should be responsible for custody of the transaction (i.e. different staff select cash for workers, disseminate funds, or conduct verification of payment).
- Follow **strict guidance for payment methods!** To minimize the possibility of fraud cases and ensure that participants are properly paid, implementing organizations are encouraged to deliver the payments through a third financial party clearly stating the number of workhours and the subsequent amount that each participant should receive. These lists should be prepared and monitored by implementing partners organizations throughout the implementation period.



## Implementation Best Practices

### Division of responsibilities and thorough follow-up

- Guarantee clear distribution of responsibilities in terms of identification and selection of workers (through the MoU, the kick-off meeting, regular monitoring meetings, etc.) to ensure that the implementing partner is the only authority to select workers based on the set criteria.
- Conduct regular coordination meetings with the different stakeholders involved.
- Request/prepare frequent (weekly, mid-term, and final) progress reports from the field to make sure progress and challenges are well-documented and accounted for.



## Implementation Best Practices

### Roles and Responsibilities of implementing organizations in the field

- Supporting field teams/readiness to implement CfW activities
- Coordinating with key stakeholders involved and work together to improve the quality of implementation
- Capturing the learnings and adapting
- Creating and rolling out a **Quality Control** process, updated on a regular basis



## Implementation Best Practices

### Adoption of Management Tools to facilitate implementation

As part of capturing the learnings and constantly adapting our programming, it's important to develop and adopt standardized management tools, to be updated on a regular basis. For instance, CSP's CfV Toolkit includes:

- Unified workers' selection criteria, process, and scoring matrix
- Set of templates including reporting templates for implementing partners
- Checklists for follow-up and field supervision
- Branding Strategy and Marking Plan (Visibility guidelines)
- MEL guidelines and documents
- Division of roles and responsibilities between field team members
- Scope of Work and weekly reporting template for interns





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Ending CFW &  
Closing

## Implementation Best Practices

- Monitoring & Evaluation

## M&E Process

### Prior to activity implementation

- **Final list of participants;** the M&E team, in coordination with the technical team, follows up on the final list of participants in question for data verification and processing (Beneficiaries' full names to be listed as stated on their national ID card and a copy of their National ID) to keep track of their records.
- **Scoring sheets and socio-economic forms/applications** should be filed and compared to the final list of participants.
- **Timeframe;** the M&E team should have a copy of the schedule of the on-site events that will occur during implementation period.
- **Participants' serial numbers;** for a transparent conduct and to mitigate fraud cases, each beneficiary should be assigned a unique serial throughout the activity. This unique serial can be traceable on the M&E database, on the on-site Attendance Sheets as well as on the payment receipts to beneficiaries.
- **Participants' attendance sheets;** the M&E team prepares and provides an attendance sheet template that includes beneficiaries' details, the number of hours worked, and their signature.

## M&E Process

### During activity implementation

- **Participants' National IDs;** for every day of attendance, each beneficiary should present his/her national ID card to the person in charge in order for him to mark them as attendees. Participants should sign the attendance sheets.
- **Field spot checks;** the M&E team, in coordination with the technical team, should conduct continuous Field Monitoring Visits to monitor each of the identified works and generate Field Monitoring Reports containing Before + During + After pictures as further supporting documents.

## M&E Process

### After activity implementation

- **Data collection and analysis;** the M&E team compares and analyzes the data acquired from the field and from the third-financial-party and makes sure all information is coherent before reporting on the activity's indicators results.
- **Internal Data Verification;** the MEL team shall call a sample of randomly selected beneficiaries, and get their feedback, to confirm on a well-implemented activity.

## M&E Process

### List of supporting documents to be acquired for every activity

- List of participants' full names and copy of their National IDs. (for data processing)
- All filled socio-economic forms/applications and scoring sheets based on which the final selection of participants was made
- Copy of participants' national ID cards (or any proof of identification for Syrian beneficiaries or other nationalities)
- Participants' Attendance Sheets containing their personal details, number of hours worked and their signatures.
- Field Monitoring Visit reports containing Before, During and After pictures.
- List from the third-financial party through which participants received their cash.



## M&E Process

### Complaints Mechanism/Hotline

- Each organization does this differently. What's important is to ensure a complaints process is in place...
- This can be done by making available a hotline for claim purposes; clearly and transparently distributed to all stakeholders (could be displayed on site or on a brochure for CfW), and handled by someone outside the project (like a MEL officer)
- Conduct informative sessions with all stakeholders/participants to make them aware of the process



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## 3. General Guidelines



## Safeguarding

- Generally safeguarding means protecting people and the environment from unintended harm.
- In the international aid sector *safeguarding* often refers to preventing and responding to harm caused by sexual exploitation, abuse, harassment or bullying – though it can be used more inclusively to encompass safeguarding children and vulnerable adults
- This includes preventing trafficking-in-persons (TIP), child abuse and/or neglect, and any other forms of abuse.



## Trafficking in Persons (TIP)

According to the United States Federal Acquisition Regulations (FAR), trafficking in Persons can be defined as:

1. Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
  2. The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.
- Implementing organizations are expected to follow the U.S. government's zero-tolerance policy regarding severe forms of Trafficking in Persons and all associated prohibitions.



## Trafficking in Persons (TIP)

No person recruited by implementing organizations shall:

- Engage in any form of trafficking in persons;
- Procure commercial sex acts;
- Destroy, conceal, confiscate, or otherwise deny access by an individual to the individual's identity or immigration documents;
- Use misleading or fraudulent practices during the recruitment of employees or offering of employment under the project, including charging recruitment fees;
- Or any other prohibition as provided under the U.S. government's anti-trafficking policy or any other applicable law or regulation establishing restrictions on trafficking in persons, the procurement of commercial sex acts, or the use of forced labor.



## How to safeguard employees and beneficiaries?

- Promote awareness of our expectation of zero tolerance for sexual harassment, exploitation, and abuse
- Provide assurances that complaints will be acknowledged, reviewed, referred, and addressed sensitively by trained investigators and accountable decision-makers
- Facilitate access to safe, context-appropriate methods and channels for reporting, feedback, assistance, and support

A process for participants to report potential trafficking violations, without fear of retaliation, should be put in place.



## Conflicts of Interest

- Avoid and disclose any actual, perceived, or potential conflicts of interest (COI).
  - A conflict of interest can occur when an individual has personal, financial, or other relationships that might compete with project's business interests.
  - Transparency regarding actual or perceived COIs is a critical aspect of business integrity and directly reflects upon the organization's credibility and reputation.

At CSP, all implementing organizations are expected to be extremely cautious and avoid even the **appearance of a conflict** between our duties as employees and our personal interests.



## **Conflicts of Interest**

### **What types of situations could pose a COI?**

- Selection, management, or evaluation of suppliers, subcontractors, grantees or other partners with whom you have a personal, family, or financial relationship;
- Romantic relationships with supervisees or the client;
- The recruitment of a close relative or personal friend;
- Employment with, or investment in, a company that competes or does business with the project or organization;
- A donation to an organization directly affiliated with a project counterpart or business partner.





## Conflicts of Interest

### Scenario

Ali's wife has submitted a concept proposal to CSP (where Ali works). Ali works on the Operations team and had no role in the design of the scope of work and will not be managing the grant.

- Is there a conflict?
- What else should the project do to mitigate any perception of COI?



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- At Chemonics/CSP, you may confidentially report your concern to Chemonics' Office of Business conduct via phone or WhatsApp at +1 202 355 8974 or via email at [BusinessConduct@chemonics.com](mailto:BusinessConduct@chemonics.com).

Thank you for partnering with us to maintain the highest level of best ethical and business practices in our activities!



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Questions?

